

University of Mumbai



No. AAMS(UG)/ 4 of 2022-23
Mumbai-400032
28th April, 2022

To
I/c, Director,
Garware Institute of Career
Education and Development,
Vidyanari, Kalina,
Santacruz (E),
Mumbai - 400 098.

Sub: BMS (Sport Management)

Ref: RB/MU-2021/CR-366/Edn-5/200, dated 2nd March, 2022.

Sir,

Please refer to the Circular No. UG/249 of 2016-17, dated 7th February, 2017, relating to the syllabus as per the (CBCS) for the Bachelor of Sports Management Program.

You are hereby informed that the recommendation made by Advisory Committee & Board of Management of Garware Institute of Career Education and Development at its meeting held on 22nd August, 2019 & resolution passed by Board of Deans at its meeting held on 11th June, 2021 have been accepted by the Academic Council at its meeting held on 29th June, 2021 vide item No. 9.22 and subsequently approved by the Management Council at its online meeting held on 27th September, 2021 vide item No. 18 and that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 74(4) of the Maharashtra Public Universities Act, 2016 (Mah. Act No. VI of 2017), the amendment of O.6324 relating to the title of course BMS (Sport Management) has been brought into force with effect from the academic year 2021-22 accordingly. (The same is available on the University's website www.mu.ac.in).

MUMBAI - 400 032
28th April, 2022


(Sudhir S. Puranik)
REGISTRAR

A.C/9.22/ 29/06/2021
M.C./18/27/9/2021

No. AAMS(UG)/ 4 -A of 2022-23

28th April, 2022

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Dean,
- 2) The Dean, Faculty of Commerce & Management,
- 3) The Director, Board of Examinations and Evaluation,
- 4) The Director, Board of Students Development,
- 5) The Director, Department of Information & Communication Technology,
- 6) The Co-ordinator. MKCL.


(Sudhir S. Puranik)
REGISTRAR

Copy for information and necessary action :-

1. The Deputy Registrar, College Affiliations & Development Department (CAD),
2. College Teachers Approval Unit (CTA),
3. The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Department (AEM),
4. The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA)
5. The Deputy Registrar, Research Administration & Promotion Cell (RAPC),
6. The Deputy Registrar, Executive Authorities Section (EA)
He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
7. The Deputy Registrar, PRO, Fort, (Publication Section),
8. The Deputy Registrar, Special Cell,
9. The Deputy Registrar, Fort Administration Department (FAD) Record Section,
10. The Deputy Registrar, Vidyanagari Administration Department (VAD),

Copy for information :-

1. The Director, Dept. of Information and Communication Technology (DICT), Vidyanagari,
He is requested to upload the Circular University Website
2. The Director of Department of Student Development (DSD),
3. The Director, Institute of Distance and Open Learning (IDOL Admin), Vidyanagari,
4. All Deputy Registrar, Examination House,
5. The Deputy Registrars, Finance & Accounts Section,
6. The Assistant Registrar, Administrative sub-Campus Thane,
7. The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan,
8. The Assistant Registrar, Ratnagiri sub-centre, Ratnagiri,
9. P.A to Hon'ble Vice-Chancellor,
10. P.A to Pro-Vice-Chancellor,
11. P.A to Registrar,
12. P.A to All Deans of all Faculties,
13. P.A to Finance & Account Officers, (F & A.O),
14. P.A to Director, Board of Examinations and Evaluation,
15. P.A to Director, Innovation, Incubation and Linkages,
16. P.A to Director, Department of Lifelong Learning and Extension (DLLE),
17. The Receptionist,
18. The Telephone Operator,

Copy with compliments for information to :-

19. The Secretary, MUASA
20. The Secretary, BUCTU.

UNIVERSITY OF MUMBAI



**Proposed Revision Syllabus for
the course of
BMS(SPORTSMANAGEMENT)**

(Credit Based Semester and Grading System with
effect from the academic year 2021-22)

AC. 29/6/2021

ItemNo. 9.22

UNIVERSITYOFMUMBAI



Syllabus for Approval

Sr.No.	Heading	Particulars
1	TitleoftheCourse	BMS(SportsManagement)
2	EligibilityforAdmission	XII th pass under 10+2 scheme of anyrecognized state/Central/Internationalboardwith inIndia
3	PassingMarks	50%passingmarks
4	Ordinances/Regulations(ifany)	6324
5	No.ofYears /Semesters	Threeyearsfulltime/6semester
6	Level	Bachelor
7	Pattern	Yearly/Semester
8	Status	Revision
9	TobeimplementedfromAcadem ic Year	Fromacademicyear2021-22

Date:

Signature:

I/c. DIRECTOR

Dr. Shivram S. Garje, I/C.Director,GarwareInstituteofCareer Education&Development

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 test 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 franchisee 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 sport 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.

BMS(SportsManagement)Program

UnderChoiceBasedCredit,GradingandSemesterSystemCourseStructure

FYBMS

(Tobeimplementedfrom AcademicYear2016-2017)

No. of Courses	SemesterI	Credits	No. of Courses	SemesterII	Credits
1	<i>ElectiveCourses(EC)</i>		1	<i>ElectiveCourses(EC)</i>	
1	FinancialAccounting	03	1	MarketingManagement	03
2	BusinessLaw	03	2	IndustrialLaw	03
3	SportsFacility&Event Management	03	3	SportsOrganization& Administration	03
2	<i>AbilityEnhancementCourses(AEC)</i>		2	<i>AbilityEnhancementCourses(AEC)</i>	
2A	<i>AbilityEnhancementCompulsory Course(AECC)</i>		2A	<i>AbilityEnhancementCompulsory Course(AECC)</i>	
4	BusinessCommunication-I	03	4	BusinessCommunication-II	03
2B	<i>SkillEnhancementCourses(SEC)</i>		2B	<i>SkillEnhancementCourses(SEC)</i>	
5	FoundationCoursein PhysicalEducation1	02	5	FoundationCoursein PhysicalEducation2	02
3	<i>CoreCourses(CC)</i>		3	<i>CoreCourses(CC)</i>	
6	FoundationofHumanSkills	03	6	BusinessEnvironment	03
7	BusinessEconomics-I	03	7	PrinciplesofManagement	03
TotalCredits		20	TotalCredits		20

SYBMS

(To be implemented from Academic Year 2017-2018)

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

TYBMS

(To be implemented from Academic Year 2018-2019)

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

✓ **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

BMS(SportsManagement)Program

(TobeimplementedfromAcademicYear–2016-2017)

SemesterI

No.ofCourses	SemesterI	Credits
1	<i>ElectiveCourses(EC)</i>	
1	FinancialAccounting	03
2	BusinessLaw	03
3	SportsFacility&EventManagement	03
2	<i>AbilityEnhancementCourses(AEC)</i>	
2A	<i>AbilityEnhancementCompulsoryCourse(AECC)</i>	
4	BusinessCommunication-I	03
2B	<i>SkillEnhancementCourses(SEC)</i>	
5	FoundationCourseinPhysicalEducation1	02
3	<i>CoreCourses(CC)</i>	
6	FoundationofHumanSkills	03
7	BusinessEconomics-I	03
TotalCredits		20

1. Financial Accounting

ModuleNo	CoverageofModule	TimeAllotted - NoofHours (Lectures)
1	· Introduction to Accounting · Concept and necessityofAccounting·AnOverviewofIncomeStatementand BalanceSheet.	4
2	·Introductionand MeaningofGAAP·ConceptsofAccounting·ImpactofAccounting·Concepts on IncomeStatementandBalanceSheet.	4
3	· Accounting Mechanics · Process leading topreparationofTrialBalanceandFinancial Statements ·PreparationofFinancialStatementswithAdjustment Entries.	7
4	· Revenue Recognition and Measurement · Capitaland Revenue Items · Treatment of R & D Expenses ·PreproductionCost·DeferredRevenueExpenditure etc.	5
5	·FixedAssetsandDepreciation Accounting· EvaluationandAccountingofInventory.	5
6	·PreparationandCompleteUnderstanding of CorporateFinancialStatements·‘T’Formand Vertical FormofFinancialStatements.	7
7	·ImportantAccountingStandards.	8

8	· 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).	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
Total		60

Sr. No.	Modules/Units
1	Contract Act, 1872 & Sale of Goods Act, 1930

	• Contract Act, 1872: Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/
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	consideration, Breach of contract. Remedies for breach of Contract. • Sale of Goods Act, 1930: 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.
2	Negotiable Instrument Act, 1918 & Consumer Protection Act, 1986
	• Negotiable Instrument Act, 1918: Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque. • Consumer Protection Act, 1986: 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.
3	Company Law
	• Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.
4	Intellectual Property Rights (IPR)
	• Intellectual Property Rights (IPR) ▪ IPR definition/objectives ▪ Patent definition. What is patentable? What is not patentable? Invention and its Attributes, Inventors and Applications ▪ Trademarks, definition, types of trademarks, infringement and passing off. ▪ Copyright definition and subject in which copyright exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions. ▪ Geographical indications (only short notes)

3. Sports Facility and Event Management

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
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. Businesscommunication

ModuleNo	CoverageofModule	TimeAllotted- NoofHours(Lectures)
1	Understandingcommunicationsindomestic&international business situations. CulturalContextofCommunications.Customs and Practices.	8
2	Barriers to effective communication. Steps tostructuring communication well. Powerfultechniquetoinfluencepeople.Importanceof 1. Clear Objectives to Communication. 2.Analysis of Receivers Thoughts & Feelings.Structuring Communication in a. Opening b.Bodyc.Closing.Importanceofverbal&non-verbalcommunication.	8
3	Writing effective emails. Emails to juniors.Emailsto peers.EmailstoSeniors.EmailstoCustomersforDevelopingSales.Emails to CustomersforServiceIssues.	8
4	Influencing&HandlingConflict&DifferencesofOpinion.UnderstandingSubmissiveness, aggressive&assertivecommunication.	8
5	Writingeffectivereports&analysis.StructuringtheReports.ExecutiveSummary.Flow. Methodology.ResearchDone.KeyFindings. YourAnalysis.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
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7	Making an effective presentation with PowerPoint slides/Interaction/Video s/ 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
Total		45

Sr.No.	Modules/Units
1	Introduction to Basic Relevant concepts in Physical Education
	• Dimensions and determinants of Health, Fitness & Wellness • Concept of Physical Education and its importance • Concept of Physical Fitness and its types • Concept of Physical Activity, exercise and its types & benefits
2	Components of Physical Fitness
	• Concept of components of Physical Fitness • Concept and components of HRF • Concept and components of SRPF • Importance of Physical Education in developing physical fitness components.
3	Testing Physical Fitness
	• Tests for measuring Cardiovascular Endurance • Tests for measuring Muscular Strength & Endurance • Tests for measuring Flexibility • Tests for measuring Body Composition
4	Effect of Exercise on various Body System

	• EffectofexercisesonMusculoskeletalsystem • EffectofexercisesonCirculatorySystem • EffectofexercisesonRespiratorySystem • EffectofexercisesonGlandularSystem
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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
Total		60

Sr.No.	Modules/Units
1	Understanding of Human Nature
	• Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment • Personality and attitude: 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 • Thinking, learning and perceptions: 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 factors influencing individual perception, Effects of perceptual error in managerial decision making at workplace. (Errors such as Halo effect, stereotyping, prejudice attribution).
2	Introduction to Group Behaviour

	• Introduction to Group Behaviour ▪ Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures) ▪ Team effectiveness: nature, types of teams, ways of forming an effective team.
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	▪ Setting goals. • Organizational processes and system. ▪ Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games. ▪ Organizational conflicts and resolution: Conflict features, types, causes leading to organizational conflicts, level of conflicts, ways to resolve conflicts through five conflict resolution strategies with outcomes.
3	Organizational Culture and Motivation at workplace
	• Organizational Culture: ▪ Characteristics of organizational culture. ▪ Types, functions and barriers of organizational culture ▪ Ways of creating and maintaining effective organization culture • Motivation at workplace: Concept of motivation Theories of motivation in an organisation a setup. ▪ A. Maslow Need Hierarchy ▪ F. Herzberg Dual Factor ▪ Mc. Gregor theory X and theory Y. Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.
4	Organisational Change, Creativity and Development and Work Stress
	• Organisational change and creativity: Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewin's model of organisational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving. • Organisational Development and work stress: Need for organisational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress

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	Marketstructure:PerfectcompetitionandMonopolyandPricingandOutputDecisionsunderImperfect Competition	15
5	PricingPractices	10
Total		60

Sr.No.	Modules/Units
1	Introduction
	Scope and Importance of Business Economics - basic tools- Opportunity Costprinciple-IncrementalandMarginalConcepts.Basiceconomicrelations-functionalrelations:equations-Total,AverageandMarginalrelations-useofMarginalanalysis indecisionmaking, Thebasicsofmarketdemand,marketsupplyandequilibriumprice-shiftsinthe demandandsupplycurvesandequilibrium
2	DemandAnalysis
	DemandFunction -natureofdemandcurveunderdifferentmarkets Meaning, significance,types andmeasurementof elasticity of demand (Price,income cross and promotional)- relationship between elasticity of demand andrevenueconcepts Demandestimationandforecasting: Meaningandsignificance-methodsofdemandestimation:surveyandstatisticalmethods (numericalillustrationsontrendanalysisandsimplelinearregression)
3	SupplyandProductionDecisionsandCostofProduction
	Productionfunction: shortrunanalysiswithLawofVariableProportions-Production function with two variable inputs- isoquants, ridge lines and least costcombinationofinputs-LongrunproductionfunctionandLawsofReturnstoScale -expansionpath-EconomiesanddiseconomiesofScale. Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixedand variable cost - total, average and marginal cost - Cost Output Relationship intheShortRunandLongRun(hypotheticalnumericalproblemstobediscussed), LACandLearningcurve-Breakevenanalysis(withbusinessapplications)
4	Marketstructure:PerfectcompetitionandMonopolyandPricingandOutput DecisionsunderImperfectCompetition
	Shortrunandlongrunequilibriumofacompetitivefirmandofindustry-monopoly - short run and long- run equilibrium of a firm under Monopoly Monopolisticcompetition: Equilibriumofafirmundermonopolisticcompetition,debateoverroleofadvertising (topicstobetaughtusingcasestudiesfromreallifeexamples)

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

BMS(SportsManagement)Program

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

SemesterII

No.ofCourses	SemesterII	Credits
1	<i>ElectiveCourses(EC)</i>	
1	MarketingManagement	03
2	IndustrialLaw	03
3	SportsOrganization&Administration	03
2	<i>AbilityEnhancementCourses(AEC)</i>	
2A	<i>AbilityEnhancementCompulsoryCourse(AECC)</i>	
4	BusinessCommunication-II	03
2B	<i>SkillEnhancementCourses(SEC)</i>	
5	FoundationCourseinPhysicalEducation2	02
3	<i>CoreCourses(CC)</i>	
6	BusinessEnvironment	03
7	PrinciplesofManagement	03
TotalCredits		20

1. Marketing Management

ModuleNo	CoverageofModule	TimeAllo tted-No ofHours (Lectures)
1	UnderstandingtheBasics:ConceptofNeed,Wanta ndDemandConceptofProductand BrandBusinessEnvironmentinIndia	4
2	·IntroductiontoMarketingconcept·Evolution ofmarketing&Customerorientation	4
3	MarketingEnvironmentandEvaluationof Marketoportunities	4
4	· Market research & Marketing InformationSystemsandDemandforecastinga ndMarket potentialanalysis	5
5	·Consumerbuyingprocess&Organizational buyingbehaviour	5
6	·PillarsofMarketing-Marketsegmentation, TargetmarketingPositioning&Differentiation	7
7	·MarketingMix andProductdecisions–Product Lifecycle	4
8	·NewProductdevelopmentprocess	4
9	·Distribution decisions–Logistics&Channel decision	4
10	·Promotiondecisions–IntegratedMarketing communicationsconcept,communicationtools	4
11	·Personalselling&Salesmanagement	4
12	·Pricingdecisions	4
13	·CaseStudiesandPresentations	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
Total		60

Sr.No.	Modules/Units
1	Laws Related to Industrial Relations and Industrial Disputes
	- Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes, Lockouts, Lay Offs, Retrenchment and Closure - The Trade Union Act, 1926
2	Laws Related to Health, Safety and Welfare
	- The Factory Act 1948: (Provisions related to Health, Safety and Welfare) - The Workmen's Compensation Act, 1923 Provisions: - Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence - Definitions - Employer's liability for compensation (S-3 to 13) - Rules as to Compensation (Sec 4 to Sec 9) (14A & 17)
3	Social Legislation
	- Employee State Insurance Act 1948: Definition and Employees Provident Fund - Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues

4	LawsRelatedtoCompensationManagement
	• ThepaymentofWagesAct1948:Objectives,Definition,AuthorizedDeductions • PaymentofBonusAct,1965 • ThePaymentofGratuityAct,1972

3SportsOrganization&Administration

ModuleNo	CoverageofModule	TimeAllotted- NoofHours (Lectures)
1	Social Context for Modern Sports: Need forNewStructureinSportsToday.InternationalSports Environment: IOC and InternationalFederations – National Sports Environment:National Olympic Committees – NationalFederations – Governmental and Quasi –Governmental Organizations– SportsConflicts –ConflictsarisingfromAnti-DopingTests.	12
2	OriginandOperationsofSports Organizations – Defining the Legal Status – Social Profile oftheSports Organization– Choosingatype ofOrganization: Environmental Indicators – Power and Authority – Delegation ofResponsibilities – Organizational Charts – SportsIdentityVsImage– EstablishingaSportsIdentity	12
3	Sports Organizations and their Environment:ThenatureoftheOrganizationalEnvironment–Research on Organizational Environments –Controlling Environmental Uncertainty: OtherPerspectives on the OrganizationalEnvironment. Relationship between Organizations’sEnvironmentanditsStructure.	9
4	Sports Organizations and Technology:Technology – Research on technology andOrganizations – Critiques of the TechnologyImperatives – Micro-Electronic Technologies – RelationshipBetweentechnologyand OrganizationalStructure.	8

5	Cases of Strategic Approaches by someOlympicSports Organizations:FIVB–FIH– IPC –WADA –ISC–ZOC–OCM–OS–Measuring thePerformanceofOlympicSports Organizations.	12
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4. BusinessCommunication-II

Sr. No.	Modules	No.of Lectures
1	PresentationSkills	15
2	GroupCommunication	15
3	BusinessCorrespondence	15
4	LanguageandWritingSkills	15
Total		60

Sr.No.	Modules/Units
1	PresentationSkills
	Presentations: (tobetestedintutorialonly)4PrinciplesofEffectivePresentation EffectiveuseofOHP EffectiveuseofTransparencies HowtomakeaPower-PointPresentation
2	GroupCommunication
	Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection,Appraisal,Grievance,Exit Meetings: Need and Importance of Meetings, Conduct of Meeting and GroupDynamics Role of the Chairperson, Role of the Participants, Drafting of Notice,AgendaandResolutions Conference: Meaning and Importance of Conference Organizing a ConferenceModernMethods:Videoand Tele–Conferencing PublicRelations: Meaning,FunctionsofPRDepartment,ExternalandInternal MeasuresofPR
3	BusinessCorrespondence
	TradeLetters: Order, Credit and Status Enquiry, Collection (just a brief

	introduction to be given) Only following to be taught in detail:- 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.]
4	Language and Writing Skills
	Reports: Parts, Types, Feasibility Reports, Investigative Reports Summarization: Identification of main and supporting/subpoints Presenting these in a cohesive manner

5. Foundation Course in Physical Education-II

Sr. No.	Modules	No. of Lectures
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
Total		45

Sr. No.	Modules/Units
1	Development of Fitness
	• Benefits of physical fitness and exercise and principles of physical fitness • Calculation of fitness index level 1-4 • Waist-hip ratio Target Heart Rate, BMI and types and principles of exercise (FITT) • Methods of training – continuous, Interval, circuit, Fartlek and Plyometric

2	Health, Fitness and Diseases
	• Definition of obesity and its management • Communicable diseases, their preventive and therapeutic aspects • Factors responsible for communicable diseases • Preventive and therapeutic aspect of Communicable and non-communicable diseases
3	Yoga Education
	• Meaning and history of yoga • Ashtanga yoga and types of yoga • Types of Suryanamaskar and Technique of Pranayam • Benefits of Yoga
4	Daily Schedule of Achieving Quality of Life and Wellness
	• Daily schedule based upon one's attitude, gender, age & occupation. • Basic module: - Time split for rest, sleep, diet, activity & recreation. • Principles to achieve quality of life:- positive attitude, daily regular exercise, control over food habits & healthy hygienic practices.

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
Total		60

Sr.No.	Modules/Units
1	Introduction to Business Environment

	• Business: Meaning, Definition, Nature & Scope, Types of Business Organizations • Business Environment: Meaning, Characteristics, Scope and Significance,
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	ComponentsofBusinessEnvironment • Micro and Macro Environment: Definition, Differentiation, Analysis of BusinessEnvironment,SWOT Analysis. • IntroductiontoMicro-Environment: ▪ InternalEnvironment:Valuesystem,Mission,Objectives,OrganizationalStruc ture,OrganizationalResources,CompanyImage,BrandEquity ▪ External Environment: Firm, customers, suppliers, distributors,Competitors,Society • IntroductiontoMacroComponents:Demographic,Natural,Political,Social, Cultural,Economic,Technological,InternationalandLegal)
2	PoliticalandLegalenvironment
	• PoliticalInstitutions:Legislature,Executive,Judiciary,RoleofgovernmentinBusine ss,LegalframeworkinIndia. • Economicenvironment:economicsystemandeconomicpolicies.ConceptofCapita lism,SocialismandMixedEconomy • ImpactofbusinessonPrivatesector,Publicsector andJointsector • Sun-risectorsofIndiaEconomy.ChallengesofIndian economy.
3	SocialandCulturalEnvironment,TechnologicalenvironmentandCompetitive Environment
	• SocialandCulturalEnvironment:Nature,ImpactofforeigncultureonBusiness,Trad itionalValuesanditsImpact,SocialAudit-MeaningandImportanceofCorporateGovernanceandSocialResponsibilityofBusin ess • Technologicalenvironment:Features,impactoftechnologyonBusiness • CompetitiveEnvironment:Meaning,MichaelPorter’sFiveForcesAnalysis,Compet itiveStrategies
4	InternationalEnvironment
	• InternationalEnvironment– ▪ GATT/WTO:ObjectiveandEvolutionofGATT,Uruguayround,GATTv/sWTO,Fu nctions ofWTO,Pros andConsofWTO. ▪ Globalization:Meaning,NatureandstagesofGlobalization,featuresofGlobali zation,ForeignMarket entrystrategies,LPG model. ▪ MNCs:Definition,meaning,merits,demerits,MNCsinIndia ▪ FDI:Meaning,FDI conceptsandfunctions,needforFDIindevelopingcountries,F actorsinfluencingFDI,FDI operationsinIndia, • ChallengesfacedbyInternationalBusinessandInvestmentOpportunitiesfor IndianIndustry.

7. PrinciplesofManagement

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
Total		60

Sr.No.	Modules/Units
1	Nature of Management
	• Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. • Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.
2	Planning and Decision Making
	• Planning: Meaning, Importance, Elements, Process, Limitations and MBO. • Decision Making: Meaning, Importance, Process, Techniques of Decision Making.
3	Organizing
	• Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations • Departmentation: Meaning, Basis and Significance • Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization Vs Decentralization • Delegation: Authority & Responsibility relationship
4	Directing, Leadership, Co-ordination and Controlling
	• Directing: Meaning and Process • Leadership: Meaning, Styles and Qualities of Good Leader • Co-ordination as an Essence of Management • Controlling: Meaning, Process and Techniques • Recent Trends: Green Management & CSR

BMS(SportsManagement)Program

(TobeimplementedfromAcademicYear–2017-2018)

SemesterIII

No.ofCourses	SemesterIII	Credits
1	<i>ElectiveCourses(EC)</i>	
1	Sports	03
2	HRMSports Law	03
2	<i>AbilityEnhancementCourses(AEC)</i>	
3	InformationTechnologyinBusinessManagement-I	02
3	<i>CoreCourses(CC)</i>	
4	EnvironmentalManagement	03
5	BusinessStatistics	03
6	AccountingforManagerialDecisions	03
7	MarketingApplicationandPractices	03
TotalCredits		20

1. SportsHRM

ModuleNo	CoverageofModule	TimeAllotted- No of Hours(Lecture s)
1	Meaning, Nature and Scope of HRM - Personnel Management Verses HRM- Importance of HRM-Functions of HRM- Classification of HRM Functions- OrganizationofHRMDepartment-Qualities andQualificationsofHRMManagers	8
2	Organization of Personnel Functions – Personnel Department, Its Organization,Policies, Responsibilities and Place in theOrganization. Meaning and Objectives ofHRP – Benefits of HRP, Objectives ofRecruitment –Company strategies andreruitment strategies – Job Analysis –Purpose & Techniques – Job Description –JobSpecification– SearchingforprospectiveEmployees/Source sofRecruitment –Traditionalsources–Modernsources – FactorsaffectingRecruitment.	10
3	Selection - Meaning and definition – Essentials of Selection Procedure – Steps inSelection Procedure –Application form – Writtenexamination–PreliminaryInterview – Psychological Tests – Final Interview – Medicalexamination– Referencechecks–Line Manager’s Decision – Job Offer – Employment– Placement–Inductionand RetentionofEmployees.	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
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5	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.	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	How to structure an Endorsement Agreement? • What are Endorsement Agreements? • Understanding the Commercial Rationale • Player Attributes and Player Appearances • Consideration • Player Morality • Player Performance and Linkage to Renewal/Termination	8
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	• Non-Compete Provisions • Conflict with Players Playing Contracts	
4	How to structure Sponsorship Agreements? • What is Sponsorship? • Kind of Sponsorship • Key terms in a Sponsorship Agreement • Key contractual and legal issues in Sponsorship Agreements	8
5	How to structure Franchise Agreements? • 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	8
6	How to structure Player Agreements? • Understanding contractual obligations of Players • Understanding contractual obligations of Sports Governing Bodies	8

7	How to structure Player Representation Agreements? • Who is an Agent? • Player Representation Agreement • Engaging an Agent/Agency • Authorization of Agent to manage Commercial Rights • Commercial Rights of a Player • Term of Agent/Agency • Obligation of the Players • Structuring payment and consideration provisions • Grounds for Termination	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 · Chebyshev's Lemma	7
3	· Elementary Statistical Distributions · Binomial, Poisson, Hypergeometric · 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	ElementsofIntegration&Differentiation	4
10	ElementsofDeterminants	4

11	ElementsofMatrixalgebra	4
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6AccountingforManagerialDecisions.

ModuleNo	CoverageofModule	TimeAllotted- No of Hours(Lecture s)
1	Objective of Financial ManagementFinancialPerformanceApprais alusingRatioAnalysis,FundsFlowAnalysis&C ashFlow Analysis	10
2	Sources of Finance - Short Term/Long Term,Domestic/Foreign,Equity/Borrowings/ Mixedetc. CostofCapital& Capital- StructurePlanning,CapitalBudgeting&Investme nt Decision Analysis(usingTimeValue	9
3	Working Capital Management - Estimation &Financing,InventoryManagement,Receivabl eManagement,CashManagement ØDivided Policy/Bonus -Theory&Practice	9
4	Investment (Project) identification, feasibilityanalysiswithsensitivities,constraintsa ndlongterm cash flow projection Financing Options -structuring & evaluation off-shore/ onshoreInstruments, multiple option bonds, riskanalysis, financial engineering, leasing, hirepurchase,foreigndirectinvestment,private placement,issueofconvertiblebondsetc.	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
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	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	Ø Valuation of projects and investment opportunities - due diligence procedures Ø Credit Rating of Countries/ State / Investment & Instruments Ø Joint Venture formulations - FIPS/RBI Ø Infrastructure financing Ø 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- UnderstandingoftheWorkingoftheIndustry. TRAI Regulations. Challenges facingtheIndustry.Industryworking- prepaid/post- paid/Data market.	8
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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

BMS(Sports Management)Program

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

Semester IV

No. of Courses	Semester IV	Credits
1	<i>Elective Courses (EC)</i>	
1	Sports Marketing	03
2	Sports Financial Management	03
2	<i>Ability Enhancement Courses (AEC)</i>	
3	Information Technology in Business Management - II	02
3	<i>Core Courses (CC)</i>	
4	Business Economics - II	03
5	Business Research Methods	03
6	Production & Total Quality Management	03
7	Ethics & Governance	03
Total Credits		20

1. SportsMarketing

ModuleNo	CoverageofModule	TimeAllotted- No of Hours(Lecture s)
1	Sports marketing: Definition – MarketingMyopia in Sport – Uniqueness of SportsMarketing– ModeloftheSportsIndustry– ImplementationofSportsMarketing Programme.	7
2	Perspectives in Sports Consumer Behavior:Environmental Factors – Individual Factors –Decision Making for Sports Involvement –Role of Research in Sports Marketing: TypesofPrimaryMarketResearch –Common ProblemsinSportsMarketingResearch.	11
3	TheSportsProduct:ItsCore andExtensions – Key Issues in Sports Product Strategy – Managing Sports Brands: Benefits andDevelopment of Brand Equity – Sales:Definition– TypicalSalesApproachesUsedin Sports–SellingSportstotheCommunity.	11
4	Pricing Strategies: The Basics of Pricing – Core Issues – Special Pricing Factors – Advertising Media for Sports – PromotionalConcepts, Practices and Components –Sponsorship: Definition – Growth ofSponsorship – Evaluating and EnsuringSponsorshipEffectiveness–Selling the Sponsorship–EthicalIssues	12

5	Place/ProductDistribution:PlacingCoreProducts and their Extensions – The Facility – Marketing Channels – The Product-PlaceMatrix–ElectronicMediaLandscape–MediaImpactonSportPublicRelations–IntegratingSales,Promotion,Sponsorship,MediaandCommunityRelations–Cross	12
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	Impacts among the Five P's – the Legal Aspects of Sports Marketing	
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	5
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	• Professional Sports Teams	
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	Datamanagementplan–Sampling& measurement	4
7	Dataanalysis–Tabulation,SPSSapplications data base,testingforassociation	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

BMS (Sports Management) Program

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

Semester V

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

1. Sports Management

ModuleNo	CoverageofModule	TimeAllo tted-No ofHours (Lectures)
1	Managing Sports in the 21st Century: DefiningSports and Sports Management – Nature andScope of the Sports Industry – Unique Aspects ofthe Sports Management – Sports ManagementCompetencies – FutureChallenges andOpportunitiesforSportsManagers–Futureof SportsIndustry/Organizations.	7
2	The Sports Manager: Basics of SportsManagement – Managing in the SportsEnvironment – Managing People andAdministrativeUnits – ManagementFunctionsin sports–MotivatingAbilities: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 comparison. 2. Career Opportunities.	8
7	Understanding of Sports Business Models 1. Understanding revenue & asset model of sports properties & franchisees.	7
8	Case Studies and Presentations	7

2. Sports Analytics Management.

ModuleNo	CoverageofModule	TimeAllotted- NoofHours(Lectures)
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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

ModuleNo	CoverageofModule	TimeAllotted- NoofHours(Lectures)
1	TargetSegmentalignmentforbrandandsportsproperty-segmenting,targeting,positioning	10
2	Brand Image alignment - Measuring image,customer perception in different demographicsegments,marketresearchto understandbrand perceptions.	10
3	Preparing a Sponsorship Strategy - objective oftheportfolio,targetdemographic,stagesofthecustomer'sdecisionjourney-awareness, consideration,purchase,loyalty.	11
4	Maximizingsponsorshipimpact- Usingsampling&activationstrategiestodrivetrials, usage, and consumption& repeatpurchase.	10
5	Measuring the ROI - return of investment of asponsorshipstrategy. Keybrandmetrics,suchasaffinity and consideration, Maximized exposureandcreditfromconsumers,Deepenedcustomeror client loyalty Fostered employee engagementand improvedmorale Drivesales,leads,andnewbusiness,etc	12
6	Casestudies&Presentations	7

5. Strategic Management

ModuleNo	CoverageofModule	TimeAllotted- NoofHours(Lectures)
1	IntroductiontoStrategicManagement	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 vs 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 7S 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 Analytical Tools: EFEMatrix and CPM	4
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFEMatrix	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 SocialResponsibilityEnvironmentalSustainabilityV alueChain Analysis Economic Value Added (EVA)MarketValueAdded(MVA)StrategicIssuesin a GlobalEnvironment	7
12	·CaseStudiesandPresentations	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/ADRs 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

BMS(SportsManagement)Program

(TobeimplementedfromAcademicYear-2018-19)

SemesterVI

No.ofCourses	SemesterVI	Credits
1	<i>ElectiveCourses(EC)</i>	
1	DigitalMarketinginSports	03
2	MediamarketinginSports	03
3	PublicRelationsinSports	03
2	<i>CoreCourses(CC)</i>	
4	OperationManagement	03
5	EntrepreneurshipManagement	03
6	BusinessNegotiations	03
3	✓ <i>ProjectWork</i>	
7	ProjectWork-Sports	03
TotalCredits		21

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/LinkedIn 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)
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1	Overview of Types of Media - newspapers,magazines,outdoor,radio,telep hone&the internet.	7
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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	ManagingPublicrelationsinSports-CaseStudies.	9
7	·CaseStudiesandPresentations	7

4. OperationManagement

ModuleNo	CoverageofModule	TimeAllotted- NoofHours (Lectures)
1	·Introduction·OperationsStrategy·CompetitiveAdvantage·TimeBasedCompetition	4
2	·ProductDecisionandAnalysis· Product Development	4
3	·ProcessSelection·ProcessDesign·Process Analysis	4
4	·FacilityLocation·FacilityLayout	8
5	·CapacityPlanning·CapacityDecisions·Waiting Lines	4
6	·AggregatePlanning ·BasicsofMRP	4
7	/ ERP v Inventory Models Ø Types of InventorySituations Ø Fixed Quantity/Fixed Review Period ØCosts Involved - Deterministic Probability Models -Economic-Order-Quantity (EOQ) and Ø EBQ forFiniteProductionRate-SensitivityAnalysis ofEOQ-EOQ Under Price Break - Ø Determination of SafetyStockandReorderLevels - StaticInventoryModel- (InsuranceSpares).	5
8	·BasicsofScheduling.·BasicsofProject Management	4

9	v Network Analysis Ø Minimal Spanning Tree Problem - Shortest Route Problem Ø Maximal Flow in Capacitated Network - Concepts and Solution Algorithms 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 Step 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

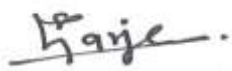
Module No	Coverage of Module	Time Allotted- No of Hours (Lectures)
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1	Types of Negotiations in Business - business to business, with distributors, customers, vendors - in marketing, operations, HR, finance etc, bankers & equity funds, employees, future 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 walkaway 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 negotiation situations in the field of sports.	10
7	· Case Studies and Presentations	7

Ordinance 6324 relating to the BMS (Sports Management)

- i) **Necessity of starting these courses:** - The University of Mumbai's Garware Institute of Career Education & Development plans to introduce three years Full time BMS (Sports Management). This course will equip students with an understanding of the business of sports sector; accompanied by management skills of marketing, finance, operations, human resources in the management of sports.
- ii) **Whether UGC has recommended to start the said courses:** - UGC encourages the incorporation of skill oriented and value added courses to develop skilled manpower.
- iii) **Whether all the courses have commenced from the academic year 2021-22:** - Yes, it would be commencing from the Academic year 2021-22.
- iv) **The Courses started by the University are self-financed, whether adequate number of eligible permanent Faculties are available?** – Yes, this course is self-financed. The expert visiting faculty from industries come to teach this course.
- v) **To give details regarding duration of the course and is it possible to compress the course? :-** The duration of the course in Three years (Six Semester). It cannot be further compressed.
- vi) **The intake capacity of each course and no. of admissions given in the current academic year (2021-22):** - The intake capacity of this course 300 students each batch and admitted 181 students.
- vii) **Opportunities of Employability / Employment available after undertaking these courses:** - The students completing this course have great opportunities in the Sports event. To build management skills of marketing, finance, operations, human resources in the management of sports.



I/c. DIRECTOR