

UNIVERSITY OF MUMBAI
No. UG/250 of 2016-17

CIRCULAR:-

The Head, University Department of Education and Physical Education & Sports the Principals of the affiliated Colleges in Physical Education are hereby informed that the Post - Facto approval has been granted to 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 14th July, 2016 vide item No. 4.99 and subsequently by the Management Council at its meeting held on 18th 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 6326 and 6327 and regulation 9046 and 9047 and the syllabus as per the (CBCS) for the Master of Sports Management Program has been introduced, which is available on the University's web site (www.mu.ac.in) and that the same has been brought into force with effect from the academic year 2016-17.

MUMBAI - 400 032
7th February, 2017

(Signature)
(Dr.M.A.Khan)
REGISTRAR

To,

The Head, University Department of Education and the Principal of the affiliated training Colleges in Physical Education.

A.C/4.99/14.07.2016
M.C/29/18.11.2016

No. UG/250-A of 2016-17

MUMBAI-400 032

(Signature)
7th 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.

(Signature)
(Dr.M.A.Khan)
REGISTRAR

...P.T.O.

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AC 14-7-2016
Item No. 4.99

UNIVERSITY OF MUMBAI



Syllabus for Approval

Sr. No.	Heading	Particulars
1	Title of the Course	MASTER OF SPORTS MANAGEMENT (MSM)
2	Eligibility for Admission	GRADUATE OF ANY FACULTY FROM ANY UNIVERSITY RECOGNIZED BY UGC IN INDIA
3	Passing Marks	50% PASSING MARKS
4	Ordinances / Regulations (if any)	
5	No. of Years / Semesters	2 YEARS / 4 SEMESTERS
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

O-6326

O-6327

~~O-6327~~
R-9046

R-9047

Date: 30/11/2016

Signature :

A. Karnik

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

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UNIVERSITY OF MUMBAI



Essentials Elements of the Syllabus

1	Title of the Course	Two Years “Masters of Sports Management”	
2	Course Code	*****	
3	Preamble / Scope	Graduate in any discipline with minimum 50% marks in final year of graduation. To be entered	
4	Objective of Course / Course Outcome		
5	Eligibility		
6	Fee Structure		
7	No. of Lectures		8 Subjects per semester / 4 semesters / each subject of 45 teaching hours / 360 teaching hours per semester / 1350 total lecture hours in two years.
8	No. of Practical		Eight Weeks of Summer Internship
9	Duration of the Course	Two years’ full time	
10	Notional hours	1350 hours’ classroom plus 1440hours additional study. Total 2790 hours.	
11	No. of Students per Batch	60	
12	Selection	Through Sports Management Aptitude Test –	
13	SMAT plus interview.		
14	Assessment	40 marks continuous internal evaluation plus	
15	60 marks end term for each subject.		
16	Syllabus Details	On pages 3 - 4	
17	Title of the Unit	Masters in Sports Management	
18	Title of the Sub-Unit	on pages – pages 3 - 4	
19	Semester wise Theory	on pages 3-4	
20	Semester wise List of Practical	Summer Training of 8 weeks.	
21	Question Paper Pattern	on pages 5-9	
22	Pattern of Practical Exam	NA	
23	Scheme of Evaluation of Project / Internship	100 marks Internal on Project	
24			
25			

	Report	
	List of Suggested Reading	Will provide with Detailed Syllabus
	List of Websites	Will provide with Detailed Syllabus
	List of You-Tube Videos	Will provide with Detailed Syllabus
	List of MOOCs	Will provide with Detailed Syllabus

3. Preamble / Scope:

1. The Sports Industry in India is growing by leaps and bounds. As per the FICCI Vision document 2022 India is going to need 4.4 million trained manpower in the Sports Industry. 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, Pune Sunrisers etc.
 - b. Sports goods companies like Nike, Reebok etc.
 - c. Sports federations.
 - d. Consumer goods companies like Reebok, Nike, 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 courses in Sports Management to prepare students for these careers. The syllabus for the 2 years Master's Program in Sports Management is attached.

4. Objective of the Course:

4. 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.
5. 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.
6. Therefore, we at International Institute of Sports Management decided to enter this field with courses in Sports Management.
7. We now wish to offer our courses 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 orientation in India in a systematic way.

Syllabus - Semester 1

Subject Code	Subject Type	Core Subjects	Teaching Hours		
			No of Sessions of 90 mins	Total Teaching Hours	No of Credits
1.1	Core	Perspective Management	30	45	3
1.2	Core	Financial Accounting	30	45	3
1.3	Core	Business Statistics	30	45	3
1.4	Core	Operations Management	30	45	3
1.5	Core	Managerial Economics	30	45	3
1.6	Core	Marketing Management	30	45	3
1.7	Specialisation 1	Business Communication	30	45	3
1.8	Specialisation 2	Organizational Behaviour	30	45	3
				360	24

Syllabus - Semester 2

Subject Code	Subject Type	Core Subjects	Teaching Hours		
			No of Sessions of 90 mins	Total Teaching Hours	No of Credits
2.1	Core	Financial Management	30	45	3
2.2	Core	Legal Aspects of Business & Taxation	30	45	3
2.3	Core	Business Research Methods	30	45	3
2.4	Core	Economic Environment of Business	30	45	3
2.5	Core	Marketing Applications & Practices	30	45	3
2.6	Specialisation 1	Sports Management	30	45	3
2.7	Specialisation 2	Sports Human Resource Management	30	45	3
2.8	Specialisation 3	Sports Organization & Administration	30	45	3

				360	24
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Syllabus - Semester 3

Subject Code	Subject Type	Core Subjects	Teaching Hours		
			No of Sessions of 90 mins	Total Teaching Hours	No of Credits
3.1	Core	International Business	30	45	3
3.2	Core	Strategic Management	30	45	3
3.3	Core	Product & Brand Management	30	45	3
3.4	Specialisation 1	Sports Marketing	30	45	3
3.5	Specialisation 2	Sports Analytics Management	30	45	3
3.6	Specialisation 3	Sports Financial Management	30	45	3
3.7	Specialisation 4	Sports Sponsorships	30	45	3
3.8	Specialisation 5	Sports Law	30	45	3
3.9		Summer Internship			3
				360	27

Syllabus - Semester 4

Subject Code	Subject Type	Core Subjects	Teaching Hours		
			No of Sessions of 90 mins	Total Teaching Hours	No of Credits
4.1	Core	Entrepreneurship Management	30	45	3
4.2	Specialisation 1	Digital Marketing in Sports	30	45	3
4.3	Specialisation 2	Media Marketing in Sports	30	45	3
4.4	Specialisation 3	Public Relations in Sports	30	45	3
4.5	Specialisation 4	Sports Facility & Event management	30	45	3
4.6	Specialisation 5	Business Negotiations Skills	30	45	3
4.7	Specialisation 6	Project Work			3
				270	21

Assessment Pattern:

Semester 1

Subject Code	Subject Type	Core Subjects	Assessment Pattern				
			Continuous Assessment	Semester end Examination	Total Marks	Duration of Theory Paper - Hrs	Total Credits
1.1	Core	Perspective Management	40IA	60IA	100	3	3
1.2	Core	Financial Accounting	40IA	60IA	100	3	3
1.3	Core	Business Statistics	40IA	60IA	100	3	3
1.4	Core	Operations Management	40IA	60IA	100	3	3
1.5	Core	Managerial Economics	40IA	60IA	100	3	3
1.6	Core	Marketing Management	40IA	60IA	100	3	3
1.7	Specialisation 1	Business communication	40IA	60IA	100	3	3
1.8	Specialisation 2	Organizational Behaviour	40IA	60IA	100	3	3
					800		24

Semester 2

Subject Code	Subject Type	Core Subjects	Assessment Pattern				
			Continuous Assessment	Semester end Examination	Total Marks	Duration of Theory Paper - Hrs	Total Credits
2.1	Core	Financial Management	40IA	60IA	100	3	3
2.2	Core	Legal Aspects of Business & Taxation	40IA	60IA	100	3	3
2.3	Core	Business Research Methods	40IA	60IA	100	3	3
2.4	Core	Economic Environment of Business	40IA	60IA	100	3	3
2.5	Core	Marketing Applications & Practices	40IA	60IA	100	3	3
2.6	Specialisation 1	Sports Management	40IA	60IA	100	3	3
2.7	Specialisation 2	Sports Human Resource Management	40IA	60IA	100	3	3
2.8	Specialisation 3	Sports Organization & Administration	40IA	60IA	100	3	3

					800		24
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Semester 3

Subject Code	Subject Type	Core Subjects	Assessment Pattern				
			Continuous Assessment	Semester end Examination	Total Marks	Duration of Theory Paper - Hrs	Total Credits
3.1	Core	International Business	40IA	60IA	100	3	3
3.2	Core	Strategic Management	40IA	60IA	100	3	3
3.3	Core	Product & Brand Management	40IA	60IA	100	3	3
3.4	Specialisation 1	Sports Marketing	40IA	60IA	100	3	3
3.5	Specialisation 2	Sports Analytics Management	40IA	60IA	100	3	3
3.6	Specialisation 3	Sports Financial Management	40IA	60IA	100	3	3
3.7	Specialisation 4	Sports Sponsorships	40IA	60IA	100	3	3
3.8	Specialisation 5	Sports Law	40IA	60IA	100	3	3
3.9		Summer Internship		100IA	100	3	3
					900		27

Semester 4

Subject Code	Subject Type	Core Subjects	Assessment Pattern				
			Continuous Assessment	Semester end Examination	Total Marks	Duration of Theory Paper - Hrs	Total Credits
4.1	Core	Entrepreneurship Management	40IA	60IA	100	3	3
4.2	Specialisation 1	Digital Marketing in Sports	40IA	60IA	100	3	3
4.3	Specialisation 2	Media Marketing in Sports	40IA	60IA	100	3	3
4.4	Specialisation 3	Public Relations in Sports	40IA	60IA	100	3	3
4.5	Specialisation 4	Sports Facility & Event management	40IA	60IA	100	3	3
4.6	Specialisation 5	Business Negotiations Skills	40IA	60IA	100	3	3
4.7	Specialisation 6	Project Work		100IA	100		3
					700		21

Semester	Total No of Credits
Semester I	24
Semester II	24
Semester III	27
Semester IV	21
Total	96

MSM SEMESTER – I

Perspective Management (15 sessions of 3 hrs each) Sem I

Sr. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> • Management: Science, Theory and Practice - The Evolution of Management • Thought and the Patterns of Management Analysis - Management and Society • Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning. 	3 sessions of 3 hrs
2	<ul style="list-style-type: none"> • The Nature of Organizing - Organizational Structure: Departmentation - Line/Staff • Authority and Decentralization - Effective Organizing and Organizational Culture • Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading. 	2 sessions of 3 hrs
3	<ul style="list-style-type: none"> • The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 sessions of 3 hrs
4	<ul style="list-style-type: none"> • “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards • To be a Master and not a Servant • Social: contribution: creating jobs. Work when and where you want • Scope for innovation and creativity. Robert Kiyosaki's Cash Flow Quadrant. Differences between an Employee, Self employed professional, Business man & an Investor. 	2 sessions of 3 hrs
5	<ul style="list-style-type: none"> • Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 sessions of 3 hrs
6	<ul style="list-style-type: none"> • Recent Trends in Management: - Social Responsibility of Management – environment friendly management, Management of Change, Management of Crisis Total Quality Management Stress Management International Management 	2 sessions of 3 hrs
7	<ul style="list-style-type: none"> • Case Studies and Presentations. 	2 sessions of 3 hrs

Reference Text:

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins / Built to Last - Jim Collins.
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford
9. The Toyota way.
10. The GE way.
11. Control your Destiny or Somebody Else will - Robert Slater.

Financial Accounting (15 sessions of 3 hrs each) Sem I

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet 	1 session of 3 hr
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet 	1 session of 3 hr
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 session of 3 hr
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory 	1 session of 3 hr
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements 	2 sessions of 3 hr

7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 session of 3 hr
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. • Fund Flow, Cash Flow. • 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). 	3 sessions of 3 hr
9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting 	1 session of 3 hr
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P. Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R. Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting
11. Rich Dad Poor Dad - Robert Kiyosaki.

Business Statistics (15 sessions of 3 hrs each) Sem I

Sr. No.	Particulars	Session
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1	<ul style="list-style-type: none"> • Basic Statistical Concepts • Summarisation of Data • Frequency Distribution • Measures of Central Tendency • Measures of Dispersion • Relative Dispersion, Skewness 	1 session of 3 hr
2	<ul style="list-style-type: none"> • Elementary Probability Theory • Relative Frequency Approach • Axiomatic Approach • Subjective Probability • Marginal & Conditional Probability • Independence/Dependence of Events • Bayes' Theorem • Chebyseheff's Lemma 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • Elementary Statistical Distributions • Binomial, Poisson, Hypergeometric • Negative Exponential, Normal, Uniform 	1 session of 3 hr
4	<ul style="list-style-type: none"> • Sampling distributions · For Mean, Proportion, Variance · From Random Samples • Standard Normal (3); Student's; Chi-Square · And Variance ratio (F) Distribution 	2 session of 3 hr
5	<ul style="list-style-type: none"> • Statistical Estimation • Point & Interval estimation • Confidence Interval for Mean, Proportion & Variance 	1 session of 3 hr
6	<ul style="list-style-type: none"> • 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 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 sessions of 3 hr
8	<ul style="list-style-type: none"> • Analysis of Variance · • One-way & Two-way Classification (for Equal Class) 	1 session of 3 hr
9	<ul style="list-style-type: none"> • Elements of Integration & Differentiation 	1 session of 3 hr
10	<ul style="list-style-type: none"> • Elements of Determinants 	1 session of 3 hr

11	<ul style="list-style-type: none"> • Elements of Matrix algebra 	1 session of 3 hr
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Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H. Sanders
3. Statistics concepts & applications – H.C. Scheffler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minioka & Z.D. Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardwaj: Business Statistics (Excel Books)
9. Sharma: Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

Operation Management (15 sessions of 3 hrs each) Sem I

Sr.No.	Particulars	Session
1	<ul style="list-style-type: none"> • Introduction · • Operations Strategy · • Competitive Advantage · • Time Based Competition 	1 session of 3 hr
2	<ul style="list-style-type: none"> • Product Decision and Analysis · • Product Development 	1 session of 3 hr
3	<ul style="list-style-type: none"> • Process Selection • Process Design · • Process Analysis 	1 session of 3 hr
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 session of 3 hr
6	<ul style="list-style-type: none"> • Aggregate Planning • Basics of MRP 	1 session of 3 hr

7	<ul style="list-style-type: none"> • 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). 	1 session of 3 hr
8	<ul style="list-style-type: none"> • Basics of Scheduling. • Basics of Project Management 	1 session of 3 hr
9	<ul style="list-style-type: none"> • Network Analysis • Minimal Spanning Tree Problem - Shortest Route Problem • Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem • Project Planning & Control by use of CPM/PERT Concepts. • Definitions of Project Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	1 session of 3 hr
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 session of 3 hr
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control and Total Quality Management 	1 session of 3 hr
12	<ul style="list-style-type: none"> • Basics of Environmental Management · • Basics of ISO 14000 / 9000 · • Basics of Value Engineering & Analysis 	1 session of 3 hr
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr

Reference text:

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications
11. The Goal - Eliyahu Goldratt.
12. Critical Chain - Eliyahu Goldratt.
13. Fourteen Management principles from Toyota.

Managerial Economics (15 sessions of 3 hrs each) Sem I

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> The Meaning, Scope & Methods of Managerial Economics 	1 session of 3 hr
2	<ul style="list-style-type: none"> Economics Concepts relevant to Business · Demand & Supply Production, Distribution, Consumption & Consumption Function Cost, Price, Competition, Monopoly, Profit. Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> Demand Analysis & Business Forecasting Market Structures, Factors Influencing Demand · Elasticities & Demand Levels · Demand Analysis for various Products & Situations Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand Autonomous Demand Industry and Firm Demand. 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> Cost & Production Analysis · Cost Concepts, Short Term and Long Term · Cost Output Relationship · Cost of Multiple Products Economies of Scale Production Functions · Cost & Profit Forecasting · Breakeven Analysis. 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> Market Analysis · Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, · Measuring Concentration of Economic Power. 	1 session of 3 hr
6	<ul style="list-style-type: none"> Pricing Decisions Policies & practices · Pricing & Output Decisions under Perfect & Imperfect Competition · Oligopoly & Monopoly, Pricing Methods · Product-line Pricing · Specific Pricing Problem · Price Dissemination · Price Forecasting. 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> Profit Management · Role of Profit in the Economy · Nature & Measurement of Profit, Profit Policies · 	1 session of 3 hr

	<ul style="list-style-type: none"> • Policies on Profit Maximisation · • Profits & Control · • Profit Planning & Control. 	
8	<ul style="list-style-type: none"> • Capital Budgeting · • Demand for Capital · • Supply of Capital · • Capital Rationing · • Cost of Capital · • Appraising of Profitability of a Project · • Risk & Uncertainty · • Economics & probability Analysis. 	1 session of 3 hr
9	<ul style="list-style-type: none"> • Macro Economics and Business · • Business Cycle & Business Policies · • Economic Indication · • Forecasting for Business · • Input-Output Analysis. 	1 session of 3 hr
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications
12. Warren Buffett's Letters to Shareholders.
13. Buffetology - by Mary Buffett.

Marketing Management (15 sessions of 3 hrs each) Sem I

Sr.No.	Particulars	Session
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1	<ul style="list-style-type: none"> Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India 	1 session of 3 hr
2	<ul style="list-style-type: none"> Introduction to Marketing concept Evolution of marketing & Customer orientation 	1 session of 3 hr
3	<ul style="list-style-type: none"> Marketing Environment and Evaluation of Market opportunities 	1 session of 3 hr
4	<ul style="list-style-type: none"> Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 session of 3 hr
5	<ul style="list-style-type: none"> Consumer buying process & Organizational buying behavior 	1 session of 3 hr
6	<ul style="list-style-type: none"> Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> Marketing Mix and Product decisions – Product Life cycle 	1 session of 3 hr
8	<ul style="list-style-type: none"> New Product development process 	1 session of 3 hr
9	<ul style="list-style-type: none"> Distribution decisions – Logistics & Channel decision 	1 session of 3 hr
10	<ul style="list-style-type: none"> Promotion decisions – Integrated Marketing communications concept, communication tools 	1 session of 3 hr
11	<ul style="list-style-type: none"> Personal selling & Sales management 	1 session of 3 hr
12	<ul style="list-style-type: none"> Pricing decisions 	1 session of 3 hr
13	<ul style="list-style-type: none"> Case Studies and Presentations 	2 sessions of 3 hr

Reference Text:

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena

4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshuey & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Business Communication (15 sessions of 3 hrs each) Sem I

Sr. No.	Particular	Session
1	<ul style="list-style-type: none"> • Understanding communications in domestic & international business situations. • Cultural Context of Communications. Customs and Practices. 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> • 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. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • Writing effective emails. • Emails to juniors. Emails to peers. Emails to Seniors. Emails to Customers for Developing Sales. Emails to Customers for Service Issues. 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> • Influencing & Handling Conflict & Differences of Opinion. • Understanding Submissiveness, aggressive & assertive communication. 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> • Writing effective reports & analysis. • Structuring the Reports - Executive Summary. Flow. Methodology. Research Done. Key Findings. Your Analysis. Conclusions & Recommendations. 	1 session of 3 hr
6	<ul style="list-style-type: none"> • 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. 	3 sessions of 3 hr
7	<ul style="list-style-type: none"> • Making an effective presentation with PowerPoint slides / 	3

Reference Text:

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J. V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd
16. Corporate Communications – Argenti – McGraw Hill Publications

Organizational Behavior (15 sessions of 3 hrs each) Sem I

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues. 	1 session of 3 hr
2	<ul style="list-style-type: none"> • Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness. 	1 session of 3 hr
3	<ul style="list-style-type: none"> • Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. • Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance. 	1 session of 3 hr
4	<ul style="list-style-type: none"> • Motivation Concepts: Motives Theories of Motivation and their Applications for Behavioural Change. • Maslow, Herzberg, two factor theory. 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> • Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group 	2 sessions of 3 hr

	<p>decision making.</p> <ul style="list-style-type: none"> • Team Effectiveness: High performing teams, Team Roles, cross functional and self directed teams 	
6	<ul style="list-style-type: none"> • Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts. 	1 session of 3 hr
7	<ul style="list-style-type: none"> • Leadership: Concepts and skills of leadership, Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. • Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies. 	1 session of 3 hr
8	<ul style="list-style-type: none"> • Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development 	1 session of 3 hr
9	<ul style="list-style-type: none"> • Measuring the link between employee engagement & business performance. • Gallup q12. Measuring Employee Engagement. • Great Places to Work - Survey Results. • Key factors that impact on Employee motivation at the workplace. 	3 sessions of 3 hr
10	<ul style="list-style-type: none"> • Case Studies and Presentations - Great Places to work. Google, Marriott etc. 	2 sessions of 3 hr

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra Shekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications.
- 11 The Leadership Pipeline - by Ram Charan / Noel Tichy.
- 12 First Break All the Rules - Marcus Buckingham.
13. Now go discover your Strengths - Marcus Buckingham.

MSM SEMESTER – II

Financial Management (15 sessions of 3 hrs each) Sem II

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Objective of Financial Management • Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis 	3 sessions of 3 hr
2	<ul style="list-style-type: none"> • 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) 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management, Dividend Policy / Bonus - Theory & Practice 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> • 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. 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> • 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, 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 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> • 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 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> • Case Studies and Presentations. 	2 sessions of 3 hr

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C. Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Legal Aspects of Business & Taxation (15 sessions of 3 hrs each) Sem II

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order) 	1 session of 3 hr
2	<ul style="list-style-type: none"> • Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. • Special contracts (Indemnity, Guarantee, bailment, pledge, agency) 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • Indian Companies Act 2013 – Salient Features of the New Act 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> • Competition Act – 2002 – Definition & S/3. S/4 and S/5 	1 session of 3 hr
5	<ul style="list-style-type: none"> • Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonour of cheque U/S 138 Sale of Goods Act: Sale and Agreement to sell. • Condition and Warrantee, Transfer of Ownership – Performance of Contract of Sale – Remedies for Breach of Contract. 	1 session of 3 hr
6	<ul style="list-style-type: none"> • Income Tax Act 1961 – Income, Residence, Elements of Income Tax: a. Scope and charge of income tax b. Selected definitions relevant to computation of Total Income C. Residential status d. Heads of income & computation thereof, with special reference to Business Income & Capital Gains e. Exemptions from Total Income & Deductions from Gross Total 	2 sessions of 3 hr

	Income	
7	<ul style="list-style-type: none"> Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT 	1 session of 3 hr
8	<ul style="list-style-type: none"> Service Tax – General Review of Service Tax Liability 	1 session of 3 hr
9	<ul style="list-style-type: none"> The Consumer Protection Act 1986. The Information Technology Act 2000 - Right to Information Act. Securities and Contracts Regulations Act 1956 - SEBI Act 1992. Depository Act 1996 - Foreign Exchange Management Act 1999. Central Sales Tax and Maharashtra VAT Act 	2 sessions of 3 hr
10	Case Studies and Presentations	2 sessions of 3 hr

Reference Text:

1. Bare Acts Legal Aspects of Business – David Albuquerque (Oxford University Press)
2. Business Law – N.D. Kapoor
3. Business Law – Bulchandani
4. Company Law – Avtar Singh
5. Income Tax – Dr. Singhania
6. Indirect Taxes – V.S. Datey
7. S. S. Gulshan: Mercantile Law (Excel Books)
8. A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxman)
9. S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods (15 sessions of 3 hrs each) Sem II

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> Relevance & Scope of Research in Management and steps involved in the Research Process 	1 session of 3 hr
2	<ul style="list-style-type: none"> Identification of Research Problem and Defining MR problems 	1 session of 3 hr
3	<ul style="list-style-type: none"> Research Design 	1 session of 3 hr
4	<ul style="list-style-type: none"> Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References 	2 sessions of 3 hr

	Bibliography, Abstracts, etc.	
5	<ul style="list-style-type: none"> Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> Data management plan – Sampling & measurement 	1 session of 3 hr
7	<ul style="list-style-type: none"> Data analysis – Tabulation, SPSS applications data base, testing for association 	1 session of 3 hr
8	<ul style="list-style-type: none"> 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. 	3 sessions of 3 hr
9	<ul style="list-style-type: none"> Research Report Writing and computer Aided Research Methodology – use of SPSS packages 	1 session of 3 hr
10	<ul style="list-style-type: none"> Case Studies and Presentations. 	2 sessions of 3 hr

Reference Text:

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R. Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science (Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

Economic Environment of Business (15 sessions of 3 hrs each) Sem II

Sr. No.	Particulars	Session
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1	<ul style="list-style-type: none"> • PART I: The Fundamentals • The Scope & Subject Matter of Macroeconomics • An Introduction to the Economics of Growth & Development • An Introduction to the Indian Economy - Its Salient Features • India's Gross Domestic Product & Net National Product (its components & the significance of the same to growth) • Inter-Sectoral Distribution of the Gross National Product over the Five Year Plans Period. 	3 sessions of 3 hr
2	<ul style="list-style-type: none"> • PART II: The Economic Markets • The Product Market & How it Affects India's Growth Potential • The Money Market & How it Behaves • The Capital Market & its Variability • The Money Market & the Role of Central Banking • How does Commercial Banking Effect Industry & Business? • The Indian Labour Market & Levels of Unemployment & Inflation since 1990 	3 sessions of 3 hr
3	<ul style="list-style-type: none"> • PART III: Federal Budget • Objective is to expose the students to the various components of the national budget and how these impact on the business world. 	4 sessions of 3 hr
4	<ul style="list-style-type: none"> • PART IV: India & the World • The capitalist world economy and India's position therein since 1990 • The World Bank, and IMF conditionalities leading to the liberalisation – privatization – globalisation exercise and beyond • India's balance of trade and fluctuations since 1990. Status in the world order. • India's balance of payments and how its study can assist corporate decision making. What is needed to improve the situation. • The Business Cycle and how it is perceived to behave in the immediate future. What business decision hinge on this analysis. 	3 sessions of 3 hr
5	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr

Reference Text:

1. Economic Environment of Business, S.K. Misra and V.K. Puri, Himalaya Publishing House, 2005

2. Business Environment, Francis Cherunilam, Himalaya Publishing House, 2005
3. Business Environment – Aswathappa, HPH
4. Raj Aggrawal: Business Environment (Exel)
5. Adhikary, M: Economic Environment of Business in India (Sultan Chand)

Marketing Application and Practices (15 sessions of 3 hrs each) Sem II

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Strategic marketing principles. • Preparation of marketing and business plans 	1 session of 3 hr
2	<ul style="list-style-type: none"> • B2B marketing - Role of Decision Makers in B2B Marketing. Users / Technical Buying / Economic Buyers. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • 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 & Offtake. • Role of a Distributor / Wholesaler / Retailer. • Growth of Modern Trade. 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> • Telecom - Understanding of the Working of the Industry. • TRAI Regulations. Challenges facing the Industry. • Industry working - prepaid / post-paid / Data market. 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> • 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. 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> • 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. 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> • Consumer Durables marketing - Growth of Retailers. • Ecommerce Boom. • Import Challenges. • Role of Dealer Marketing & promotions at Point of Sale. 	2 sessions of 3 hr

8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr
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Reference Text:

1. Marketing Management Kotler, Keller, Koshi & Jha – 14th edition - Pearson
2. Basic Marketing, 13th edition, Perrault and McCarthy – McGraw Hill India
3. Marketing management – Indian context Dr. Rajan Saxena – McGraw Hill India
4. Marketing Management – Ramaswamy & Namkumari – McMillan

Sports Management (15 sessions of 3 hrs each) Sem II

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • 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. 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> • The Sports Manager: Basics of Sports Management – Managing in the Sports Environment – Managing People and Administrative Units – Management Functions in sports – Motivating Abilities: Fundamentals. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • Planning in Sports Organizations: Planning Process – preparing the Organization for Planning – Participatory Strategic Planning – Long Term Planning – Creating a Medium Term National Plan. 	1 session of 3 hr
4	<ul style="list-style-type: none"> • 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. 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> • 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. 	2 sessions of 3 hr

6	<ul style="list-style-type: none"> 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 comparison.2. Career Opportunities. 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> Understanding of Sports Business Models 1. Understanding revenue & asset models of sports properties & franchisees. 	2 sessions of 3 hr
8	<ul style="list-style-type: none"> Case Studies and Presentations 	2 sessions of 3 hr

Reference Books:

1. Jane B. Parks, Jerome Quarterman and Lucie Thibault, Contemporary Sports Management.
2. Ruben Acosta Hernandez, Managing Sports Organizations, Human Kinetics.
3. Trevor Slack, Milena M Parent, Understanding Sports Organizations.
4. "Moneyball: The Art of Winning an Unfair Game" by Michael Lewis.
5. "How to Win at the Sport of Business" by Mark Cuban.
6. "Wooden on Leadership: How to Create a Winning Organization" by John Wooden and Steve Jamison.
- 7 "Playbook for Success" by Nancy Lieberman.
8. "Legacy" by James Kerr.
9. "What It Takes to Be #1" by Vince Lombardi, Jr.
10. "Eleven Rings" by Phil Jackson
11. The Business of Sport Management 2nd Edition John Beech, Simon Chadwick

Sports Human Resources Management (15 sessions of 3 hrs each) Sem II

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> 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 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> 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 	3 sessions of 3 hr

	Recruitment.	
3	<ul style="list-style-type: none"> • 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. 	2 sessions of 3 hr
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.	2 sessions of 3 hr
5	<ul style="list-style-type: none"> • Wage & 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. 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> • All the above concepts applied to Sports Organizations 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> • Case Studies & Presentations 	2 sessions of 3 hr

Reference Books:

1. Venkatraman C.S & Srivastava G.K. Personnel Management and Human Resources, Tata McGraw Hill, 1991
2. Arun Monappa, Industrial Relations, Tata MoGraw Hill, 1987
3. Dale Yoduer & Paul D Standohar Personnel Management and Industrial Relations, Sterling Publishers, 1990
4. C.B Mamoria, “Personnel Management” Himalaya Publishing House, 1995
5. P Subba Rao, “Essentials of Human Resource Management and Industrial Relation” Himalaya Publishing House, 2004.

Sports Organization and Administration (15 sessions of 3 hrs each) Sem II

Sr.No.	Particulars	Sessions
1	<ul style="list-style-type: none"> • 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. 	3 sessions of 3 hr
2	<ul style="list-style-type: none"> • 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 	3 sessions of 3 hr
3	<ul style="list-style-type: none"> • 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 Organization’s Environment and its Structure. 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> • Sports Organizations and Technology: Technology – Research on technology and Organizations – Critiques of the Technology Imperatives – Micro-Electronic Technologies – Relationship Between technology and Organizational Structure. 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> • Cases of Strategic Approaches by some Olympic Sports Organizations: FIVB – FIH - IPC – WADA – ISC – ZOC – OCM – OS – Measuring the Performance of Olympic Sports Organizations. 	3 sessions of 3 hr
6	<ul style="list-style-type: none"> • Case studies & presentations 	2 sessions of 3 hr

Reference Books:

1. Ruben Acosta Hernandez, Managing Sports Organizations, Human Kinetics.
2. Trevor Slack, Milena M. Parent, Understanding Sports Organizations.

3. Jean – Loup Chappelet and Emmanuel Bayle, Strategic and Performance Management of Olympic Sports Organization.

MSM SEMESTER – III

International Business (15 sessions of 3 hrs each) Sem III

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons for International Business – For Corporates and Country d) Modes of Entry and Operation 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case 	1 session of 3 hr
3	<ul style="list-style-type: none"> Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions 	1 session of 3 hr
4	<ul style="list-style-type: none"> 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. 	1 session of 3 hr
5	<ul style="list-style-type: none"> 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 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study 	1 session of 3 hr
7	<ul style="list-style-type: none"> Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study 	1 session of 3 hr
8	<ul style="list-style-type: none"> 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 	1 session of 3 hr

9	<ul style="list-style-type: none"> International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study 	1 session of 3 hr
10	<ul style="list-style-type: none"> International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study 	1 session of 3 hr
11	<ul style="list-style-type: none"> Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business. 	1 session of 3 hr
12	<ul style="list-style-type: none"> Case Studies and Presentations. 	2 sessions of 3 hr

Reference Text:

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

Strategic Management (15 sessions of 3 hrs each) Sem III

Sr.No.	Particulars	Session
1	<ul style="list-style-type: none"> Introduction to Strategic Management 	1 session of 3 hr
2	<ul style="list-style-type: none"> Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organisation 	1 session of 3 hr
3	<ul style="list-style-type: none"> Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning 	1 session of 3 hr
4	<ul style="list-style-type: none"> 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- 	2 sessions of 3 hr

	business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	
5	<ul style="list-style-type: none"> 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 	1 session of 3 hr
6	<ul style="list-style-type: none"> Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix 	1 session of 3 hr
7	<ul style="list-style-type: none"> 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 	1 session of 3 hr
8	<ul style="list-style-type: none"> Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems 	1 session of 3 hr
9	<ul style="list-style-type: none"> Strategy Evaluation and Control Performance Measurement and Monitoring 	1 session of 3 hr
10	<ul style="list-style-type: none"> Financial Projections and Financial Impact of Strategies 	1 session of 3 hr
11	<ul style="list-style-type: none"> Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment 	2 sessions of 3 hr
12	<ul style="list-style-type: none"> Case Studies and Presentations 	2 sessions of 3 hr

Reference Text:

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications

Product and Brand Management (15 sessions of 3 hrs each) Sem III

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Role of Product Management in Contemporary Marketing Environment Functions, limitations, Challenges & Conflicts of Product Management 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> • Product Strategy and Integration with Marketing Mix elements, Product Planning and Marketing Planning: Understanding the relationship, Category Planning and Evaluation • Importance of Market Planning & Preparation of Marketing Plan Customer & Competitor Analysis 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • Use of secondary sources of data for product market analysis, opportunity analysis, demand potential, media planning etc., sources such as CMIE, R K Swamy, BBDO Index, GIS/NRS/IRS, ORG retail audit etc. Maintaining fact book & setting up MIS system Different Importance of Marketing Mix elements for different product categories 	2 sessions of 3 hr

4	<ul style="list-style-type: none"> Managing new product process & diffusion of innovation Managing existing product over product life cycle. Financial Analysis for Product Management Giving brief to advertising agency & evaluating advertising & media plan. Assessing research requirements, actioning & monitoring output. Creativity & Product Management. 	3 sessions of 3 hr
5	<ul style="list-style-type: none"> Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of brand building process Customers and Brands: Understanding brands from the customer's perspective Brand Positioning Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships etc. 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> Articulating the Brand Identity: Logos, Mascots, Taglines, Packaging etc. Executing the Brand Identity through the 4P's Executing the Brand Identity through 'Promotion' Brand Extensions Brand Product Portfolio Brand Equity: Development and Measurement Managing the Brand Portfolio over time 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> Case Studies and Presentations. 	2 sessions of 3 hr

Reference Text:

- 1) Product Management – Lehmann
- 2) Strategic Brand Management – David Aaker
- 3) Building strong brands – Keller
- 4) Product management in India, Third Edition, Majumdar, PHI Publication.
- 5) Product Management – S.A. Chunawalla, HPH
- 6) Brand Management – Kirti Dutta – Oxford Publications

Sports Marketing (15 sessions of 3 hrs each) Sem III

Sr. No.	Particulars	Session
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1	<ul style="list-style-type: none"> • Sports marketing: Definition – Marketing Myopia in Sport – Uniqueness of Sports Marketing – Model of the Sports Industry – Implementation of Sports Marketing Programme. 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> • 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 Problems in Sports Marketing Research. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • 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. 	3 sessions of 3 hr
4	<ul style="list-style-type: none"> • 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 	3 sessions of 3 hr
5	<ul style="list-style-type: none"> • 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 	3 sessions of 3 hr
6	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr

References Books:

1. Bernard J Mullin, Stephen Hardy, William A Sutton, Sport Marketing, Human Kinetics.
2. The Brand within - by Daymond John
3. Leading - by Alex ferguson & Micheal Moritz.
4. Sports Marketing - It's not just a game anymore - by Phil Schaaf.
5. Sport Marketing - by Bernard J. Mullin (Author), Stephen Hardy (Author), William A. and Sutton (Author)

6. Sports Marketing: A Practical Approach February 2015 - by Larry DeGaris
7. Sports Marketing: A Strategic Perspective, 5th edition 3 October 2014 by Matthew D. Shank and Mark R. Lyberger
8. The Business of Cricket: The Story of Sports Marketing in India - by Santhanam Vijay and Balasubramanian Shyam
9. Strategic Sport Marketing by David Shilbury; Hans Westerbeek; Shayne Quick; Daniel Funk Allen & Unwin, 2009 (3rd edition)
10. Sachin Tendulkar: Playing it My Way - My Autobiography by Sachin Tendulkar

Sports Analytics Management (15 sessions of 3 hrs. each) Sem III

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Excel - Learning Data tables, conditional formatting, pivot tables, COUNTIFS, SUMIFS, AVERAGEIFS functions. 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> • Measuring performance of players & teams. • Developing a system of team rankings in a sport. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • Big data in sports - types available, methods of storage and capture, leading to analysis. 	3 sessions of 3 hr
4	<ul style="list-style-type: none"> • Predicting outcomes of games, tournaments & seasons - using data to forecast accurately. 	3 sessions of 3 hr
5	<ul style="list-style-type: none"> • Evaluating performance through profit and loss - evaluating game based metrics into financial asset parameters. • Evaluating players as financial assets, assessing transfer & trade values. 	3 sessions of 3 hr
6	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr

Reference Books:

1. Sports Analytics: A Guide for Coaches, Managers, and Other Decision Makers - Benjamin C Alamar
2. Sports Analytics: Advancing Decision Making Through Technology and Data - Joel Maxcy Joris Drayer
3. Scorecasting: The Hidden Influences Behind How Sports Are Played and Games Are Won (Hardcover) by Tobias J. Moskowitz

4. **Mathletics: How Gamblers, Managers, and Sports Enthusiasts Use Mathematics in Baseball, Basketball, and Football (Hardcover) by Wayne L. Winston.**

Sports Financial Management (15 sessions of 3 hrs each) Sem III

Sr. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Basics of Sport Finance • Financial Issues in Sport • Basic Financial Concepts • Financial Systems and How They Operate • Business Structure 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> • Principles of Financial Analysis • Financial Statements, Forecasts, and Planning • Time Value of Money • Forecasting 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • Capital Structuring • Obtaining Financing • Capital Stocks • Bonds • Stadium Financing 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> • Revenue Sources in Sports • Gate Revenue • Luxury Boxes & Other Stadium Financing • Broadcast Revenue • Sponsorships 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> • Financial Management • Capital Budgeting • Financial Planning for Professional Athletes 	1 session of 3 hr
6	<ul style="list-style-type: none"> • Risk Management and Taxation and Legal Issues • Insurance Issues Affecting Sport Finance • Taxation and Legal Issues 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> • Costs in Professional Sports • Labour Relations: Economic Affect of Unions • Salary Caps, Player Values, and Revenue Sharing 	1 session of 3 hr
8	<ul style="list-style-type: none"> • Economic Impact of Sport: Positive or Negative Economic Generators? • Sporting Events • Professional Sports Teams 	1 session of 3 hr

9	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr
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Reference Text:

Financial Management in the Sport Industry

Book by Matthew T. Brown

Sports Sponsorships (15 sessions of 3 hrs each) Sem III

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Target Segment alignment for brand and sports property - segmenting, targeting, positioning 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> • Brand Image alignment - Measuring image, customer perception in different demographic segments, market research to understand brand perceptions. 	3 sessions of 3 hr

3	<ul style="list-style-type: none"> Preparing a Sponsorship Strategy - objective of the portfolio, target demographic, stages of the customer's decision journey - awareness, consideration, purchase, loyalty. 	3 sessions of 3 hr
4	<ul style="list-style-type: none"> Maximizing sponsorship impact - Using sampling & activation strategies to drive trials, usage, consumption & repeat purchase. 	3 sessions of 3 hr
5	<ul style="list-style-type: none"> 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 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> Case studies & Presentations 	2 sessions of 3 hr

Reference Text:

1. Sports Sponsorship and Marketing Communications a European Perspective Wim Lagae Jan 2005
2. Sports Sponsorship: Principles and Practices Paperback – 2013 by John A. Fortunato (Author)
3. Developing Successful Sport Sponsorship Plans (Sport Management Library) by David Kent Stotlar (Author)
4. The Corporate Sponsorship Toolkit Paperback – 2012 by Kim Skildum-Reid (Author)
5. Global Sport Sponsorship Editor(s): Bettina T. Cornwell, John M. Amis
6. Sports Marketing and the Psychology of Marketing Communication by Lynn R. Kahle; Chris Riley Lawrence Erlbaum Associates, 2004
7. Global Sport Sponsorship by John Amis; T. Bettina Cornwell Berg, 2005

Sports Law (15 sessions of 3 hrs each) Sem III

Sr. No.	Particulars	Session
1	Introduction to Sports Law: • What is Sports Law? • Sources of Sports Law	1 session of 3 hr

2	<p>Understanding the governance of Sports: • Roles and functions of Sports Governing Bodies</p> <ul style="list-style-type: none"> • A transformational approach to Sports Governance- an understanding of the Lodha Committee Report 	2 sessions of 3 hr
3	<p>How to structure an Endorsement Agreement?</p> <ul style="list-style-type: none"> • What are Endorsement Agreements? • Understanding the Commercial Rationale • Player Attributes and Player Appearances <ul style="list-style-type: none"> • Consideration • Player Morality • Player Performance and Linkage to Renewal /Termination <ul style="list-style-type: none"> • Non- Compete Provisions • Conflict with Players Playing Contracts 	2 sessions of 3 hr
4	<p>How to structure Sponsorship Agreements?</p> <ul style="list-style-type: none"> • What is Sponsorship? • Kinds of Sponsorship • Key terms in a Sponsorship Agreement • Key contractual and legal issues in Sponsorship Agreements 	2 sessions of 3 hr
5	<p>How to structure Franchise Agreements?</p> <ul style="list-style-type: none"> • What is a Franchise Agreement? • Advent of Professional Franchise based sports leagues in India • Class of Assets owned by a Rights Holder (Central Rights) • Class of Assets owned by a Franchisee (Franchisee Rights) • Other Provisions: Protection of Intellectual Property Rights; Contractual Coordination Mechanisms; Termination & Consequences of Termination and Boilerplate Provisions 	2 sessions of 3 hr
6	<p>How to structure Player Agreements?</p> <ul style="list-style-type: none"> • Understanding contractual obligations of Players • Understanding contractual obligations of Sports Governing Bodies 	2 sessions of 3 hr

7	<p>How to structure Player Representation Agreements?</p> <ul style="list-style-type: none"> • Who is an Agent? • Player Representation Agreement <ul style="list-style-type: none"> • Engaging an Agent/Agency • Authorization of Agent to manage Commercial Rights <ul style="list-style-type: none"> • Commercial Rights of a Player <ul style="list-style-type: none"> • Term of Agent/Agency • Obligation of the Players • Structuring payment and consideration provisions <ul style="list-style-type: none"> • Grounds for Termination 	2 sessions of 3 hr
8	Case Studies & Presentations	2 sessions of 3 hr

Reference Text

Essentials of Sports Law

Book by Glenn Wong

Summer Internship Project (100 Marks)

MSM Sem IV

Entrepreneurship Management (15 sessions of 3 hrs each) Sem IV

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> Qualities of an Entrepreneur. Understanding the difference between an Employee / self-employed / Business person / Investor. Robert Kiyosaki's Cash Flow Quadrant. 	2 sessions of 3 hr
2	<ul style="list-style-type: none"> Difference between creating an Asset / earning an Income. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> Selecting a Business Idea - Doing a Market Analysis. Process of Generating a Business Idea - Screening & Selection. 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> Developing a Business Plan - Elements of Marketing / Finance / HR / operations / IT / Taxation. 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> Government's role for entrepreneurship development in India Institutes and non-government organisations imparting training on entrepreneurship. Startup 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 	1 session of 3 hr

	SISI – Their role in the development of SMEs Marketing mechanism in SMEs Problems of SMEs and prospects Turnaround strategies for SMEs	
6	<ul style="list-style-type: none"> 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 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> Starting Sports Businesses in India. Types / structures / business potential. 	2 sessions of 3 hr
8	<ul style="list-style-type: none"> Case Studies and Presentations. 	2 sessions of 3 hr

Reference Text:

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan
2. Commonsense Direct & Digital Marketing by Drayton Bird
3. Digital Marketing: Strategy, Implementation and Practice by Dave Chaffey

Digital Marketing in Sports (15 sessions of 3 hrs each) Sem IV

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> Overview of Digital Marketing - growth of FB / LinkedIn / twitter / google. 	1 session of 3 hr
2	<ul style="list-style-type: none"> Key digital marketing terms - impressions, clicks, conversions, users, page views, downloads, payments, conversion tracking. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> Web marketing - pages, blogs, chats, multimedia videos, streaming videos, audios, podcasts. 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> Search engine optimisation. 	2 sessions of 3

	<ul style="list-style-type: none"> • SEO on web / mobile marketing. Email marketing. 	hr
5	<ul style="list-style-type: none"> • Google AdWords - analytics, page loads, page views, returning users, first time users, cost per click, cost per impressions. 	1 session of 3 hr
6	<ul style="list-style-type: none"> • FB Advertising / Linked in targeting / Twitter 	2 sessions of 3 hr
7	<ul style="list-style-type: none"> • Linking it all up - Making a Digital marketing campaign - targets, budgets, reach, impact, ROI. 	1 session of 3 hr
8	<ul style="list-style-type: none"> • Digital Media Case Studies in Sports 	2 sessions of 3 hr
9	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr

Reference Text:

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan
2. Commonsense Direct & Digital Marketing by Drayton Bird
3. Digital Marketing: Strategy, Implementation and Practice by Dave Chaffey

Media Marketing in Sports (15 sessions of 3 hrs each) Sem IV

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Overview of Types of Media - newspapers, magazines, outdoor, radio, telephone & the internet. 	1 session of 3 hr
2	<ul style="list-style-type: none"> • Basic mathematical concepts in audience ratings, reach, frequency, media share and gross rating points. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> • Data sources in media - National readership survey, TAM, TRP ratings. 	2 sessions of 3 hr
4	<ul style="list-style-type: none"> • Media Research – tools for analysis; target audience development – demographics, psychographics, consumer habits, attitudes and trends; review of basic media terminology; in-class 	3 sessions of 3 hr

	assignment	
5	<ul style="list-style-type: none"> • Creating a Media Plan – Plan overview; establish objective based on marketing goals; set strategies; determine tactics and rationale; flowchart visual. • In-class Assignment. 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> • Case Studies of Sports Media Success Stories. 	3 sessions of 3 hr
7	<ul style="list-style-type: none"> • Cases & Presentations. 	2 sessions of 3 hr

Reference Text:

1. Media Management: A Casebook Approach (Routledge Communication Series) 4th Edition by George Sylvie (Author), Jan Wicks LeBlanc (Author), C. Ann Hollifield (Author), Stephen Lacy (Author), Ardyth Sohn Broadrick (Author)
2. Media Planning and Buying: Principles and Practice in the Indian Context Paperback – 2009 by Arpita Menon (Author)
3. Advertising Media Planning, Seventh Edition Hardcover – 2010 by Roger Baron (Author), Jack Z. Sissors (Author)
4. Media Planning: A Practical Guide by Jim Surmanek

Sports Public Relations (15 sessions of 3 hrs each) Sem IV

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • Objectives of a Public Relations Campaign 	1 session of 3 hr
2	<ul style="list-style-type: none"> • The Importance of Research, understanding the audience, defining the message you want to communicate to your target audience. 	2 sessions of 3 hr

3	<ul style="list-style-type: none"> Identifying reach and cost of different media vehicles, print, TV, magazines, newspapers, Facebook, Twitter, etc. 	3 sessions of 3 hr
4	<ul style="list-style-type: none"> Running a news conference. Elements of planning. Reaching out to media organizations. Making press releases. Launch Schedule for maximum impact. 	2 sessions of 3 hr
5	<ul style="list-style-type: none"> Key elements of making media speeches. Handling controversial questions. 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> Managing Public relations in Sports - Case Studies. 	3 sessions of 3 hr
7	<ul style="list-style-type: none"> Case Studies and Presentations 	2 sessions of 3 hr

Reference text:

1. Public Relations by Edward L. Bernays
2. Public Relations: Strategies and Tactics by Dennis L. Wilcox, Phillip H. Ault, Warren Kendall Agee
3. Effective Public Relations by Scott M. Cutlip

Sport Facility and Event management (15 sessions of 3 hrs each) Sem IV

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> Facility Management: Meaning – The Facility Manager – Constituents – Managerial Functions – Computer Aided Facility Management – Strategies – Leadership – Outsourcing 	1 session of 3 hr
2	<ul style="list-style-type: none"> 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. 	2 sessions of 3 hr
3	<ul style="list-style-type: none"> Facility Systems: Heating, Ventilation and Air-Conditioning – Energy Systems – Interior and Exterior Systems – Space Management – Facility Repair Management: Maintenance and Repair Program – Basic Maintenance. 	2 sessions of 3 hr

4	<ul style="list-style-type: none"> • 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. 	3 sessions of 3 hr
5	<ul style="list-style-type: none"> • 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 	2 sessions of 3 hr
6	<ul style="list-style-type: none"> • Cases in Sports Facility Management 	3 sessions of 3 hr
7	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr

Reference Text:

1. Gil Fried, Managing Sports Facilities, Human Kinetics

Business Negotiations (15 sessions of 3 hrs each) Sem IV

Sr. No.	Particulars	Session
1	<ul style="list-style-type: none"> • 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 	1 session of 3 hr
2	<ul style="list-style-type: none"> • Defining negotiations - difference between lose - lose, lose - win, win - lose, win - win. • Setting a context for win-win for both parties 	1 session of 3 hr
3	<ul style="list-style-type: none"> • 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. 	3 sessions of 3 hr
4	<ul style="list-style-type: none"> • Communicating value to the other party. • Ways to justify price. 	2 sessions of 3 hr

5	<ul style="list-style-type: none"> • 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. 	3 sessions of 3 hr
6	<ul style="list-style-type: none"> • Negotiations Cases in the sports business - Applying the above framework to various negotiations situations in the field of sports. 	3 sessions of 3 hr
7	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 sessions of 3 hr

Reference Text:

1. Power Negotiating by Roger Dawson
2. Rules of Negotiation (Bencher Family #1) by Inara Scott
3. Bargaining for Advantage: Negotiation Strategies for Reasonable People by G. Richard Shell
4. Essentials of Negotiation by Roy J. Lewicki, Bruce Barry, David M. Saunders

Project Work 100 Marks

Scheme of Assessments for Subjects of 100 Marks

The Semester End Examination will be conducted for 60 Marks.

Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests /presentations held in the given semester (30 Marks)
- b) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- c) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e. 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e. 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e. (Q1+Any Four of the remaining)
Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks) (b) ----- (5 Marks) (c) ----- (5 Marks)
Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks) (b) ----- (5 Marks) (c) ----- (5 Marks)
Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks) (b) ----- (5 Marks) (c) ----- (5 Marks)
Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks) (b) ----- (5 Marks) (c) ----- (5 Marks)
Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks) (b) ----- (5 Marks) (c) -----
(5 Marks) Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks
Q7 (a) ----- (5 Marks) (b) ----- (5 Marks) (c) -----
(5 Marks) Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))
- 2) Other Complementary learning activities (30 Hours)

The learning activities consist of the following:

- Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- The total learning hours would be thus equivalent to $45+30=75$ Hours for subjects of 100 Marks

Credit Point Computation

- One credit is construed as equivalent to 15 Classroom learning hours.
Credit completion and Credit accumulation:
- Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.

- Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.

- A learner who successfully completes a 3 CP (Credit Point) course is treated to have collected or acquired 3 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.

- A learner keeps on accumulating more credits as he completes additional courses.