



Re- accredited with A ++ Grade (CGPA 3.65) by NAAC
Category- I University Status awarded by UGC

No.AAMS_UGS/ICC/2025-26/45

Date: 18th June, 2025

CIRCULAR :-

Attention of all the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Heads, University Departments is invited to this office Circular No. AAMS_UGS/ICC/2022-23/92 dated 20th August, 2022 relating to the syllabus of **BMS (Sports Management) Sem I & II (CBCS)**.

They are hereby informed that the recommendations made by the **Ad-hoc Board of Studies in Sports Science & Management** at its meeting held on 16th May, 2025 and subsequently passed by the Board of Deans at its meeting held on 19th May, 2025 vide item No. 8.17 (N) have been accepted by the Academic Council at its meeting held on 20th May, 2025 vide item No.8.37 (N) that the accordance therewith syllabus for **B.M.S. (Sports Management) (Sem III, IV, V and VI) (CBCS)** is introduced as per appendix with effect from the academic year 2024-25 progressively.

(The Circular is available on the University's website www.mu.ac.in).

MUMBAI – 400 032
18th June, 2025


(Dr. Prasad Karande)
REGISTRAR

To

All the Principals of the Affiliated Colleges, Directors of the Recognized Institutions and the Heads, University Departments.

A.C./8.37(N)/20/05/2025

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Deans,
- 2) The Dean, Faculty of Interdisciplinary Studies,
- 3) The Chairman, **Ad-hoc Board of Studies in Sports Science & Management**,
- 4) The Director, Board of Examinations and Evaluation,
- 5) The Director, Board of Students Development,
- 6) The Director, Department of Information & Communication Technology,
- 7) The Director, Centre for Distance and Online Education (CDOE), Vidyanagari.
- 8) The Deputy Registrar, Admissions, Enrolment, Eligibility & Migration Department (AEM),

Copy forwarded for information and necessary action to :-	
1	The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM), dr@eligi.mu.ac.in
2	The Deputy Registrar, Result unit, Vidyanagari drresults@exam.mu.ac.in
3	The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari dr.verification@mu.ac.in
4	The Deputy Registrar, Appointment Unit, Vidyanagari dr.appointment@exam.mu.ac.in
5	The Deputy Registrar, CAP Unit, Vidyanagari cap.exam@mu.ac.in
6	The Deputy Registrar, College Affiliations & Development Department (CAD), deputyregistrar.uni@gmail.com
7	The Deputy Registrar, PRO, Fort, (Publication Section), Pro@mu.ac.in
8	The Deputy Registrar, Executive Authorities Section (EA) eau120@fort.mu.ac.in He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
10	The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA) dy.registrar.tau.fort.mu.ac.in ar.tau@fort.mu.ac.in
11	The Deputy Registrar, College Teachers Approval Unit (CTA), concolsection@gmail.com
12	The Deputy Registrars, Finance & Accounts Section, fort draccounts@fort.mu.ac.in
13	The Deputy Registrar, Election Section, Fort drelection@election.mu.ac.in
14	The Assistant Registrar, Administrative Sub-Campus Thane, thanesubcampus@mu.ac.in
15	The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan, ar.seask@mu.ac.in
16	The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri, ratnagirisubcentar@gmail.com
17	The Director, Centre for Distance and Online Education (CDOE), Vidyanagari, director@idol.mu.ac.in
18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha pinkumanno@gmail.com
19	Director, Department of Lifelong Learning and Extension (DLLE), dlleuniversityofmumbai@gmail.com

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2	P.A to Pro-Vice-Chancellor pvc@fort.mu.ac.in
3	P.A to Registrar, registrar@fort.mu.ac.in
4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

To,

1	The Chairman, Board of Deans pvc@fort.mu.ac.in
2	Faculty of Humanities, Offg. Dean 1. Prof.Anil Singh Dranilsingh129@gmail.com Offg. Associate Dean 2. Prof.Manisha Karne mkarne@economics.mu.ac.in 3. Dr.Suchitra Naik Naiksuchitra27@gmail.com
	Faculty of Commerce & Management, Offg. Dean, 1 Prin.Ravindra Bambardekar principal@model-college.edu.in Offg. Associate Dean 2. Dr.Kavita Laghate kavitalaghate@jbims.mu.ac.in 3. Dr.Ravikant Balkrishna Sangurde Ravikant.s.@somaiya.edu 4. Prin.Kishori Bhagat kishoribhagat@rediffmail.com

	Faculty of Science & Technology Offg. Dean 1. Prof. Shivram Garje ssgarje@chem.mu.ac.in Offg. Associate Dean 2. Dr. Madhav R. Rajwade Madhavr64@gmail.com 3. Prin. Deven Shah sir.deven@gmail.com
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3	Chairman, Board of Studies,
4	The Director, Board of Examinations and Evaluation, dboee@exam.mu.ac.in
5	The Director, Board of Students Development, dsd@mu.ac.in DSW directr@dsd.mu.ac.in
6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

AC: 20/05/2025

Item No. 8.37

UNIVERSITY OF MUMBAI



Program: BMS (Sports Management)

SEM III, IV, V, VI

(Choice Based and Credit System)

From A.Y. 2024-2025 Progressively

UNIVERSITY OF MUMBAI



Syllabus for Approval

Sr. No.	Heading	Particulars
1	Title of the Course <u>O:6761</u>	BMS (Management & Sports Administration)
2	Eligibility for Admission O: 6762	XIIth Pass under 10+2 scheme of any recognized State/Central/International Board
3	Passing Marks	45% Passing Marks
4	Ordinances / Regulations (if any)	
5	No. of Years / Semesters	3 Years / 6 Semesters
6	Level	UG
7	Pattern	Semester
8	Status	New
9	To be implemented from Academic Year	From Academic Year: : 2023-24

Sd/-

**Sign of the BOS
Chairman
Dr. Manoj N. Reddy
Ad-hoc Board of
Studies in
Sports Science and
Management**

Sd/-

**Sign of the
Offg. Associate
Dean
Dr. C.A.Chakradeo
Faculty of
Interdisciplinary
Studies**

Sd/-

**Sign of the
Offg. Associate Dean
Dr. Kunal Ingle
Faculty of
Interdisciplinary
Studies**

Sd/-

**Sign of the
Offg. Dean
Prof. A. K. Singh
Faculty of
Interdisciplinary
Studies**

Title of the course - BMS (Sports Management)

Eligibility: 10+2 with 45% Marks scheme of any recognized State/Central/International Board

Scheme of Examination

The Semester End Examination will be conducted for 60 Marks each subject

Internal Assessments will be conducted for 40 Marks each subject

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. (05Marks)

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. Q7 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 Q7; 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

Q2 – Q6 = 10 Marks

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

Standard of Passing: 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.

Intake Capacity: The maximum intake capacity of BMS (Hospitality Management & Sports Administration) course as per University of Mumbai is 60 per academic year

Syllabus for BMS (Sports Management)
SEM III & IV

**BMS Sports Management
Sem - III**

SEMESTER - III	CREDITS
COURSE	
CORE	
Operations Management	3
Sports Ethics and Governance	3
Principles of Marketing and Sports Marketing	3
Role of Sports - Recreational, Developmental and Elite	3
SCHOOL ELECTIVES 2/3	
Sports Facility and Event Management	3
Organizing Major Sports Events	3
Crisis Management	3
SPECIAL ELECTIVES 1/3	
Introduction to Philosophy	3
Python Programming for Data Science	3
Machine Learning	3

Semester – III

Course Code: SMC301	Course Title: Operations Management	Credits: 3	Lectures/Week:3 3
Learning Objectives: Understand the different elements of operations and how to analyse an operational environment in terms of these elements. Appreciate the tools and techniques applicable in the context of operations in global dynamic organisations. Understand the challenges facing the operations manager to exploit innovative practices.			
Course Description: The Operations Management course aims to provide students with a critical understanding of the scope and strategic importance of operations management and the role of operations managers; and an appreciation of the interaction of operations with the organisation, employees and customers. You will gain a critical understanding of the nature and importance of operations management, not only in your own but in other organisations competing in the global environment.			
Unit I	Understanding operations management and strategy The concept of operations management • The input-process-output model • Operations strategy and contribution • The five performance objectives • The 4Vs and their influence on process management Process design, type, layout and mapping Process design • Processes and volume/variety dimensions • Manufacturing and service process types • Process layouts • Job design • Process mapping		Hours 10
Unit II	Product and service innovation • Definitions and types of innovation • Innovation as a process • Beyond product and service innovation • The significance of product and process innovation and service innovation Capacity and demand management The objectives of capacity management • Medium- and long-term capacity management • Reconciling capacity and demand • Short- and long-term outlooks affecting volume Inventory management Inventory control • Understanding the impact of order quantity on inventory turns • The periodic review approach • Cycle safety stocks		15

Unit III	Quality methodologies The importance of quality • The gap model and expectation-perception gaps • Total Quality Management (TQM) and quality costs • Six Sigma • Lean • Causes of waste • Involvement of everyone for successful improvement • Lean tools • Lean improvements across different sectors Sustainable operations The triple bottom line (TBL) • The 3Ps in operations management • Process design for environmental sustainability	15
Unit IV	Technology in operations management Technology in operations management • ERP systems • Industry 4.0 in operations • Challenges in technology adoption	5
References: • Slack, N., Brandon-Jones, A. (2018) Essentials of Operations Management, 2nd Edition, London, Pearson. • Quantitative Techniques in Management : N.D.Vohra, Tata McGraw Hill • Operations Research : H.Taha, Prentice Hall • Quantitative Methods for Management Decisions : William P.Cooke, McGraw Hill • Principle of Operations Research : with Applications to Management Decisions – H.M.Wagner, Prentice-Hall.		

Semester – III

Course Code: SMC302	Course Title: Sports Ethics Governance	Credits: 3	Lectures/Week :3
Learning Objectives: The student should be able to: • Critically assess current theoretical debates on the need for, and recent efforts towards, establishing internationally applicable regulatory standards and legal frameworks in sports governance. • Explain how key principles of good governance and policy such as transparency, accountability, integrity and ethics can be applied in the context of the sport movement. • Discuss the issues and challenges associated with instances of unlawful practice in contemporary sport management and governance, displaying a critical insight into the organizations and structures responsible for sport and the political ramifications arising from these.			
Course Description: The module aims to raise student awareness of legal and ethical concerns associated with amateur, professional and community sport, resulting from unlawful activities such as match fixing, doping, money laundering, fraud in betting practices, and corruption of senior sport officials. The module draws on increasing consensus among international sports federations and organizations on the need for developing the sports movement while preserving and promoting the ethics and values integral to sport. By doing so, the module delves into the role of public policy in interacting with sport-governing bodies in developing common standards, regulatory frameworks, and codes of practice and ethics applicable to all levels of sport administration and regulation.			
Unit I	Introduction of sports governance Key governance principles Managerial activities related to governance	Hours 10	
Unit II	Strategic Management and sport Policy development National Sports Code Ethics in Sports Policy and Governance	10	
Unit III	Olympic Ideals in International Sports Policy and Governance Issues and Challenges in international Sport Governance Legal and Regulatory Issues in Sport	10	
Unit IV	Debates on Responsibilities of Governing Bodies in Sports Disability Policy The Future of Sports Governance Transgender & Gender Discrimination Case Study Policy Development Assignment Ethical Decision Making Case Study Olympic Bid Anti- Doping Associations and Ethics Scholastic Sports / Amateur Sport in Community CSR in Sport	10	

Unit V	Practicals: Presentation - a presentation on 5-6 different mainstream sports covering their governance structures from IOA and Sport Federation down to District Level federation in an Indian context Review Report /assignment - The Groups will then present a comparative analysis of sports and their structures and debate the good and bad across the focus sports. The final outcome will be the creation of an “ideal” governing structure and departments.	5
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References:

- Hums, M.A. & MacLeans, J.C. (2008) Governance and Policy in Sport Organizations, Scottsdale, AZ: Holcomb Hathaway.
- Chappelet, J-L. (2008) International Olympic Committee and the Olympic System (IOC): The Governance of World Sport, London, UK: Routledge.
- DeSensi, J.T. & Rosenberg, D. (2003) Ethics and Morality in Sport Management, Morgantown, WV: Fitness Information Technology.
- Gardiner, S., O’Leary, J., Welch, R., Boyes, S. & Naidoo, U. (2011) Sports Law, 4th Edition, London, UK: Routledge. □ Hoyer, R. & Cuskelly, G. (2006) Sport Governance, Oxford, UK: Butterworth-Heinemann.
- Hoyer, R., Nicholson, M. & Houlihan, B. (2010) Sport and Policy: Issues and Analysis, Oxford, UK: Butterworth-Heinemann.
- King, N. (2009) Sport Policy and Governance: Local Perspectives, Oxford, UK: Butterworth-Heinemann.
- Mitten, M.J., Davis, T. & Shropshire, K.L. (2012) Sports Law: Governance and Regulation, New York, NY: Aspen Publishers.
- O’Boyle, I & Bradbury, T. (Eds.) (2014) Sport Governance: International Case Studies, Oxon, UK: Routledge.
- Palmer, C (2013) Global Sports Policy, London, UK: Sage Publications.
- Sawyer, T.H, Bodey, K.J. & Judge, L.W. (2008) Sport Governance and Policy Development: An Ethical Approach to Managing Sport in the 21st Century, Urbana, IL: Sagamore Publishing.
- McNamee, M.J. & Fleming, S. (2007) “Ethics Audits and Corporate Governance: The Case of Public Sector Sports Organizations”, Journal of Business Ethics, 73(4), 425-437.
- Pielke, R. Jr. (2013) “How can FIFA be held Accountable?”, Sport Management Review, 16(3), 255-267.
- Piggin, J., Jackson, S.J. & Lewis, M. (2009) “Telling the Truth in Public Policy: An Analysis of New Zealand Sport Policy Discourse”, Sociology of Sport Journal, 26(3), 462-482.
- Sam, M.P. (2005) “The Makers of Sport Policy: A (Task) Force To Be Reckoned With”, Sociology of Sport Journal, 22(1), 78-99.
- Snyder, E. (2013) “Student-Athlete Participation in Intercollegiate Athletic Decision-Making: Inclusion through Different Domains of Governance”, Sport Journal, 16(1), 1.
- <http://www.sirc.ca/index.cfm>
- http://www.sportaccord.com/en/what-we-do/governance/s/2008_seminar_autonomy/Basic_Universal_Principles_of_Good_Governance.pdf

Semester – III			
Course Code: SMC303	Course Title: Principles of Marketing and Sports Marketing	Credits: 3	Lectures/Week:3
Learning Objectives: 1. Define marketing. 2. Outline the 4Ps of marketing. 3. Explain the difference between the 4 components of marketing in the definition of marketing and the 4P components. 4. Define what value means in marketing. 5. Identify the differences between market-oriented, product-orientated, and selling-oriented companies.			
Course Description: In this course, you will learn about the marketing process and examine the range of marketing decisions an organization must make to sell its products and services. You will also learn how to think like a marketer – and the best marketers know that the focus of marketing has always been on the consumer.			
Unit I	Introduction to marketing- Definition, Scope, Functions and Evolution of Marketing. Marketing environment, Macro and micro environment, SWOT analysis, Marketing mix.	Hours 5	
Unit II	Consumer Behaviour- Meaning, Determinants- Cultural, Social, Personal, Psychological Industrial Buying Behaviour- Meaning, characteristics; differences between consumer buying and industrial buying behaviour Marketing research process - Defining research problem, research objective research techniques, sampling, data collection and analysis, report writing Market Segmentation Targeting & Positioning (STP) - meaning, benefits of market segmentation, basis of segmentation; Target Market; Branding- definition, importance, branding strategy; Packaging	15	
Unit III	Concepts of products, Product Mix, Product Line, Product width, depth; Product Life Cycle meaning and stages, New Product Development-steps Pricing- meaning, objectives and methods of pricing Distribution Channel- meaning, Types of Distribution channel- Direct & Indirect. Role of intermediaries and distribution channel management	15	
Unit IV	Promotion – elements of promotion mix Sales management- selling process, functions of sales manager Service Marketing- meaning, Service Marketing Mix, Characteristics of Service. Reasons for growth of service sector, Service Quality Model	10	

References:

- Marketing Management – P Kotler – Prentice Hall
- Marketing Management – Stanton, Etzel and Walker – McGraw Hill
- Marketing Management – R Saxena – Tata McGraw Hill

Semester – III			
Course Code: SMC304	Course Title: Role of Sports – Recreational, Development and Elite	Credits: 3	Lectures/Week:3
Learning Objectives: • Differentiate between recreational and elite sports, understanding their core purposes and target audiences. • Analyze the benefits of recreational sports participation for physical, mental, and social well-being. • Evaluate the role of sports in community development, social inclusion, and cultural identity. • Critically assess the challenges and opportunities associated with youth sport development programs. • Explain the factors contributing to elite athletic success, including training methodologies, sports psychology, and technological advancements. • Analyze the impact of professionalism, commercialization, and media on elite sports. • Evaluate the ethical considerations surrounding elite sports, such as doping, athlete exploitation, and pressure to win. • Develop strategies to promote lifelong participation in sports across all skill levels			
Course Description: This course examines the multifaceted role of sports in society, focusing on the distinct, but interconnected, worlds of recreational and elite athletics. Students will explore the significance of sports participation for individuals and communities, while delving into the complexities of high-performance sport and its impact on athletes, organizations, and the global sporting landscape.			
Unit I	Human Body – Physical Fitness and Health Food – Nutrition + Water Movement Awareness – Kinesiology	Hours 8	
Unit II	Mechanical Aspects, Biological Contents, Health Education and Wellness Contents, Psycho-social Contents, TID and Training of Physical Education Impact on Physical Fitness and Improvement in Academic Performance Lessons learned on field – Essential Life Skills	10	
Unit III	Different kinds of sports played School Sports setup nationally and internationally Psychological impact of sport on the child	8	
Unit IV	Inculcating sportsmanship Olympism – Principles of Olympic spirit Athlete Development – Skill, Fitness, Growth Spurt, Community, Representation, Identification amongst Peers , Building Leaders etc.	10	
Unit V	Movie Review Podcast for a School that doesn't have a school sports programme – pitch deck	4	

Unit VI	Practicals: Fun sport event - In groups, students will compete in a relay fun competition that will comprise a series of simple sports at the school level – a race, pushups, squats, jumping jacks, Rubik’s cube, numerical equations solve. Idea is for students to understand that sport is fun, inclusive for all, and teaches you teamwork Guest lecture - Sports For All – will talk about how they organize the Mumbai School Sports Championship Site visit Visit to a school with an active sports school program	5
References: • "Sport in Society: Issues and Controversies" by Jay J. Coakley • "Sport, Culture and Society: An Introduction" by Grant Jarvie		

Semester – III			
Course Code: SME3011	Course Title: Sports Facility and Event Management	Credits: 3	Lectures/Week: 3
Learning Objectives: • Explain the basic issues related to planning facilities, including site selection, design and construction process • Explain the different forms of public and private funding of sport facilities and ethical issues involved in utilising public funds • Describe the process involved in event planning and management • Explain the event and facility issues pertinent to participants, spectators and sponsors • Describe the operation of venues and events including staffing, box office management, security, concessions and maintenance • Explain the legal issues facing event and facility management including the risk management process • Analyse the process of event bidding and venue selection			
Course Description: This course module will enable a sports manager to understand a core component of planning and operating sports and recreational facilities and events.			
Unit I	Understanding the Sports Industry – Players and Opportunities Sports Infrastructure – the cradle of the sporting ecosystem Overview and Facility Planning Facility Construction and Event Planning	Hours 10	
Unit II	Designing, Planning and Controlling Event Logistics Providing Hospitality and Sports Events Sports Sponsorships Bid Assignment Evaluating Events and Managing Staff	10	
Unit III	Negotiations and Contracts Risk Management – Protecting your Investment Event Marketing Merchandising, Sales, Ticketing Law, Ethics, Marketing and Finance Quiz Economics of Sports Facilities Officials, Athletes, Match Day – Planning and Process	8	

	Alcohol + F&B Management	
Unit IV	Opportunities and challenges towards building an Olympics Event Bidding Assignment Evaluating Events and Managing Staff Field Trip – Fire, Health and Safety Drill, Quality Control Crowd Engagement Facility Design Project – Presentation – Event Objective Financial Plan Supply List Promotion Plan Staffing Plan Registration Plan Evaluation Plan Cancellation plan Critical Dates Event Evaluation SAI Centre – Case Study Odisha Government – Case Study (Adoption of Hockey)	12

Unit V	Practical Presentation - In groups, students to study and present on a Design, Build, Operate and Maintain basis – the following TransStadia sport facilities viz: Football ground, swimming pool, Indoor sports hall & tennis courts. Students will present on the facility design, the sport surface used (natural / synthetic), the costs of building such a surface, pros and cons, the Lighting systems used, maintenance processes, Field visit - Visit to the DY Patil stadium, to understand all facilities Event proposal - Present a Sport event plan proposal for the Hosting of a NON-TELEVISED event within the TS Indoor Arena Event organization - Organise a multi-sport school event / organize a non-mainstream sport FIELD event focused around fitness (American Ninja Warrior / Devils Circuit Obstacle Course Race)	5
References: • Sports turf science, construction and maintenance • Foundations of managing Sporting events • "Contemporary Sport Management" by Paul M. Pedersen, Lucie Thibault, and Paul Pedersen • "Managing Sport Facilities and Major Events" by Hans Westerbeek, Aaron Smith, Paul Turner, and Paul Emery		

Semester – III			
Course Code: SME3012	Course Title: Organising Major Sports Events	Credits: 3	Lectures/Week:3
Learning Objectives: - The students will be able to understand the roles and influences of important stake holders in major events. - They will master the main steps in processing major event bids from a project management perspective.			
Course Description: This course will give students an insight into major sporting events and the bidding process. Students will analyse mega events and their strategy for country and city development. Such as the Tour de France, and the Women’s Football World Club. The Tour de France is an annual international event and students will look at how this event has survived over 50 years, from a strategy and sustainability perspective. The Summer Olympics happens every once in four years the students will look at it from a project management perspective. This course will be around case studies of major current sporting events and insight will be brought by major event organisers.			
Unit I	Introduction overview of Mega Events - Tour de France - Women’s Football World Cup - Mumbai Marathon - Manchester Model Understanding the Event Industry - Event Conceptualisation - Event bidding - Event Staffing - Event Budgeting - Event Sponsorship - Event Marketing - Media Promotion and Relations - Contract Considerations - Risk Management and Negligence - Event Services and Logistics - Event – Day Management - Post- event Details and Evaluation - Documentation - Learnings		Hours 10
Unit II	The Bidding Process - Request for Proposal - Detailed Project Report Planning Process		10

	- Security & Evacuation - F&B - Concessions - Sponsorships, Advertising, PR - First Aid and CPR – Risk Management - Guest Experiences – Spectator Management - Financial and Marketing Management - Accreditations and Data Science Systems - Human Resource Management – Volunteer Systems - Training and Athlete Management - Field of Play Rules - Officials and Game Rules - Media and TV Production - Scheduling -	
Unit III	The Political Overview of the Sports Events Defining Good Culture in Sports Legacy Planning for the Event	10
Unit IV	Case study on bidding process Case on Rio and London Olympic Games and the lead to Tokyo and Paris from different perspectives. Movie Review – Icarus, Tour de France (Dope Scandal) Group Presentations IPL Case Study / ISL / Pro Kabaddi / Super Badminton League / Futsal / Wrestling. Site Visit	8
Unit V	Practical Guest lecture - Review of the bid process utilized for the FIFA U17 Mens World Cup 2017 India - Broadcast related aspects of a major televised event Case study - Study the FIFA U17 Women World Cup bid, the AFC Chennaiyin game, the Indian National team Intercontinental Cup, Kabaddi World Cup, Pro Kabaddi League and present a report on the various elements of planning, venue selection, F&B, hospitality, broadcast etc Event proposal - Present a Sport event plan proposal for the Hosting of a TELEVISED event within the TS Indoor Arena and in the Football Stadium	7

References:

- Fenich, George, G. (2012). Meetings, Expositions, Events and Conventions: An Introduction to the Industry, Prentice Hall, latest ed.
- Getz, D. (2007). Event Studies: Theory, Research and Policy for Planned Events, Butterworth – Heinemann.
- Parent, M. & Smith-Swan, Sharon (2013). Managing Major Sports Events; theory and practice, Routledge.
- Shipway, R. and Fyall, A. (2013). International Sports Events: Impacts, Experiences, and Identities, Elsevier.
- Supovitz, F., Godwater, R. (2014). The sports event management and marketing playbook, Wiley.
- Van Der Wagen, L. (2002) Event Management, Prentice Hall. Yeoman, I., Robertson M., Ali- Knight J., Drummond S. and McMahon-Beattie U. (2009) Festivals and Event Management: an International Perspective, Butterworth – Heinemann.
- Casey, M., Harvey, J., Elme, R., & Payne, W. (2012) “Examining changes in the organizational capacity and sport-related health promotion policies and practices of State Sporting Organizations.” Annals of Leisure Research, 15(3), 261-276.
- Dixon, A.W., Backman, S., Backman, K., Norman, W., (2012) “Expenditure-based segmentation of sports tourists”, Journal of Sport & Tourism, 17 (1), 5-21.
- Emery, P., Radu, A., (2007) “Conceptual paper: An exploration of time and its management for sport event managers”, Managing Leisure, 12, 204-222.
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- Kaplanidou, K., Kerwin, S., Karadakis, K. (2013) “Understanding sport event success: exploring perceptions of sport event consumers and event providers.” Journal of Sport & Tourism, 18(3), 137-159.
- Shonk, D. J., Greenwell, T.C., Bravo, G. & Won, D. (2012) “Site Selection, Satisfaction, and Intent to Return: An Exploratory Study of the Perceptions of Rights Holders of Small-Scale Sporting Events.” Journal of Convention & Event Tourism”, 13(1), 1-15.
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- www.event-management-uk.co.uk
- www.leisuremanagement.co.uk
- www.bta.org.uk
- www.barmitzvah411.com/default.cfm?passcode=35ai9p7w14&grou
- www.alltimefavorites.com
- www.deanbell.com
- www.redirect-west.inktomi.com/click?u
- www.amazon.com/ex
- www.corporate-events.com

Semester – III

Course Code: SME3013	Course Title: Crisis Management	Credits: 3	Lectures/Week: 3
Learning Objectives: - Analyze strategic failures leading to a crisis. - Evaluate the strengths and weaknesses of a crisis response. - Analyze an organization's public communications regarding a crisis. - Conduct an after-action analysis to mitigate future crises. - Apply a framework to analyze ethical approaches to crises management. - Create a crisis management plan using best principles and practices.			
Course Description: This course is designed to explore the crisis management lifecycle – from prevention to mitigation. The course also touches on the principles and practices of the lifecycle. The course aims to provide a practical learning approach to addressing contemporary challenges in the workplace and organizations.			
Unit I	Introduction to Crisis Management in Sports Definition and Types of Crises: - Understanding crises and their characteristics - Types of crises in sports: financial, reputational, operational, and legal Impact of Crises on Sports Organizations: - Short-term and long-term effects on sports entities - Stakeholder analysis: athletes, fans, sponsors, and governing bodies Crisis Lifecycle: - Pre-crisis, crisis, and post-crisis stages	Hours 10	
Unit II	Risk Assessment and Strategic Planning Risk Assessment in Sports: - Identifying potential risks and vulnerabilities - Tools and techniques for risk analysis - Understanding the kinds of crisis that could take place in the sports industry – PR and Athlete related crisis, stadium related issues, athlete activism/fan abuse/racial discrimination, event organization in the backdrop of COVID, socio-political issues Strategic Crisis Management Planning: - Developing crisis management plans - Establishing crisis management teams - Understanding the elements of a Crisis Management response plan and formulation strategy Scenario Planning and Simulations: - Conducting simulations to prepare for potential crises	12	
Unit III	Crisis Communication and Media Management Crisis Communication Strategies: - Crafting effective messages during a crisis - Role of spokespersons and media training Social Media and Crisis Management: - Managing social media during crises - Monitoring and responding to online narratives Public Relations in Crisis Situations: - Building and maintaining trust with stakeholders	11	

Unit IV	Learning from Past Crises and Building Resilience Case Studies of Sports Crises: - In-depth analysis of significant crises in sports history - Lessons learned from past crises - Case study (Athlete misbehavior): Tiger Woods sex scandal, Maria Sharapova Drugs scandal, cricket betting, Athletes vs their Sport Federation disputes - Case study (Stadium related): The 1989 Hillsborough Disaster - Case Study (Athlete activism/ Fan abuse): The Black Lives Matter campaign in Sport, Rule 50 of the Olympic Charter vs Athlete's right to freedom of expression, measures taken by Sport organization to combat discrimination in sport - Case study (event organization): COVID related changes to event organization – bio secure bubble, event streaming, - Case study (socio-political): IPL in South Africa in 2009, Rebel Sports Leagues in India Building Organizational Resilience: - Strategies for resilience and recovery post-crisis - Importance of adaptability and continuous improvement Ethical Considerations in Crisis Management: - Ethical dilemmas and decision-making in crises	12
References: <i>Crisis Management: Leading in the New Strategy Landscape</i> (2nd ed.). William Crandall, John Parnell, John Spillan. Sage, Los Angeles, 2014.		

Semester – III			
Course Code: SME3021	Course Title: Introduction to Philosophy	Credits: 3	Lectures/Week:3
Learning Objectives: A. Analyze key events (including historical, social, economic, and/or personal) that influenced a particular form of creative human expression. B. Analyze key events (including historical, social, economic, and/or personal) that demonstrate how a particular form of creative human expression influenced other works. C. Evaluate a particular form of creative human expression in the context of the appropriate academic discipline. D. Create or reconstruct an expression of the human experience and share with others (if the class is performance based).			
Course Description: This course provides an introduction to the types of philosophy and the study of the great thinkers' contributions to studies which investigate the principles and facts of reality, human nature and basic problems of conduct relevant to man. Emphasis is on early Greek philosophy: Plato and Aristotle. This course will include writing assignments.			
Unit I	Introduction: RHETORIC vs LOGIC ● Truth & Rhetoric ● Plato's theory of the forms ● Logic: Pre & Post scientific revolution ● Identifying arguments: Deductive vs. Inductive Readings ● Bertrand Russell (1949): Philosophy for laymen ● Armstrong: "What is Philosophy?" ● George Hole "How to read Philosophy"	Hours 5	
Unit II	Formal Argument ● Core questions in Philosophy ● Does God exist? ● Meaning & morality of God's existence: Humanism via being God like Readings ● Dennett (2005): "Atheism & Evolution" ● Pascals' wager: Blaise Pascal. "The Wage" from Pensées	10	
Unit III	Epistemology ● What is epistemology ● Descartes & the scientific revolution ● Arguments Readings ● Descartes in Cottingham, pp 21-25 ● Locke in Cottingham, pp 25-31	10	

Unit IV	Metaphysics ● Mind body problem ● Dualism ● Functionalism ● Metaphysics of identity Readings ● Theseus' ship ● Descartes Meditation IV & VI ● What does Mary Learn? (Exercise) ● Frank Jackson, (1982:130) ● Raymond Smullyan, "An unfortunate dualist"	10
Unit V	Applications ● Ethics & Decision making ● Free will Case studies Michael J. Sandel, "The Case Against Perfection", The Atlantic, April 2004 https://www.theatlantic.com/magazine/archive/2004/04/the-case-against-perfection/302927/ Alastair Norcross, "Puppies, Pigs & People", Rice University, 2004 (PDF) https://spot.colorado.edu/~heathwoo/readings/norcross.pdf	10
References: ● Western Philosophy: An Anthology, 3rd edition, John Cottingham, Wiley-Blackwell. ● On Bullshit, Harry G. Frankfurt, Princeton University Press ● The Philosophy Book: Big Ideas Simply Explained, Will Buckingham, DK ● Modern Philosophy: An Introduction and Survey, Roger Scruton, Penguin Books		

Semester – III			
Course Code: SME3022	Course Title: Python Programming for Data Science	Credits: 3	Lectures/Week:3
Learning Objectives: • Apply various Python data structures types of data. • Explore various steps of data science pipeline with role of Python. • Design applications applying various operations for data cleansing and transformation. • Use various data visualization tools for effective interpretations and insights of data.			
Course Description: This course covers basic and advanced features of Python programming including data structures, python libraries like matplotlib, numpy, pandas.			
Unit I	Overview of Python and Data Structures: Basics of Python including data types, variables, expressions, objects and functions. Python data structures including String, Array, List, Tuple, Set, Dictionary and operations them.	Hours 5	
Unit II	Discovering the match between data science and python: Defining the Sexiest Job of the 21st Century, Considering the emergence of data science, Outlining the core competencies of a data scientist, Linking data science, big data, and AI , Understanding the role of programming, Creating the Data Science Pipeline, Preparing the data, Performing exploratory data analysis, Learning from data, Visualizing, Obtaining insights and data products, Understanding Python's Role in Data Science, Considering the shifting profile of data scientists, Working with a multipurpose, simple, and efficient language, Learning to Use Python Fast ,Loading data, Training a model, Viewing a result.	5	
Unit III	Introducing Python's Capabilities and Wonders: Why Python?, Grasping Python's Core Philosophy, Contributing to data science, Discovering present and future development goals, Working with Python, Getting a taste of the language, Understanding the need for indentation, Working at the command line or in the IDE, Performing Rapid Prototyping and Experimentation, Considering Speed of Execution, Visualizing Power, Using the Python Ecosystem for Data Science, Accessing scientific tools using SciPy, Performing fundamental scientific computing using NumPy, Performing data analysis using pandas, Implementing machine learning using Scikit-learn, Going for deep learning with Keras and TensorFlow, Plotting the data using matplotlib, Creating graphs with NetworkX, Parsing HTML documents using Beautiful Soup.	5	
Unit IV	Using the Jupyter Console, Interacting with screen text, Changing the window appearance, Getting Python help, Getting IPython help, Using magic functions, Discovering objects, Using Jupyter Notebook, Working with styles, Restarting the kernel, Restoring a checkpoint, Performing Multimedia and Graphic Integration, Embedding plots and other images,		

	Loading examples from online sites, Obtaining online graphics and multimedia. Working with Real Data: Uploading, Streaming, and Sampling Data, Uploading small amounts of data into memory, Streaming large amounts of data into memory, Generating variations on image data, Sampling data in different ways, Accessing Data in Structured Flat-File Form ,Reading from a text file Reading CSV delimited format, Reading Excel and other Microsoft Office files, Sending Data in Unstructured File Form, Managing Data from Relational Databases, Interacting with Data from NoSQL Databases, Accessing Data from the Web. Conditioning Your Data: Juggling between NumPy and pandas, Knowing when to use NumPy, Knowing when to use pandas, Validating Your Data, Figuring out what's in your data, Removing duplicates, Creating a data map and data plan, Manipulating Categorical Variables, Creating categorical variables, Renaming levels, Combining levels, Dealing with Dates in Your Data, Formatting date and time values, Using the right time transformation, Dealing with Missing Data, Finding the missing data, Encoding missingness, Imputing missing data, Slicing and Dicing: Filtering and Selecting Data, Slicing rows, Slicing columns, Dicing, Concatenating and Transforming, Adding new cases and variables, Removing data, Sorting and shuffling, Aggregating Data at Any Level.	5
Unit V	Data Visualization: Visualizing Information: Starting with a Graph, Defining the plot, Drawing multiple lines and plots, Saving your work to disk, Setting the Axis, Ticks, Grids, Getting the axes, Formatting the axes, Adding grids, Defining the Line Appearance, Working with line style, Using colors, Adding markers, Using Labels, Annotations, and Legends, Adding labels, Annotating the chart, Creating a legend.	6
Unit VI	Visualizing the Data: Choosing the Right Graph, Showing parts of a whole with pie charts, Creating comparisons with bar charts, Showing distributions using histograms, Depicting groups using boxplots, Seeing data patterns using scatterplots, Creating Advanced Scatterplots, Depicting groups, Showing correlations, Plotting Time Series, Representing time on axes, Plotting trends over time, Plotting Geographical Data, Using an environment in Notebook, Getting the Basemap toolkit, Dealing with deprecated library issues, Using Basemap to plot geographic data, Visualizing Graphs, Developing undirected graphs, Developing directed graphs.	6
Unit VII	Wrangling Data: Playing with Scikit-learn, Understanding classes in Scikit- learn, Defining applications for data science, Performing the Hashing Trick, Using hash functions, Demonstrating the hashing trick, Working with deterministic selection, Considering Timing and Performance, Benchmarkin, with,timeit, Working with the memory profiler, Running in Parallel on Multiple Cores, Performing multicore parallelism, Demonstrating multiprocessing. Exploring Data Analysis: The EDA	6

	Approach, Defining Descriptive Statistics for Numeric Data, Measuring central tendency, Measuring variance and range, Working with percentiles, Defining measures of normality, Counting for Categorical Data, Understanding frequencies, Creating contingency tables, Creating Applied Visualization for EDA, Inspecting boxplots, Performing t-tests after boxplots, Observing parallel coordinates, Graphing distributions, Plotting scatterplots, Understanding Correlation, Using covariance and correlation, Using nonparametric correlation, Considering the chi-square test for tables, Modifying Data Distributions, Using different statistical distributions, Creating a Z-score standardization, Transforming other notable distributions.	
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References:

1. Python for data science for dummies 2nd Edition, John Paul Mueller, Luca Massaron, Wiley
2. Programming through Python, M. T. Savaliya, R. K. Maurya, G. M. Magar, STAREDU Solutions
3. Pandas for everyone :Python Data Analysis, Daniel Y. Chen, Pearson
4. Introducing Data Science: Big Data, Machine Learning, and More, Using Python Tools, Davy Cielen, Arno D.B. Meysman, et al., Manning
5. Applied Data Science with Python and Jupyter: Use powerful industry-standard tools to unlock new, actionable insights from your data, , Packt
6. Data Analytics, Anil Maheshwari, McGrawHill
7. Data Science From Scratch: First Principles with Python, Joel Grus, SPD
8. Star Data Science Specialist, STAR CERTIFICATION

Course Name:: Python Programming for Data Science Lab	No of Labs : 13 (each lab duration 1 hour)
List of Programs	Practical should be performed by students based on – • Use of Python Data Structures • Using NumPy and Panda for Data Analysis Matplotlib for Visualization

Semester – III			
Course Code: SME3023	Course Title: Machine Learning	Credits: 3	Lectures/Week:3
Learning Objectives: - To learn the concept of how to learn patterns and concepts from data without being explicitly programmed - To design and analyse various machine learning algorithms and techniques with a modern outlook focusing on recent advances. - Explore supervised and unsupervised learning paradigms of machine learning.			
Course Description: This Course covers the basic concepts of Machine Learning techniques including supervised and un supervised learning .			
Unit I	Introduction:Machine Learning Foundations – Overview – Design of a Learning System – Types of Machine Learning – Supervised Learning and Unsupervised Learning – Mathematical Foundations of Machine Learning – Applications of Machine Learning.	Hours 9	
Unit II	Supervised Learning-I: Simple Linear Regression – Multiple Linear Regression – Polynomial Regression – Ridge Regression – Lasso Regression – Evaluating Regression Models – Model Selection – Bagging – Ensemble Methods.	9	
Unit III	Supervised Learning - II : Classification – Logistic Regression – Decision Tree Regression and Classification – Random Forest Regression and Classification – Support Vector Machine Regression and Classification - Evaluating Classification Models.	9	
Unit IV	Unsupervised Learning :Clustering – K-Means Clustering – Density-Based Clustering – Dimensionality Reduction – Collaborative Filtering.	9	
Unit V	Association Rule :Learning and Reinforcement Learning Association Rule Learning – Apriori – Eclat – Reinforcement Learning – Upper Confidence Bound – Thompson Sampling – Q-Learning.	9	
References: 1. Christopher Bishop, “Pattern Recognition and Machine Learning” Springer, 2007. 2. Kevin P. Murphy, “Machine Learning: A Probabilistic Perspective”, MIT Press, 2012. 3. Ethem Alpaydin, “Introduction to Machine Learning”, MIT Press, Third Edition, 2014. 4. Tom Mitchell, "Machine Learning", McGraw-Hill, 1997. 5. Stanford Lectures of Prof. Andrew Ng.			

Evaluation Scheme

Continuous Assessment (C.A.) - __Marks

C.A. – I: Test __Marks

C.A. – II: Rubric to assess __Marks

Organization and Development of Ideas	Analysis and Evaluation
__Marks	__Marks

Semester End Examination (SEE) - __Marks

Passing marks shall be 40% for all subjects compulsorily.

**Curated by TransStadia Institute - Centre of Excellence, Mumbai*

BMS Sports Management
Sem IV

SEMESTER - IV	CREDITS
COURSE	
CORE	
Financial Management	3
Organizational Behaviour	3
Sports Technology	3
Cricket Management	3
SCHOOL ELECTIVES 2/3	
Doping Control in Sport	3
Talent Management in Sport	3
Ambush Marketing	3
SPECIAL ELECTIVES 1/3	
Financial Services	3
Cloud Computing	3
Deep Learning	3

Semester – IV			
Course Code: SMC401	Course Title: Financial Management	Credits: 3	Lectures/Week: 3
Learning Objectives: • Understand basic concepts of financial management and their application in investment, financing and dividend decisions. • Understand concepts of cost of capital, leverage analysis, capital structure and dividend theories and identify courses of action in financial environment that would result in maximization of wealth of an organization. • Understand management of working capital and estimate the same for an organization.			
Course Description: This course is designed to survey the field of finance and provide the foundation for more advanced finance coursework. Topics include sources of business and financial information, financial statement, analysis, risk and return, asset valuation, capital budgeting, capital structure, business financial planning and working capital management.			
Unit I	Introduction of Business Finance Financial Manager’s role Financial Goal and Firms Objectives Limitations of various type of sources of fund	Hours 15	
Unit II	Capital structure and Leverage Meaning of Financial Leverage, Measures of financial Leverage, Financial leverage and shareholders Return Combining financial and Operating leverage Venture capital financing Development of Venture capital in India Future Prospects of Venture Financing.	15	
Unit III	Cost of Capital The cost of capital and opportunity cost concept Determining component, cost of capital Capital and Investment Analysis	15	
References: Advanced Financial Management: Kohok, M. A., Everest Publishing House Cases & Problems On Financial Management: Rao, A. P., Everest Publishing House Financial Management: Text & Problems: Khan, M. Y/ Jain, P. K. TMH Financial Management: Theory & Practice: Chandra, Prasanna TMH Financial Management: Theory, Concepts & Problems: Rustagi, R. P. Galgotia			

Semester – IV			
Course Code: SMC402	Course Title: Organizational Behaviour	Credits: 3	Lectures/Week: 3
Learning Objectives: Organizational behavior studies how and why individual employees and groups of employees behave the way they do within an organizational setting. The three main reasons for studying organizational behavior in your organization are to be able to explain it, predict it, and influence it.			
Course Description: This course aims to lay the foundation of understanding of human behaviour in organizations through an exposure to organizational behaviour theories, case studies and live examples. This course has a large applied component to it in order to facilitate hands-on learning of contemporary organizational challenges.			
Unit I	Introduction to Organizational behaviour – nature and structure Contemporary Approaches to organizational behaviour Social learning frame work Individual differences – personality, diversity	Hours 5	
Unit II	Perception Attitudes and satisfaction Job stress Group dynamics Informal organization structure Informal communication Information processing	10	
Unit III	Conflict resolution Negotiations Decision making and control Control process and its elements Organizational culture Change management	15	
Unit IV	Cases, Simulation games, blogs and audio visual material, psychometric tests	15	
• References: Mullins, L. J. (2007). <i>Management and organisational behaviour</i>. Pearson education. • Business Organization and Management by Bhushan Y.K. • Business Organization by Gupta C.B • Organizational Behaviour by L.M. Prasad • Wood, J. M., Zeffane, R. M., Fromholtz, M., Wiesner, R., Morrison, R., Factor, A., ... & Osborn, R. N. (2016). <i>Organisational behaviour: Core concepts and applications</i>. John Wiley & Sons Australia, Ltd..			

Semester – IV			
Course Code: SMC403	Course Title: Sports Technology	Credits: 3	Lectures/Week: 3
Learning Objectives: • Application of Technology in Sports • Various modes to technology • Growth and future of technology • Technology and Sustainability			
Course Description: Learn the modules and the vast impact technology has on development and conduct of sport.			
Unit I	Introduction to Sports Technology • Sports – Motto behind it • What Sports means in India • What facilitates in improvement of an athlete performance • What technology can be used in sports • How does technology help in sports Sports Technology – What it means	6	
Unit II	Branches of Sports Technology • What is Sports Technology • Why do we need it? • Broadcast • Fan Engagement • Product Design • Performance and Injury Prevention Performance Analysis	6	
Unit III	Sports Engineering	4	
Unit IV	Sports Biomechanics	4	
Unit V	Science Behind Sports Baseball/ Softball Golf Balls Cricket Balls Tennis Design of Sports Facilities - Technology used in Sports Facilities Hawkeye Ultra Edge Hotspot Speed Guns	6	
Unit VI	Smart Stadiums - Technology Used • Panoramic Cameras • Removable Pitches • Smart Coaching Boards • Digital Sign Boards Spidercam	6	

Unit VII	Mega Events - Technology Used • Broadcast • Fan Engagement • Umpiring Team Analysis	6
Unit VIII	Performance Analysis • Analysis in Football and Field Hockey • Revenues in Sport for Technology • Marketing of Sports Technology • Technology Semantics and Movement • Sustainable Design of Sports Products - Sportswear Market, Fibres for Sportswear, Fabric for Performance Clothing, Composite Fabrics for Functional Clothing, Smart Materials for Sportswear, Impact assessment etc.	7
References: • AI for sports Chris brady, karl tulys, shayegan omid shafei Routledge • Winning with Data in the business of sports Fiona Green Routledge • The Use of Applied Technology in Team Sport Jose Pino- Ortega, Markel Rico-González Routledge • Performance Analysis In Team Sports Pedro Passos, Duarte Araujo, Amma Volossovitch Routledge • Computer Science in Sport: Arnold Baca Routledge		

Semester – IV

Course Code: SMC404	Course Title: Cricket Management	Credits: 3	Lectures/Week: 3
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Learning Objectives:

- Exposure to managing various operational systems of Cricket in India.
- Immersive learning experience.
- Hands-on guidance of technology, trends, and equipment in cricket.
- Opportunity to interact and be mentored by India's notable international and domestic champions.
- The TSI edge focuses on holistic development by learning in a competitive environment, working on live projects, and having hands-on exposure.

Course Description:

Cricket is inarguably one of the favourite sports of al Indians. The fandom of Cricket in India's visible in the stands during a cricket match, no matter where this being played. Cricket is a breeding ground of opportunities for businesses to promote their brands. The popularity of league championships like IPL offers an itroduction to lucrative platform for brands to reach a broader customer base.

Talented Cricket Management leaders can optimize these opportunities and shape the future of Cricket, integrating it with business.

The course curriculum is an amalgamation of theoretical knowledge and practice-based skill-building. The course will take students through a rigorous curriculum covering case studies, practical sessions, and evaluations towards a final certification.

Unit I	Introduction to Cricket Management – • Cricket Organisation • Cricket Governance the role of leadership • Global Cricket • Role of Competitions • Recreational Sport vs. Developmental Sport • Types of tournaments in India • Pathways for all stakeholders • Your role as a cricket administrator	Hours 10
Unit II	• National Camps – Ranji Cricket and Test Cricket and One Day Internationals • Hospitality Management • Emergence of IPL • Financial Distribution of Funds • Role of Media and Broadcasting • Twenty20 Internationals • Growth of Technology in Cricket • Role of Media Analytics	10
Unit III	• Growth of Women's Cricket • Development of deaf and blind cricket • Quality control in organising cricket • Development of cricket in non-cricket playing countries • Role of digital marketing in cricket • Operations management - - logistics and supply management • Entrepreneurship Management	10

Unit IV	• Cricket Sponsorships • Strategic Management • Ethics and Governance • Project/Dissertation submission/Entrepreneurial Project	10
Unit V	Practicals - Graphical presentation on Domestic & International Cricket - Mock Auctions - Broadcasting Model - Presentation on Sustainability & Scalability Plan - Presentation – growth of women’s cricket & further steps to be taken.	5
References: - 1. "Beyond a Boundary" by C.L.R. James 2. "Cricket Management: The Definitive Guide to Playing and Winning the Game" by Michael Young		

Semester – IV			
Course Code: SME4011	Course Title: Doping Control in Sport	Credits: 3	Lectures/Week: 3
Learning Objectives: After completing the course - You will have knowledge about the role and responsibility of medical support personnel related to the administration of drugs to athletes and to the role of pharmacists in the prevention of doping - You will have knowledge about the anti-doping rules (World Anti-Doping Code, International standards, national rules) and national and international anti-doping work - You will have knowledge about WADAs prohibited list, therapeutic use exemption and the Norwegian drug search database, and how to use this knowledge to advice athletes in correct use of drugs - You will have knowledge about common diagnoses amongst athletes and treatment of these, included pain management, anti-inflammatory drugs, asthma treatment, hormonal treatment and the use of stimulating drugs including drugs of abuse - You will have knowledge about doping analysis, including procedures, methods and result management, and dosing of drugs considering the prohibited list and doping analysis - You will have knowledge about the use of dietary supplements, and the use of this knowledge to do risk assessments, and prevention of doping both in sport and the society.			
Course Description: The course offers an introduction to the use of medicines for athletes and its relation to the anti-doping rules. It will focus on the role of pharmacists to avoid doping violations, as a result of either intended or inadvertent doping. This course is designed to provide basic understanding of Anti-Doping and to equip them and those working in the anti-doping field to advise and support athletes to make the best choices regarding anti-doping while ensuring compliance with the rules of the World Anti-Doping Code (WADC), sports federations, and national anti-doping agencies. It will also empower them to become educators and supporters to athletes and other athlete support personnel on anti-doping and clean sport matters, including the safe and informed selection of medications and supplements. This course outline the roles and responsibilities and to strengthen their understanding on doping in sports, this course covers the testing procedures, education, Anti-Doping Rule Violations (ADRV) and many more.			
Unit I	What is doping? Why do athletes give in to doping? Organizations and doping: prevention and repression Bioanalytical and forensic approaches to doping	Hours 9	

Unit II	WADA – Information/ Education Guidelines to Prevent Doping in Sport Psychological Support for Athletes Sports Genetics and Performance Exercise Immunology	9
Unit III	Athlete Handbook – Information Pocket Guide Coaches Guide Health Advantages and Disadvantages to athletes Testing Guidelines National Anti- Doping Policy Athlete – Rights and Responsibilities Guide Non – Analytical Investigations Principles Whereabouts Policy Whistleblowing Policy World Anti-Doping Code Testing and Investigations International Standards Protection of Privacy and Personal Information International Standard Laboratories – International Standard Results Management – International Standard Prohibited List – International Standard Therapeutic Exemptions – International Standards Therapeutic Exemptions Policy – International Standards	9
Unit IV	Substance Abuse Treatment, Prevention and Policy. Legal, Regulatory and Prevention Practice Provisions	9
Unit V	Movie Review – Icarus Tour de France Sharapova Case Narsingh Yadav Case NADA Review WADA Review UNESCO’s Convention Against Doping Practicals Individual assignment - Students will select a sport and explore the motivation for doping in each of these. (ignorance in substance intake, injury recovery, performance enhancement, weight loss etc) Case Studies Skit Guest lecture WADA / NADA and the processes in place to avoid / detect doping	9

References:

- Doping In Elite Sports: Voices of French Sportspeople and Their Doctors Christophe Brissonneau, Jeffery
- Doping In Non-Olympic Sports: Challenging the legitimacy Lovely Dasgupta
- Fair play in sport: A moral Norm System Sigmund Toland
- Doping & Anti-doping Policy in Sport Mike McNamee, Verner Moller

Semester – IV

Course Code: SME4012	Course Title: Talent Management in Sport	Credits: 3	Lectures/Week: 3
Learning Objectives: • Define what talent management is and why it is critical. • Identify the planning stages of talent management • Searching and recognizing talent • Summarize the processes for hiring talent • Develop and improve talent • Processes behind Performance Management, Talent Retention and succession planning. • Mastery of Lesson content at Levels of 70% of higher.			
Course Description: This course dives deep into the strategic process of identifying, developing, and retaining talented athletes and personnel within the sports industry. Students will explore the entire talent management lifecycle, from scouting and recruitment to performance optimization and career planning. The course will analyze successful strategies used by professional teams, academies, and governing bodies to maximize their human capital and achieve a competitive advantage.			
Unit I	History of Talent Management and different approaches Definition of Talent in Business, Talent Management System Talent Management Practices Developing A systemic, Strategic Approach to Talent Management	Hours 9	
Unit II	Managing Talent Commercial Management Player Management Talent Representation Types Talent Management Practices to Focus on Digital Talent Management	9	
Unit III	Organisational Gain Performance Management Diversity and Inclusion in leading Talent Strategic Talent Analytics Aligning Legal Aspects	9	
Unit IV	Movie Review: Moneyball Coach Carter Michael Jordan – Documentary Netflix Breaking Point – LeeHesh LinkedIn Learning – What is Talent Management Strategy (2017, June 2). <i>What is a talent management strategy?</i> [Video 3:53]. YouTube. The Predictive Index. (2019, August 9). <i>Talent strategy is changing consulting.</i> [Video 6:48]. YouTube Sen, S. (2019). <i>Talent management.</i> Society Publishing Quirk, E. (2018, May 14). <i>The top 5 benefits of having a talent management system.</i> LinkedIn Learning. (2017, June 2). What is a talent management strategy? [Video]. YouTube.	9	

	Whitesell, L. (2019, September 27). Why talent management is an important business strategy. <i>Sponsored Insights</i>. Quirk, E. (2018, May 14). <i>The top 5 benefits of having a talent management system</i>. <i>Issues of secrecy versus transparency</i>	
Unit V	Practicals Movie Review - Movie: Moneyball / Jerry Maguire / Million Dollar Arm / Ballers/ Ford vs Ferrari Individual assignment: Report writing - Students to present a written assignment on “Managing an athlete the early years – from the personal side to the professional side” Presentation - Each group to select a sport and present how they would “acquire” a client from a particular club to represent, how they would manage his professional commitments – contracts, endorsements, image rights etc,; structuring of his/her athlete representation contract; how they would prevent their player from leaving their agency and joining another	9
References: - "Talent Identification and Development in Sport: International Perspectives" edited by Joseph Baker, Stephen Cobley, and Jörg Schorer - "The Talent Lab: The Secret to Finding, Creating and Sustaining Success" by Owen Slot		

Semester – IV			
Course Code: SME4013	Course Title: Ambush Marketing	Credits: 3	Lectures/Week: 3
Learning Objectives: • Define ambush marketing and differentiate it from traditional sponsorship strategies. • Identify various types of ambush marketing tactics and their effectiveness in different contexts. • Analyze landmark legal cases surrounding ambush marketing and understand the evolving legal landscape. • Evaluate the ethical considerations of ambush marketing campaigns, considering brand association and consumer perception. • Develop creative and effective ambush marketing campaigns for a specific brand and sporting event. • Critique the impact of ambush marketing on the value of official sponsorships and the overall sporting ecosystem. • Analyze the role of social media and digital marketing in facilitating successful ambush marketing campaigns. • Evaluate the potential risks and pitfalls associated with ambush marketing strategies. • Develop a comprehensive strategy for mitigating the risks of ambush marketing for a brand or event organizer.			
Course Description: This course explores the unconventional yet strategic world of ambush marketing. Students will delve into the techniques employed by brands to capitalize on the excitement and exposure surrounding major sporting events without becoming official sponsors. We will analyze the legal and ethical boundaries of ambush marketing, its effectiveness in brand building, and its impact on traditional sponsorship strategies.			
Unit I	What is Ambush Marketing? Types of Ambush Marketing? Ambush Marketing and Disarrangement Marketing	Hours	10
Unit II	Sports Management and Commercialization Protecting IP Regulations		10
Unit III	Mega Events Monopoly How to Prevent It		10
Unit IV	Case Studies Vancouver 2010 Olympic Case Lessons from Beijing Olympics Apple Ambushes IPL Ambushes		10
Unit V	Case Study & Presentation - Present a case of “ambush marketing” in a major sport event and discuss What Worked well and What did not Guest lecture - Protecting your event / IP from Ambush marketing		5
References: - "Ambush Marketing & the Mega-Event Monopoly: How Laws are Abused to Protect Commercial Rights to Major Sporting Events" by Andre M. Louw - "The Law and Regulation of Ambush Marketing: A European Perspective" edited by Phillip Johnson and Fiona Nicolson			

Semester – IV			
Course Code: SME4021	Course Title: Financial Services	Credits: 3	Lectures/Week:3
Learning Objectives: • Learn about the services offered by such companies • Analyze the ways these companies earn profits. • Introduces students to the main concepts behind investing • Discriminates among different ways to invest money. • Examine contemporary issues including the level of personal saving in the United States, ethics in the financial services industry, and the industry's effect on communities and families.			
Course Description: This course gives students an overview of banks and other financial services companies. Financial Services provides students with an overview of banks and other financial services companies. The course begins by introducing students to the origins of money and banking, and then examines the early history of banking in the United States. Students move into an in-depth study of the financial services industry and explore the types of companies that make up this industry.			
Unit I	Introduction to financial services Difference between product and services marketing Characteristics and Classification of services Paradigms in services marketing Role of Services in Economy	Hours 10	
Unit II	Services marketing mix Augmented marketing mix Developing the service product Services product planning, pricing strategy and promotions Role of communication in service marketing People and internal communication process of operations and delivery of services Role of technology in services marketing.	10	
Unit III	Personal Selling & Marketing Strategy: Sales Management Personal Selling and salesmanship Organizing the Sales Effort Sales Organization Distribution of financial services	10	
Unit IV	Sales Force Management in financial services Recruiting and Selecting Sales Personnel Planning Executing and Evaluating Sales Training Programme Motivating and Compensating Sales Personnel Controlling the Sales Effort Sales control and cost analysis	10	
Unit V	Live sales project, case analysis, group projects	5	
References: • Baron S and Harris K- <i>Services Marketing: Text and Cases</i> (Palgrave, 2003) • Lovelock- <i>Services Marketing: People, Technology and Strategy</i> (Pearson Education, 5th edition). • Zeithaml, V. A and Bitner, M. J. - <i>Services Marketing</i> (Tata McGraw-Hill). • S. L. Gupta <i>Marketing of Services</i> (Sultan Chand).			

Semester – IV			
Course Code: SME4022	Course Title: Cloud Computing	Credits: 3	Lectures/Week:3
Learning Objectives: - Identify the technical foundations of cloud systems architectures. - Analyze the problems and solutions to cloud application problems. - Apply principles of best practice in cloud application design and management. - Identify and define technical challenges for cloud applications and assess their importance.			
Course Description: This course gives students an insight into the basics of cloud computing along with virtualization, cloud computing is one of the fastest growing domain from a while now. It will provide the students basic understanding about cloud and virtualization along with it how one can migrate over it.			
Unit I	Introduction Evolution of Cloud Computing –Essential Characteristics of cloud computing – Operational models such as private, dedicated, virtual private, community, hybrid and public cloud – Service models such as IaaS, PaaS and SaaS – Governance and Change Management – Business drivers, metrics and typical use cases. Example cloud vendors – Google cloud platform, Amazon AWS, Microsoft Azure, Pivotal cloud foundry and Open Stack.		Hours 9
Unit II	Infrastructure Services Basics of Virtual Machines - Taxonomy of Virtual Machines. Virtualization Architectures. Challenges with Dynamic Infrastructure - Principles of Infrastructure as Code - Considerations for Infrastructure Services and Tools - Monitoring: Alerting, Metrics, and Logging - Service Discovery - Server Provisioning via Templates - Patterns and Practices for Continuous Deployment - Organizing Infrastructure and Testing Infrastructure - Change Management Pipelines for Infrastructure.		9
Unit III	Platform Engineering Cloud Native Design and Microservices– Containerized - Dynamically orchestrated design – Continuous delivery - Support for a variety of client devices – Monolithic vs Microservices Architecture - Characteristics of microservice architecture – 12 factor application design - Considering service granularity – Scalable Services - Sharing dependencies between microservices - Stateless versus Stateful microservices - Service discovery – Service Registry – Performance Considerations		9
Unit IV	Serverless Architecture and DevOps Function as a Service (FaaS) - Backend as a Service (BaaS) - Advantages of serverless architectures - Taking a hybrid approach to serverless architecture - Function deployment and Function invocation. Introduction to DevOps - The Deployment Pipeline - The Overall Architecture - Building and Testing - Deployment - Crosscutting Concerns such as Monitoring, Scalability,		9

	Repeatability, Reliability, Recoverability, Interoperability, Testability, and Modifiability.	
Unit V	Cloud Security Security Considerations – STRIDE Threat Model - Cloud Security Challenges – Cloud specific Cryptographic Techniques – CIA Triad – Security by Design – Common Security Risks - Risk Management – Security Monitoring – Security Architecture Design – Data Security – Application Security – Virtual Machine Security.	9
References: 1. Software Architect's Handbook, by Joseph Ingeno, Published by Packt Publishing, 2018 2. Architecting Cloud Computing Solutions by Scott Goessling, Kevin L. Jackson, Publisher: Packet Publishing, Release Date: May 2018 3. Microservices: Flexible Software Architecture, by Eberhard Wolff, Publisher: Addison-Wesley Professional, Release Date: October 2016		

Semester – IV			
Course Code: SME4023	Course Title: Deep Learning	Credits: 3	Lectures/Week:3
Learning Objectives: - Understand the fundamental concepts and principles of deep learning, including neural networks, activation functions, and backpropagation. - Familiarize with various deep learning architectures, such as feedforward neural networks, convolutional neural networks (CNNs), recurrent neural networks (RNNs), and generative adversarial networks (GANs). - Learn about different types of layers and their functionalities in deep learning models, including fully connected layers, convolutional layers, and recurrent layers. - Gain knowledge of different activation functions and their impact on the performance of deep learning models. - Explore optimization algorithms and techniques for training deep neural networks, including stochastic gradient descent (SGD), Adam optimizer, and learning rate schedules. - Understand techniques for regularization and handling overfitting in deep learning, such as dropout, batch normalization, and early stopping. - Learn about transfer learning and pre-trained models for leveraging existing deep learning architectures and weights. - Gain practical experience in implementing deep learning models using popular deep learning libraries and frameworks such as TensorFlow and PyTorch. - Apply deep learning techniques to real-world problems in computer vision, natural language processing, and other relevant domains. - Explore advanced topics in deep learning, such as deep reinforcement learning, attention mechanisms, and generative models. - Understand the ethical considerations and implications of deep learning, including bias, fairness, and interpretability.			
Course Description: This course provides a comprehensive introduction to the field of deep learning, which focuses on developing and training neural networks with multiple layers to solve complex problems. Deep learning has revolutionized various domains, including computer vision, natural language processing, and speech recognition. This course covers the fundamental concepts, architectures, and techniques of deep learning, enabling students to understand, implement, and apply deep learning models effectively.			
Unit I	Basics: Biological Neuron, Idea of computational units, McCulloch– Pitts unit and Thresholding logic, Linear Perceptron, Perceptron Learning Algorithm, Linear separability. Convergence theorem for Perceptron Learning Algorithm	Hours 9	
Unit II	- Feedforward Networks: Multilayer Perceptron, Gradient Descent, Backpropagation, Empirical Risk Minimization, regularization, autoencoders. - Deep Neural Networks: Difficulty of training deep neural networks, Greedy layerwise training	9	

Unit III	Better Training of Neural Networks: Newer optimization methods for neural networks (Adagrad, adadelata, rmsprop, adam, NAG), second order methods for training, Saddle point problem in neural networks, Regularization methods (dropout, drop connect, batch normalization).	9
Unit IV	- Recurrent Neural Networks: Back propagation through time, Long Short Term Memory, Gated Recurrent Units, Bidirectional LSTMs, Bidirectional RNNs - Convolutional Neural Networks: LeNet, AlexNet. - Generative models: Restrictive Boltzmann Machines (RBMs), Introduction to MCMC and Gibbs Sampling, gradient computations in RBMs, Deep Boltzmann Machines.	9
Unit –V	- Recent trends: Variational Autoencoders, Generative Adversarial Networks, Multi-task Deep Learning, Multi-view Deep Learning - Applications: Vision, NLP, Speech (just an overview of different applications in 2-3 lectures)	9
References 1. Deep Learning, Ian Goodfellow and Yoshua Bengio and Aaron Courville, MIT Press, 2016. 2. Neural Networks: A Systematic Introduction, Raúl Rojas, 1996 3. Pattern Recognition and Machine Learning, Christopher Bishop, 2007		

Evaluation Scheme

Continuous Assessment (C.A.) - __Marks

C.A. – I: Test __Marks

C.A. – II: Rubric to assess __Marks

Organization and Development of Ideas	Analysis and Evaluation
__Marks	__Marks

Semester End Examination (SEE) - __Marks

Passing marks shall be 40% for all subjects compulsorily.

**Curated by TransStadia Institute - Centre of Excellence, Mumbai*

**Syllabi for BMS Sports Management –
SEM V & VI**

BMS Sports Management

SEMESTER - V	CREDITS
COURSE	
CORE	
Business Research Methodology - I	3
Sports Sales and Sponsorship	3
Logistics and Supply Chain Management	3
E-Sports	3
SCHOOL ELECTIVES 2/3	
Olympic Solidarity	3
Legacy Planning in Sports	3
Fan Engagement	3
SPECIAL ELECTIVES 1/3	
Corporate Finance	3
Cryptography and Cyber Security	3
Introduction to Robotics	3

Semester – V			
Course Code: SMC501	Course Title: Business Research Methodology - I	Credits: 3	Lectures/Week: 3
Learning Objectives: • Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues • Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making • Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process • Conceptualize the research process • Develop necessary critical thinking skills in order to evaluate different research approaches utilized in the service industries • Students should be able to identify the overall process of designing a research study from its inception to its report.			
Course Description: The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach. It includes discussions on sampling techniques, research designs and techniques of analysis			
Unit I	Introduction to Research Methodology Importance, objectives, types of research and steps for research	Hours 5	
Unit II	Formulation of the research problem Defining research problem, literature review, sources of problem for research, developing the research proposal into a research design, use of Statistics Research application in accounting, finance and marketing areas	7	
Unit III	Data Collection Primary data collection methods (questionnaire method, online surveys, observation method), sources of secondary data, survey, questionnaire preparation (characteristics a good questionnaire, layout, pre-test, revision, final), organization of fieldwork, training interviewers, respondents' attitude, evaluation of field work	8	
Unit IV	Scaling Techniques Introduction to scales of measurements (nominal, ordinal, interval, Likert) Sample Survey: population, sample, sampling techniques (probability sampling, nonprobability sampling, simple random sampling, stratified random sampling, cluster sampling, systematic sampling), random number table, sample size determination.	8	
Unit V	Summarization and Analysis of Data: tabulation, validation, errors in data, use of computer, univariate and bivariate data analysis, measures of association for categorical data, correlation, regression, hypothesis testing (parametric), biometric tables Interpretation and Report Writing: meaning, steps, LATEX (official software for paper writing)	8	

Unit VI	Introduction to SPSS/Excel	9
References: • Kothari, C. R.: Research Methodology, Methods and Techniques; New Age International Publishers		

Semester – V			
Course Code: SMC502	Course Title: Sports Sales and Sponsorship	Credits: 3	Lectures/Week: 3
Learning Objectives: • Understand that sponsorships play an important role in sports at all levels; • Be able to discuss the positive and negative consequences of sponsorships on sports; • Be aware that the sponsors often perceive their support differently than sponsoring organizations; • Understand the Brand spiral as it relates to developing sport sponsorship plans • Apply effective marketing strategies to sell sport sponsorships; • Apply course concepts to a case study and a final project • Understand that digital technology and changing consumer behaviour are changing both sport fan and sponsor expectations of sponsorships.			
Course Description: This module focuses on developing, selling and successfully executing sport sponsorships to meet the branding and financial needs of both sponsoring organizations and sponsors. Topics include brand event alignment, identifying potential sponsors, sales planning, negotiation, management, adding value, digital technologies and tracking results.			
Unit I	Introduction • The Global Sports Industry • Revenues in Sports • Trends in Sports Sponsorships • Planning Sponsorships ○ Internal Planning ○ Marketing Plan ○ Implementation of Marketing Plan	Hours 8	
Unit II	Sponsorship Sales • Understand what you have to offer • Create a hit list • Creating the Offer • Proposals • Sales Process • Special Considerations for Non – Profits • Negotiation s Servicing Sponsors • Sponsorship Planning and Management • Leverage • Sponsorship Measurement • Renewals and Exits • Conclusion	9	
Unit III	Sports Events • Introduction to Event Marketing • Defining and Developing Objectives, Strategies and Tactics	8	

	• Identifying Costs • Identifying Revenue Streams • Soliciting and Selecting Host City and Venues • Starting the Clock on the Sports Events Process • Understanding the Sports Event – Sponsor Relationship • Teaming with Sponsors • Maximising and Servicing the Media Partnership • Activating the Sport Event Marketing Plan • Engaging the Community • Accommodating and Managing Guests • Presenting your Event • Working with Broadcasters • Managing the Unexpected • Reviewing the Game Tapes	
Unit IV	Sports Fundraising for Schools, Universities and Youth Organizations • Sports Fundraising: Challenges and Opportunities • Intercollegiate Relationships Cultivation and Stewardship in Fundraising • Youth and Interscholastic relationship cultivation and stewardship • Leveraging Points of Sale and Profit-Making for Fundraising Success • Working with Diverse Constituencies • Youth/Interscholastic Grants/Scholarship Opportunities and Approaches • The Future of Sports Fundraising	9
Unit V	Incentive Plan Assignments Sales Script Assignment Activation Plan Assignments Book Review Assignment Quiz	6
Unit VI	Practicals Guest Lecture - Types and categories of Sports Sponsorship and measuring the Return on Investment (RoI) Presentation – Individual - Students to present a Sponsor sales deck on an Individual Athlete - In Groups, students to take a Sports franchise and make a sponsorship proposal /pitch deck for each across atleast 3 sponsor categories – Title, Media & broadcast,	5

References:

Books –

- 1) Sponsorship Seeker's Toolkit Kim Skildum-Reid & Anne-Marie Grey McGraw-Hill Book Company Australia; 4th edition (May 2015) ISBN-10: 0071825797 ISBN-13: 978-0071825795
- 2) The Sports Event Management and Marketing Playbook (The Wiley Event Management Series: Book 7 Frank Supovitz Wiley; 2 edition (September 23, 2013) ISBN-10: 1118244117 ISBN-13: 978-1118244111
- 3) Sports Fundraising: Dynamic Methods for Schools, Universities and Youth Sport Organizations David J. Kelley Routledge; 1 edition (July 18, 2012) ISBN- 10: 0415507197 ISBN-13: 978-0415507196 –
- 4) Branded: Branding in the Sport Business (note that this book was required for Sport Branding) Jason W. Lee Carolina Academic Press (January 1, 2010) ISBN-10: 1594605068 ISBN-13: 978-1594605062 2)
- 5) A free online "listening dashboard." <http://www.netvibes.com/en> is the best. A listening dashboard is a central location to aggregate "RSS Feeds" from a number of websites and social media platforms. Since people, media companies and brands are now generating their own content, it's wise to track what they have to say. You should have a Netvibes account from Sport Branding. Just add a "Sport Sponsorship" tab to organize your resources for this course.
- 6) A free online Blog. <http://wordpress.com> is the best. Your online Blog will be used as a "content hub" to post your class assignments. The reason to do this is for you to get a feel for what it takes to create branded content. As we discussed last semester, content is the new attention "currency." You should have a Blog from Sport Branding. Just add a "Sport Sponsorship" category to organize the posts for this class.

Semester – V			
Course Code: SMC503	Course Title: Logistics and Supply Chain Management	Credits: 3	Lectures/Week:3
Learning Objectives: 1. Demonstrate the ability to analyze, structure, and discuss situations to identify problems in the field of LSCM and evaluate their complexity. 2. Demonstrate ability to address LSCM problems holistically by considering all resources available. 3. Develop a sound understanding of the important role of supply chain management in today's business environment. 4. Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment, ethical decision-making, and use of information technology. 5. Present and elaborate strong arguments to convince and motivate decision- makers and select the proper LSCM partners, practices, and policies. 6. Plan and coordinate projects to implement solutions.			
Course Description: In this course, we show applications of inventory theory to global supply chain management. In addition, we discuss several related issues in supply chain management, including distribution, coordination, global sourcing and mass customization. We will take analytical and detailed approach in model development. The presentation is designed to refine intuitions developed from models and case studies to build managerial insights.			
Unit I	Logistics and Supply Chain Management – An Overview: Logistics, SCM and the difference between logistics and SCM. Supply chain and value chain Mission of logistics management Value addition by logistics Drivers of supply chain performance Supply Chain Strategy and Performance Measures: Customer service and cost trade- offs Impact of out-of-stock Setting customer service objectives and priorities Supply chain performance measures Enhancing supply chain performance Outsourcing: Make versus Buy.	Hours 10	
Unit II	Logistics Management: Role of Logistics in Supply Chain Management Logistics Service Providers 3PL's & 4PL's Logistics Activities Marketing and logistics interface Logistics cost analysis and total cost analysis Reducing logistics lead time Packaging and materials handling Designing Transportation Network: Drivers of transportation decisions Modes of transportation Design options Direct shipment network	15	

	Direct shipping via milk run Distribution centre Cross docking Shipping via DC using milk runs Tailored network Routing, scheduling and sequencing in transportation. Vehicle Routing Problems. Route sequencing procedure Farthest insert, nearest insert, nearest neighbor, Sweep Route improvement procedure 2-OPT and 3-OPT. Reverse Logistics: Definition, reasons, benefits Elements of reverse logistics Closed loop supply chain	
Unit III	Define the network design process Perform a LSCM Audit Examine the LSCM network alternatives Conduct a Facility Location analysis Make decisions regarding network and facility locations Develop an implementation plan. Modeling Approaches: Optimization and simulation models Facility Location Supply Chain Integration: Internal and External Integration Supply Chain Restructuring.	10
Unit IV	Synchronous Supply Chain: Virtual supply chain and the extended enterprise Quick response logistics Role of information Agile Supply Chains. Introduction to use of Technology in SCM Role of Technology in Supply Chain Management Key Application Tools Strategic Challenges for supply chains. Sustainable Supply Chain Management.	10
References : - Logistics and Supply Chain Management by Martin Christopher - Supply Chain Logistics Management by Donald J Bowersox, David J Closs, M. Bixby Cooper, JohnC. Bowersox. - Managing Supply Chain: A Logistics Approach by John J.Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack - Supply Chain Management:Text and Cases by Janat Shah		

Semester – V			
Course Code: SMC504	Course Title: E-Sports	Credits: 3	Lectures/Week: 3
Learning Objectives: - To understand the domain of E- Sports - To understand the economics and technical aspect of E-Sports Industry			
Course Description: The course covers the current and future of e Sports industry including the technical and economic perspective of the industry.			
Unit I	Introduction to the concept of e Sports. E sports global market. Technology aspect of eSports. Case studies on popular e Sports across the Globe.	Hours	9
Unit II	E Sports: Industry , Structure and Perspectives. Sports Economics And Esports: Existing Research. sports economics and esports: future research directions		9
Unit III	Stake holders in e Sports Industry and economic framework. E Sports Industry: current situation and perspectives.		9
Unit IV	Growth of e Sports worldwide: case studies. E Sports audience: characteristics and participation in other activities. Betting in e Sports.e Sports Audience.		9
Unit -V	Comparison of the Profiles of eSports Participants and non Participants. Activities, Motivations and Marketing Aspects of eSports Participants.		9
References: https://www.intel.in/content/www/in/en/gaming/esports.html https://www.toptal.com/finance/market-research-analysts/esports			

Semester – V			
Course Code: SME5011	Course Title: Olympic Solidarity	Credits: 3	Lectures/Week: 3
Learning Objectives: - The promotion of knowledge and research on issues of Olympic philosophy and Olympic pedagogy, Olympic education, organization and management of Olympic Games, Mega-events and in general Olympic and sports studies. - To provide students with specialized knowledge on issues related to Olympic Solidarity			
Course Description: This course explores the critical role of Olympic Solidarity, a program of the International Olympic Committee (IOC), in promoting the development of sport around the world. Students will examine the program's core objectives, funding mechanisms, and various initiatives supporting athletes, coaches, National Olympic Committees (NOCs), and broader sport development efforts. We will analyze the impact of Olympic Solidarity on promoting the Olympic values, fostering global participation in the Games, and building a stronger international sporting community.			
Unit I	History and Philosophy of Sport in Antiquity The Modern Olympic Games - Revival - Historic Development - Social - Political - Cultural Aspects of Olympic Games - Olympic Institutions - Olympic Law Olympic Pedagogy – Development and Implementation Sports and Ethics – Olympic Philosophy	Hours 10	
Unit II	Olympic Games and Major Sports Events – Organization and Management Sports Marketing and Olympic Sponsoring - Olympic Movement and International Relations - Sports High Performance: Olympic Athletes and Dual Careers - Strategic and Operational Planning of Major Sports Events - Financial Management of Sports Organizations - The role, organization and operation of Olympic Museums, Libraries and Olympic Chanel (Archives)	10	
Unit III	The Role of Olympic Solidarity - Initiatives undertaken globally for preservation of the same - Fair Play - Freedom from Discrimination - Olympic Values Role of UN with Olympics - Refugee Olympians Olympism - Sport for Peace - Sport for Development	10	

Unit IV	Guest Lecture - Understanding of Olympic Values & Olympic Education Case Study / Presentation - How has the Olympic Solidarity program helped? Implementation of Olympic Education Programs Movie Review - Bend it like Beckham, Cool Runnings, Chariots of fire, We are Marshall, Glory Road, etc. Event - Olympic Day Celebration Field Visit	15
References: - "The Olympic Games: A Social Science Perspective" edited by Kristine Toohey and John Horne - "Olympism: The Global Vision" by Stephen Wagg		

Semester – V			
Course Code: SME5012	Course Title: Legacy Planning in Sports	Credits: 3	Lectures/Week: 3
Learning Objectives: 1. To understand the concept of Legacy Planning for corporations and sport organizations. 2. To understand the organizations' need for Legacy Planning practices 3. To learn about the managerial complexity associated with integrating Legacy Planning strategy effectively. 4. To understand the importance and characteristics of accurate measuring and transparent reporting of organizational sustainability & Legacy Planning performances. 5. To learn about the state-of-the-art Legacy Planning reporting systems in international sport federations.			
Course Description: The legacy of mega sporting events can be perceived in several ways. It can be seen as positive or negative, tangible or intangible, territorial or personal, intentional or unintentional, global or local, short or long-term, sport or non-sport-related, and can also be seen from the various event stakeholder's perspectives. In fact, it is much more appropriate to learn about legacies in the plural than simply legacy. This course gives a broad overview of an often used but rarely defined concept, using examples from the legacies of the Olympic, Commonwealth and many such multi sporting mega events. It concludes that legacy essentially is a dream to be pursued rather than a certainty to be achieved.			
Unit I	What is Legacy Planning? - Defining Significance of it in sport? • Social Impact • Cultural Impact • Health Impact • Tourism Impact • Urban Planning Impact • Economic Impact • Sport Impact	Hours 10	
Unit II	Before, During and After the Event Analysis Impact Assessment/ Consequences of the Event Event- Led Regeneration Legacy Structure Legacy and Major Events Conceptualizing Legacy	10	
Unit III	Legacy Development Typologies Time Event Legacy Event Regeneration Urban Regeneration Legacy Infrastructural Development Legacy Planning and Governance Social Legacy • Event Social Legacies • Individual Impacts • Community Impacts • Image, Status and Sense of Place • Stakeholder Perspective	10	

Unit IV	London, Beijing and Rio Legacy Plans Analysis The research Paradigm Research Design Ethical Considerations and Reflections	8
Unit V	Practical Guest Lecture - Understand the pillars behind legacy planning - economic, social, cultural, environmental, sporting and political impact Presentation - Students in groups to present the legacy planning adopted for major events – Summer Olympics, Winter Olympics, World Cups Debate - In groups, students to debate FOR and AGAINST a successful legacy planning for First time stadiums built for mega events. (Beijing, London Olympics etc) Report and Review Analysis - Legacy planning analysis & research paradigm for Rio, Tokyo & Paris Olympics	7
References: - "Sport Legacy Planning" by Jonathan M. Casper - "The Sport Business Future" by Rick Burton and Norm O'Reilly		

Semester – V			
Course Code: SME5013	Course Title: Fan Engagement	Credits: 3	Lectures/Week: 3
Learning Objectives: - To understand the principles of fan engagement. - To understand the flow of interests in fan engagement and the consequences in the sport business. - To know the different benefits of fan engagement. - To understand the difference and importance between match day & non – match day practices.			
Course Description: This course will explain the main concepts and best practices of fan engagement, using current methodologies and dealing with examples of real sports institutions. The environment of the fans and their relationship with sports entities is extremely dynamic and volatile, the creation of new engagement strategies or the implementation of constant innovations rather than just opportunities is nowadays a must. To provide the participant with knowledge in the management of the relationship between fans and sports institutions. This course aims to bring participants closer to the main concepts that are part of fan engagement such as fan identification, fan retention, fan experience, new opportunities for sponsorship or brand image, along with several techniques and best practices to encourage fan engagement both in match day and in non – match day.			
Unit 1	Introduction to Fan Engagement. Why fan engagement, principles and rationale Key Concepts of Fan Engagement. Delivering fan engagement Understanding the Fan. What is a fan, understanding the nature of fandom Fan Engagement Strategy. Best practices of Fan Engagement. Leadership: creating and sustaining a culture of engagement Actual & Future Trends of Fan Engagement.	10	
Unit 2	Sports Marketing & Entertainment Marketing Cross Country & Cross Industry Innovation in Sports and Entertainment Marketing	10	
Unit 3	Technology to create fan engagement Seroquel: Reliability Alertness Attention Certainty TeamQual LEGO Experience Wheel Yoshida Science Article Surveys Censydiam Fan Engagement Scorecard	10	
Unit 4	Fan Engagement in Football Factors involved in fan engagement Value of fan engagement Difference in women's events	5	
Unit 5	Assess the baseline capacity of the event/organisation Identify a desired behaviour change Know your audience Understand barriers and benefits Build a behaviour change campaign Message development and delivery Capture results – measurement + reporting The final buzzer Case studies	10	

References:

- "Sports Fans, Identity, and Socialization: Exploring the Fandemonium" edited by Adam C. Earnhardt, Paul Haridakis, and Barbara Hugenberg
- "Fanatical!: Ever Present, Ever Powerful" by G. Clarsen, D. Andrews, and S. Murray

Semester – V			
Course Code: SME5021	Course Title: Corporate Finance	Credits: 3	Lectures/Week:3
Learning Objectives: Acquire, interpret, and analyze accounting, economic, and financial data to facilitate decision making in corporate and investment environments in both personal and professional settings.			
Course Description: This course is designed to critically evaluate corporate finance techniques. It enables the student to be able to take an informed decision in a risky business environment.			
Unit I	Overview of Financial Management Meaning, Objectives, Scope, Role and Functions of Financial Management (Financial Decisions) Financial Goal - Profit Maximization versus Shareholders' Wealth Maximization. Time value of Money: (theory and numerical) Concepts, Compounding, Discounting, Annuities Sources of Long-Term Finance Introduction to Equity Shares, Preference Shares and Debentures, Term loan	Hours	10
Unit II	Understanding Dividend Decision Dividend and dividend policy Factors affecting dividend pay-out Dividend payment models: (theory and numerical)		10
Unit III	Cost of Capital: (theory and numerical) Significance, Concept of the Opportunity Cost of Capital Component Costs of Capital - Cost of Debt, Preference Capital and Equity Capital Weighted Average Cost of Capital (WACC) Leverage: (theory and numerical) Types of Leverage - Operating, Financial and Combined Leverage Point of indifference		10
Unit IV	Working Capital Management Concepts of Working Capital Operating Cycle Determinants of Working Capital Estimating Working Capital Needs. (theory and numerical) Working Capital Finance Policies		10
Unit V	Live case studies, presentations, practical assignments		5
References: - Prasanna Chandra Financial Management, theory and Practice McGraw - Hill Latest Edition - I M Pandey Financial Management Vikas Latest Edition M. Y. Khan and P. K. Jain Financial Management McGraw - Hill Latest Edition			

Semester – V			
Course Code: SME5022	Course Title: Cryptography and Cyber Security	Credits: 3	Lectures/Week:3
Learning Objectives: 1. explain the fundamentals of cryptography, such as encryption, digital signatures and secure hashes 2. select appropriate techniques and apply them to solve a given problem 3. design and evaluate security protocols appropriate for a given situation 4. demonstrate an understanding of the mathematical underpinning of cryptography 5. demonstrate an understanding of some legal and socio-ethical issues surrounding cryptography			
• Course Description: The courses covers the basic terminology, concepts, and standards of cryptography.			
Unit I	Introduction to security attacks - services and mechanism - introduction to cryptography -Conventional Encryption: Conventional encryption model - classical encryption techniques - substitution ciphers and transposition ciphers – cryptanalysis – steganography - stream and blockciphers - Modern Block Ciphers: Block ciphers principals - Shannon’s theory of confusion and diffusion - feistel structure - data encryption standard(DES) - strength of DES - differential and linear crypt analysis of DES - block cipher modes of operations - triple DES – AES.	Hours 10	
Unit II	Confidentiality using conventional encryption - traffic confidentiality - key distribution - random number generation - Introduction to graph - ring and field - prime and relative prime numbers - modular arithmetic - Fermat’s and Euler’s theorem - primality testing - Euclid’s Algorithm - Chinese Remainder theorem - discrete algorithms.	8	
Unit III	Principles of public key crypto systems - RSA algorithm - security of RSA - key management – Diffie-Hellman key exchange algorithm - introductory idea of Elliptic curve cryptography – Elgamal encryption - Message Authentication and Hash Function: Authentication requirements - authentication functions - message authentication code - hash functions - birthday attacks – security of hash functions and MACS.	6	
Unit IV	MD5 message digest algorithm - Secure hash algorithm (SHA) Digital Signatures: Digital Signatures - authentication protocols - digital signature standards (DSS) - proof of digital signature algorithm - Authentication Applications: Kerberos and X.509 - directory authentication service - electronic mail security-pretty good privacy (PGP) - S/MIME.	8	

Unit V	IP Security: Architecture – Authentication header – Encapsulating security payloads – combining security associations – key management.	6
Unit VI	Web Security: Secure socket layer and transport layer security - secure electronic transaction (SET) – System Security: Intruders – Viruses and related threads – firewall design principals – trusted systems.	7
References: 1. William Stallings, “Cryptography and Network security Principles and Practices”, Pearson/PHI. 2. Wade Trappe, Lawrence C Washington, “ Introduction to Cryptography with coding theory”, Pearson.		

Semester – V			
Course Code: SME5023	Course Title: Introduction to Robotics	Credits: 3	Lectures/Week:3
Learning Objectives: • To introduce the functional elements of Robotics • To impart knowledge on the direct and inverse kinematics • To introduce the manipulator differential motion and control • To educate on various path planning techniques • To introduce the dynamics and control of manipulators			
Course Description: This course presents an overview of robotics and research with topics including vision, motion planning, mathematical representation, kinematics.			
Unit I	Brief history-Types of Robot–Technology-Robot classifications and specifications-Design and control issues- Various manipulators – Sensors – work cell – Programming languages.	Hours	15
Unit II	Mathematical representation of Robots – Position and orientation – Homogeneous transformation-Variou joints- Representation using the Denavit Hattenberg parameters -Degrees of freedom-Direct kinematics-Inverse kinematics-PUMA560 & SCARA robots- Solvability – Solution methods-Closed form solution.		15
Unit III	Linear and angular velocities-Manipulator Jacobian-Prismatic and rotary joints Inverse -Wrist and arm singularity – Static analysis – Force and moment Balance.		15
References 2. R.K.Mittal and I.J.Nagrath, Robotics and Control,Tata McGraw Hill,New Delhi,4th Reprint, 2005. 3. JohnJ.Craig ,Introduction to Robotics Mechanics and Control, Third edition, Pearson Education, 2009. 4. M.P.Groover, M.Weiss,R.N. Nageland N. G.Odrej, Industrial Robotics, McGraw-Hill Singapore, 1996.			

Evaluation Scheme

Continuous Assessment (C.A.) - _Marks

C.A. – I: Test_Marks

C.A. – II: Rubric to assess __Marks

Organization and Development of Ideas	Analysis and Evaluation
__Marks	__Marks

Semester End Examination (SEE) - _____Marks

Passing marks shall be 40% for all subjects compulsorily

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**BMS Sports Management
Sem – VI**

SEMESTER - VI	CREDITS
COURSE	
CORE	
Sports Entrepreneurship	3
Grassroots Sport Management	3
Sports Sustainability - Environment Management	3
Psychology for Wellness	3
SCHOOL ELECTIVES 2/3	
Sports Merchandise	3
Sports Tourism	3
Sports Journalism	3
SPECIAL ELECTIVES 1/3	
Digital Media and Marketing	3
Cyber Security	3
E- Commerce	3

Semester – VI			
Course Code: SMC601	Course Title: Sports Entrepreneurship	Credits: 3	Lectures/Week: 3
Learning Objectives: - Identify the skills and knowledge base needed to foster entrepreneurial activity for individuals based on the experiences of successful sports entrepreneurs as well as assess and discuss the challenges they have faced. - Critically discuss ways in which entrepreneurial-minded individuals can thrive in large sports organisations despite the tendency of such organisations to resist innovation and to favour the status quo or only seek marginal gains. - Demonstrate an understanding of, and identify, new opportunities and translate them into viable business solutions or opportunities.			
Course Description: This module aims to develop, evaluate and critique entrepreneurial skills within the context of launching new products or services in the sport industry. It will also be of benefit for entrepreneurs who are looking to flourish within existing organisations.			
Unit I	Nature and Importance of Entrepreneurship and mind set, intentions of corporate entrepreneurship. Types of Entrepreneurships Sport as a catalyst for Entrepreneurs in Sport Characteristics of individual entrepreneurs in sport Entrepreneurialism within large sporting organisations	Hours 10	
Unit II	Identifying opportunities for innovation in sport Structuring the sports start-up Funding and resourcing a sports start-up	10	
Unit III	Managing growth and existing within the sports industry Generating and exploiting new entries, and creativity and the business idea Domestic and International opportunities and legal issues Business Plan, and Marketing plan, Organizational Plan, Financial Plan Sources of Capital, and informal risk capital, venture capital and going public Strategies for growth and accessing resources for growth from external sources Succession planning and strategies for harvesting and ending the venture	10	
Unit IV	Business Plan Online Sports Entrepreneurship Magazine	10	
Unit V	Practical Guest Lecture - Identifying opportunities for innovation in sport Movie Review 22 Yards, Million Dollar Arm Presentation - Present any one successful business model in the e-sports industry.	5	
References: "Sports Entrepreneurship: Theory and Practice" edited by Vanessa Ratten and João J. Ferreira "The Sports Business as a Career" by William F. Stier Jr.			

Semester – VI			
Course Code: SMC602	Course Title: Grassroots Sport Management	Credits: 3	Lectures/Week: 3
Learning Objectives: • Define grassroots sports and differentiate them from elite or professional levels. • Analyze the benefits of participation in grassroots sports for individuals and communities (physical health, social development, character building etc.). • Evaluate the challenges faced by grassroots sports programs, such as funding limitations, volunteer recruitment, and ensuring accessibility. • Develop strategies for promoting participation in grassroots sports programs across diverse demographics. • Apply sport management principles to program planning, including budgeting, scheduling, facility management, and risk management. • Develop effective marketing and communication strategies to generate interest and build a strong brand for grassroots sports programs. • Analyze the role of volunteers and coaches in the success of grassroots sports programs. • Develop strategies for volunteer recruitment, training, and motivation. • Evaluate the use of technology to manage and promote grassroots sports programs. • Create a comprehensive plan for launching and managing a specific grassroots sports program.			
Course Description: This course delves into the fundamental principles and practices of managing sports programs at the introductory level. Students will explore the critical role of grassroots sports in fostering participation, developing talent, and promoting healthy communities. The course will equip students with the knowledge and skills necessary to plan, organize, and manage effective grassroots sports programs across a variety of disciplines.			
Unit I	What is Grassroot Sports? Why is it needed? Grassroot Structure Globally? • Developmental Structure • Functional Structure • Sport wise Structure • Evaluation and impact Assessment	Hours 10	
Unit II	Growth from Grassroot Sports – Pathway Benefits for Sport Development • Sport as Public good • Sport Equity and Inclusiveness • Regulation and Control • Active Living Promotion School Games Intercollegiate Games Not for Profit Sports	10	
Unit III	Schools, Clubs, Academies • Athlete, Coach, Officials Grassroot Sports for Differently-abled Athletes Improved Sports Infrastructure for Grassroot Sports Coach Education Technology Based Assessment Encouraging Participation Sustained Participation Player Development Pathway (PDP) Budgets for Games	10	

	Competition Structures	
Unit IV	Anantapur Sports Bridges of Sports Magic Bus Nanhi Kali Dribble Academy Kiss Academy Mary Kom/ Sarita Devi Boxing Academy	5
Unit V	Practicals Report / Paper & Presentation - Grassroot sports for normal and differently abled athletes - Reverse integration. Event - Plan a sports competition at grass root level Case study - How the grassroot level sports work in India? Visit - Any grassroot level academy in the city Guest Lecture - Developemmnt of sports at grassroot by big corporates through CSR activities. - B7 Sports Sisters in Sweat Stairs - Sport and Dev - Pro Sport Development Oscar Foundation - Jude Felix Hockey Association - The Naz Foundation (India) Trust - Khel Khel Mein Foundation Youth Reach - Special Olympics Bharat - Khelo Rugby - Project KHEL - Hockey Dreams Foundation	10
References: - "Grassroots Sport Management: A Global Perspective" edited by Robin Ammon Jr., Nicholas Holt, and Albert Petrucci - 2. "Sport Development: Policy, Process and Practice" by Kevin Hylton and Kath Woodward		

Semester – VI

Course Code: SMC603	Course Title: Sports Sustainability – Environmental Management	Credits: 3	Lectures/Week:3
• Learning Objectives: To understand the concept of sustainability for corporations and sport organisations. • To understand the organisations need for sustainable management practices • To learn about the managerial complexity associated with integrating sustainability strategy effectively. • To understand the importance and characteristics of accurate measuring and transparent reporting of organizational sustainability performances. • To learn about the state-of-the-art sustainability reporting systems in international sport federations.			
Course Description: This course explores the critical concept of sustainability within the sports industry. Students will examine the environmental, social, and economic dimensions of sports operations and events, analyzing their impact and identifying strategies to minimize negative effects while maximizing positive contributions. We will delve into current best practices, emerging technologies, and the growing importance of ethical sourcing and responsible consumption in the world of sports.			
Unit I	What is sustainability for organisations? What is corporate sustainability? What is Environmental Management? What is the need for all of the above? - Human Sustainability - Social Sustainability - Economic Sustainability - Governance Sustainability - Environmental Sustainability: Buildings, Stadiums and Infrastructure - Environmental Sustainability: Air, Water and Waste	Hours 10	
Unit II	How to achieve sustainability – case study Sustainable management practices in sports organisations and other corporate organisations - Stakeholder Engagement and Communication - Social and Environmental Impact Assessment - Climate and Carbon - Environmental Management Systems and Auditing - Pollution Prevention and Control - Sustainable Water - Sustainable Energy - Circular Economy and Transformations Towards Sustainability	10	
Unit III	Measuring and Reporting Sustainable Performance Preparing and Issuing a Sustainability report - Environmental Pollution Management - Leading Strategic Change through Creativity and Innovation - Environmental Impact Assessment	10	

Unit IV	Case Study – Formula E Sustainability Reporting in International Sport Federations Case study on the guy who cleaned up his neighborhood lake Games of Strategy Olympics – Sustainability through sports – Article Test	10
Unit V	Practicals Case study - Understanding the Financial Regulations under the Asian Football Confederation (AFC) Club Licensing process Case study and review - Financial sustainability of IPL clubs or ISL clubs Presentation - Make sports-related infrastructure more environmentally compatible focusing on excessive energy consumption and water use	5
References: - "Sustainable Sport Management: Running an Environmentally, Socially and Economically Responsible Organization" by Padraic Moran - "Greening Sport: How to Drive Business Value and Increase Brand Strength through Environmentally Responsible Practices" by Dr. Daniel C. Funk and Dr. Sarah J. Hillyer		

Semester – VI			
Course Code: SMC604	Course Title: Psychology for Wellness	Credits: 3	Lectures/Week: 3
Learning Objectives: • Understand the needs of your mind • Integrate mental wellness into your daily life • Adopt techniques for improving mental wellness • Normalize the conversation on mental wellness • Help you connecting with yourself			
Course Description: This course helps in understanding your mental health needs. Learning how to balance physical & mental well-being. Practicing Techniques to Manage your Mental Health. Learning Mental Hygiene & Overcoming Stress.			
Unit I	Understanding Mental Health and Wellness • Importance and Significance • Impact on Life ○ Physical ○ Emotional ○ Mental ○ Spiritual Stress Model What Makes us the way we are • Wounds of Childhood • Defense Mechanisms • Coping Styles • Trauma Based and • Childhood Conditioning Approach		Hours 10
Unit II	Emotional Intelligence Expressing Emotions Working with the Physical and Emotional Body • Trauma Approach Inner Child Work • Releasing Traumas • Integration and Safety Techniques to work with Emotions • Parental Stories		10
Unit III	Building Resilience The role of Contemplative Practices and its importance - I • Self – Anchoring • Finding a Practise – Resistance and how to identify it • Changing Scripts The role of Contemplative Practices and its importance – II • Self-Anchoring Ikigai – Finding your purpose and flow Living a fulfilling life Stress Model: Physical, Emotional/Mental, Spiritual Impact Learning to Ground – to be a tree Write Down Personal Essay • Grounding Exercise • Belief Systems • Movie Review		10

Unit IV	Emotional Awareness • Free Flowing Thoughts • Food Awareness • Cathartic Exercise – Journaling Expressing Emotions Song • Music • Poems • Drawing • Coloring • Painting • Walking • Grounding Release Emotions • Silence – Being with Self Breathwork Breathwork and Foetal Position and Journaling • Survival Tools (RPT) Bringing it together Old triggers • New Behaviours Flowing through Rhythm	10
Unit V	Practicals Essay - My biggest failure in life Movie Review - Headstrong: Mental Health and Sports Activities for expressing emotions - Prepare a report on any 5 traumas that you have experienced in your life or in the life of your family and how these traumas were overcome. Interview - Interview of a psychologist Stories discussions. - Story of Lance Armstrong Guest Lecture - Importance of mental health - Mental Health most important yet most underrated factor affecting an athlete's performance.	5
References: - Psychological Factors in Competitive Sport, Don Davis, Routledge		

Semester – VI			
Course Code: SME6011	Course Title: Sports Merchandise	Credits: 3	Lectures/Week: 3
Learning Objectives: • To formulate and execute strategic merchandising planning • Effective brand management in sports merchandising through the understanding of relationship between technology and sport development • To develop an understanding of ethical and sustainable practices in sports merchandising. • To gain proficiency in E-commerce and technology integration solutions for sports merchandising			
Course Description: To develop a thorough understanding of the principles, theories, and practices of sports merchandising, exploring the key concepts that drive successful merchandising strategies within the Sports industry. The course aims to equip students with the knowledge and skills to apply marketing and business strategies specifically tailored for sports merchandising, fostering an ability to analyze market trends, consumer behavior, and implement effective merchandising plans.			
Unit I	What is Sports Merchandise – Goods and Equipment? Manufacturing and Production Modern Equipment and Training Gadgets - Measuring Equipment - o Throwing & Jumping Events - Protective Equipment - o Types, Materials & Advantages - Sports Equipment with Nano Technology - o Advantages - Mechanisms and Advantages - Basketball Feeder - Cricket Bowling Machine - Tennis Serving Machine - Volleyball Serving Machine Lighting Facilities - Method if Erecting Floodlit and Measuring Luminous - Video Coverage - Types - Size - Capacity - Place - Position of Camera in Live coverage of sporting events	Hours 10	
Unit II	Analysis of Brand Products Effectiveness on Luxury Products Study of Competence Management Influence of Retail Stores Sports Law, Ethics and Risk	10	
Unit III	Adhesives - Nano Glue, - Nano Moulding - Technology - Nano Turf - Foot wear Production	15	

	- Factors and application in sports - Constraints Foams - Polyurethane - Polystyrene - Styrofoam - Closed – Cell and Open – Cell Foams - Neoprene Foam Playing Equipment - Balls - Bat - Stick - Racquets - Clothing - Shoes - Types - Materials - Advantages Smart Materials - Shape Memory Alloy (SMA) - Thermo Chromic Film - High Density Modelling Foam Surfaces and Playfields - Modern Surfaces for Playfields Construction and Installation of Sports Surfaces - Types of Materials - Synthetic - Wood - Polyurethane - Artificial Turf Modern Technology in the construction of Indoor and Outdoor Facilities - Technology in Manufacture of Modern Play Equipment - Use of Computer and Software in Match Analysis and Coaching	
Unit IV	Practicals Case Studies - Nike Sports Equipment and Apparel - AMP Agency - Sporting goods retailer Presentation - Prepare a presentation on how TERF can develop its own sports merchandise in line with Olympic sports Guest Lecture - Use of Computer and Software in Match Analysis and Coaching Impact Assessment - Impact of Sports Merchandise in the growth of a particular Olympic sport. (Choose one team sport and one individual sport)	10

References:

- Lipsey, R. A. (2006). The Sporting Goods Industry: History, Practices and Products. United States: McFarland, Incorporated, Publishers
- Materials and Technology for Sportswear and Performance Apparel. (2018). United Kingdom: CRC Press.
- Materials in Sports Equipment. (2007). United Kingdom: Elsevier Science.

Semester – VI			
Course Code: SME6012	Course Title: Sports Tourism	Credits: 3	Lectures/Week: 3
Learning Objectives: • Define sports tourism and differentiate it from traditional tourism models. • Analyze the motivations and characteristics of sports tourists, including participants, spectators, and event enthusiasts. • Evaluate the various forms of sports tourism, such as attending major sporting events, participating in recreational activities at a destination, or visiting sports heritage sites. • Critically assess the economic impact of sports tourism on host destinations, including job creation, infrastructure development, and revenue generation. • Develop strategies for promoting sports tourism destinations, utilizing effective marketing and communication channels. • Analyze the social and cultural impact of sports tourism, considering its potential to foster cultural exchange, build community spirit, and promote healthy lifestyles. • Evaluate the environmental impact of sports tourism events and infrastructure, exploring strategies for sustainable practices and responsible resource management. • Assess the role of technology in facilitating sports tourism experiences, including travel booking, event ticketing, and information dissemination. • Develop a comprehensive marketing plan for attracting a specific sports tourism segment to a chosen destination. • Critically analyze case studies of successful (and unsuccessful) sports tourism initiatives.			
Course Description: This course explores the dynamic intersection of sports and tourism, examining how these two powerful industries interact and influence each other. Students will delve into the motivations of sports tourists, the various types of sports tourism experiences, and the economic, social, and environmental impacts of this growing phenomenon. The course will equip students with the knowledge and skills to develop innovative strategies for marketing destinations, managing sporting events, and fostering sustainable growth within the sports tourism sector.			
Unit I	Introduction to Sports Tourism Tour Operations Management Event and Logistics Psychosocial Aspects of Sports and Exercise Economic Scale of the Sports Industry Foreign Language Destination Management	Hours 10	
Unit II	Tourism Marketing Cultural Tourism Tourism Transportation Itinerary Preparation and Tour Packaging Forex Management - Financial Management	10	
Unit III	Recreational Tourism Tourist Behaviour and Cross-Cultural Management Tour Leadership and Management Technology Integration in Tourism Sports Tours, Sports Theme Parks, Sports Museums, Sports Hall of Fame	10	
Unit IV	Study Tour Reports Summer Training Reports Computer and Management Information Systems Integration Ticketing and Packages – Olympics, Wimbledon, Football	10	

Unit V	Practicals Itinerary Drafting - Prepare the itinerary for FIFA U-17 Womens world cup to be held in India. The itinerary should be for one of the visiting teams. Essay Writing - Write an essay on the impact of sports on the tourism of a country. Use the example of Sri Lanka as a country. Guest Lecture - Sports Tourism Marketing	5
References: • "Sport Tourism: Interrelationships, Impacts and Issues" by James Higham and Tom Hinch • "Understanding Sport Tourism: Concepts, Theory and Practice" by Heather J. Gibson and Daniel C. Funk		

Semester – VI

Course Code: SME6013	Course Title: Sports Journalism	Credits: 3	Lectures/Week: 3
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Learning Objectives:

- To learn how to function as a sports journalist today and beyond.
- Acquire basic, intermediate and advanced sports writing skills in terms of news gathering, writing and online incorporation.
- To improve your writing, interviewing and reporting skills.
- Using the basis that the way to learn to write and report is to write, report and read, expect this term to write and read at great length.
- You also will learn how to use current technologies to reach, communicate with and increase your audience.

Course Description:

This writing-intensive course helps students focus their skills by exploring sports writing, social networking and self-marketing online and in print. Using different story forms – web, magazine, narrative, blogs, deadline, Q&As – students will learn how to write human-interest and socially significant stories, embrace the freedom and responsibilities of web journalism, and survive in a genre increasingly driven by rapid interaction with its audience. Students will survey all storylines of modern sports communications, including sports business, sports and crime, sports marketing, the evolution of nationally driven stories, and sports celebrity as cultural phenomenon. You will be critiqued by the instructor and each other. Expect to read the work of sports media's past and present greats, and come ready to discuss and debate current events.

Unit I	Introduction to Journalism? • Its relevance in sports • Blog Introduction • Game Story Introduction • Interviewing Exercises • Introduction to Writing	Hours 7
Unit II	Column Writing Reporting as Narrative • Finding Sources • Questions to be answered • Spot News Stories Podcasts	8
Unit III	New Media – Digital • Role it Plays • Various Kinds • Strategies • Impact Assessment	10
Unit IV	Set up blogs - Bring two examples to class of blogs you'd like to emulate Interviewing exercise #3 Human-interest profile. Must be on a human being who is not your relative. DISCUSSION: Ethical blogging DISCUSSION: What happens when sports media latches on to something? Blog Entry Analysis Column Writing on recent events	10

Unit V	Practicals Debate - Media coverage of sports vs Awareness of sports amongst common people. Interview - Interview 3 national level athletes of any olympic sport - preferably in an event. Column writing / blogging - Cover a district / state level tournament happening in the city and write a blog / column for the same. Movie Review - Unguarded. Case study - Sports Journalism, Dissemination and innovation. A case study on the international news coverage of the 2014 Winter Olympic Games. Group Discussion - Ethical Blogging in sports. - Blogging by Athletes during olympic games on issues in the world to be resolved. What happens when sports media latches on to performance of an athlete in a sport. Guest Lecture - Reporting on a Sports Beat - Challenges and difficulties	10
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References:

READING (in class): Gisoni, Chapter 1, From Sports Fan to Sports Reporter
 READING (in class): The Ultimate Assist. L. Jon Wertheim (ICON)
 PODCAST: ESPN VP John Walsh and Bill Simmons
 READING: Hunter S. Thompson, The Kentucky Derby is Decadent and Depraved. The Best American Sports Writing of the Century. (ICON)
 READING: Gisoni, Chapter 6, Blogging: Finding a unique perspective
 READING: Gisoni, Chapter 3, Getting the Most Out of An Interview
 READING: Gisoni, Chapter 2, Writing Game Stories
 READING: Wright Thompson, Father Bear, ESPN.com. (ICON)
 READING: Wright Thompson, Shadow Boxing, The Best American Sports Writing 2010. IN-REVIEW: Game stories
 READING: Wayne Drehs, Ray of Hope, ESPN.com. ON RESERVE (ICON)
 READING, etc.: Wayne Drehs, Charlie Wittmack: The World Triathlon, ESPN.com. (ICON)
 READING: Michael Lewis, What Keeps Bill Parcells Awake at Night? The Best American Sports Writing 2007. (ICON)
 READING: Dan Le Batard, Life Throws Bernie Kosar for a Loss, The Best American Sports Writing 2010.
 READING: Chris Ballard, The Game of the Year. The Best American Sports Writing 2007. (ICON)
 READING: Gisoni, Primer A, Working with Sports Information Directors
 READING: Bill Simmons, Now that Jocks Talk to Us Directly, Press is Boxed Out, ESPN The Magazine (ICON)
 READING: Eric Nusbaum, The Best American Sports Writing 2010.
 READING: Alexander Wolff, The NFL's Jackie Robinson, The Best American Sports Writing 2010. READING: Douglas Looney, Bo's Not One to Go With the Flow, Sports Illustrated, 1986. (ICON)
 READING: Joe Posnanski, The Legend of Bo, The Best American Sports Writing 2008. (ICON)
 READING: Michael Weinreb,

Bo Knows Best, The Best American Sports Writing 2008. (ICON) READING: Richard Ben Cramer, What Do You Think of Ted Williams Now? The Best American Sports Writing of the Century. (ICON)

READING: Gay Talese, The Silent Season of a Hero, The Best American Sports Writing of the Century. (ICON)

READING: Richard Ben Cramer, What Do You Think of Ted Williams Now? The Best American Sports Writing of the Century. (ICON)

READING: Gay Talese, The Silent Season of a Hero, The Best American Sports Writing of the Century. (ICON)

READING: Mike Sager, Scito Hoc Super Omnia (or, Kobe Bryant Doesn't Want Your Love), The Best American Sports Writing of 2008 (ICON)

READING: Gisondi, Chapter 5, Developing and Writing Features

READING: Bob Hohler, Failing Our Athletes, The Best American Sports Writing 2010. READING: Gisondi, Primer C and Primer D: Avoiding Clichés and Ethics: Sports writers can't act like fans

READING: Jeanne Marie Laskas, This is Your Brain on Football, The Best American Sports Writing 2010.

READING: Robert Sanchez, This is Ted Johnson's Brain, The Best American Sports Writing 2010. READING: David Haugh, The Final Days of Dave Duerson, Chicago Tribune (ICON)

Semester – VI

Course Code: SME6021	Course Title: Digital Media and Marketing	Credits: 3	Lectures/Week: 3
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Learning Objectives:

On successful completion of the module, the student should be able to:

- Evaluate the theory pertaining to issues in sports promotion and sponsorship and formulate appropriate communication strategies within a sport industry setting, for a team or product.
- Explain the fundamental concepts and processes of marketing promotion and communication in sport and evaluate the role of social media in the promotion of sports.
- Explain and evaluate different types of sports promotion and communication strategies with emphasis on sport sponsorship and social media and the targets they are relevant for.

Course Description:

Sports promotion, through sports sponsorship and marketing communications, has increased in importance over the last few years due to the need to create revenues and to disconnect from state funded sources. The module concentrates primarily on the objectives of marketing communication of brands (that can refer to products, teams, venues and athletes) that invest in sport promotion and the strategies and tools to achieve these objectives. The approach combines the advancement of new methods of promotion through traditional offline methods and digital methods with emphasis to social media to attract participants (athletes), buyers (fans) and sponsors.

Unit I	Overview of principles of marketing and communication as they relate to the sports industry - Target audiences (consumers, athletes, businesses) - Sports integrated communication - Sports Sponsorship - Sports web marketing - Social media marketing - Design and implementation of campaigns What is sports marketing? Sports Marketing: differences and similarities with other marketing	Hours 15
Unit II	Fundamentals of Digital Marketing and Advanced SEO - Pay-per-click (PPC) - Web Analytics - Digital Marketing Capstone Project	15

	Social Media Marketing - Facebook - YouTube - Website - Instagram - Snap chat/Tiktok/Takatak - Weibo - LinkedIn Affiliate and Influencer Marketing Email Marketing	
Unit III	Value: sponsorship, partnership and dynamic ticket pricing Sports Communication: Press Releases, Media Relations, Public Relations - SEO Optimization - Introduction to CRM - Competitor and Website Analysis - Market Research and Niche Potential - Content Creation, Management and Promotion - Introduction to Web Analytics - Mobile Marketing - Social Media Marketing - Digital Marketing Budgeting, Planning and Forecast - Digital Marketing Project Management - Product Marketing (Facebook, Instagram, Google Ads) - Website Data Analytics - Paid Ads Optimization Strategies - Neuro-Marketing Fundamentals	15

References:
MATERIAL

- Lagae, W. (2005) Sports Sponsorship and Marketing Communications: A European Perspective. Essex, UK: Pearson Education Limited.
- Newman, T., Peck, J. & Harris C. (2013) Social Media in Sport Marketing, Scottsdale, AZ: Holcomb Hathaway Publishers.

RECOMMENDED READING :

A. Books

- Pelsmacker, P., Geuens, M. & van den Bergh, J. (2007) Marketing Communications: A European perspective, 4th Edition, Essex, UK: Pearson Education Limited.
- Shank, M. (2008) Sports Marketing: A Strategic Perspective, 4th Edition, Upper Saddle River, NJ: Pearson.
- Shilbury, D., Westerbeek, H., Quick, S. & Funk, D. (2009) Strategic Sport Marketing, Crows Nest, AU: Allen and Unwin

B. Articles

- Ferrier, S., Waite, K. & Harrison, T.(2013) "Sports sponsorship perceptions: An exploration", Journal of Financial Services Marketing, 18(2), 78-90.

- Farrelly, F.(2010)“Not PlayingtheGame: WhySportSponsorship Relationships Break Down”, Journal of Sport Management, 24(3), 319-337.
- Hutchins, B.& Rowe, D.(2010)“ReconfiguringMedia Sportforthe Online World: An Inquiry Into "Sports News and Digital Media"”, International Journal of Communication, 4, 696-718.
- Moore, A. J.(2011)“Go forthe goal: Howpro sports teams scorewith social media”, Public Relations Tactics, 18(3), 11.
- Pronschinske, M., Groza, M. & Walker, M. (2012) “Attracting Facebook Fans': The Importance of Authenticity and Engagement as a Social Networking Strategy for Professional Sport Teams”, Sport Marketing Quarterly, 21(4), 221- 231.
- Price, J., Farrington, N. & Hall, L. (2013)“Changingthe game? The impact of Twitter on relationships between football clubs, supporters and the sports media”, Soccer & Society, 14(4), 446-461.
- Schultz, B. & Sheffer, M. (2011) “Factors Influencing Sports Consumption in the Era of New Media”,
- Web Journal Of Mass Communication Research, 37. Retrieved from <http://www.scripps.ohiou.edu/wjmcr/vol37/>.

Web Resources

- Journal of Sports Management www.nassm.com
- Journal of Sports Management and Marketing www.inderscience.com
- Journal of Sports Marketing and Sponsorship www.imrpublicorshipations.com
- North American Association of Sports Management www.nassm.com
- Sport Marketing Quarterly www.marketingpower.com
- European Association of Sport Management www.easm.net
- Sport Marketing Association www.sportmarketingassociation.net

Semester – VI			
Course Code: SME6022	Course Title: Cyber Security	Credits: 3	Lectures/Week: 3
Learning Objectives: • To understand the concept of attacks, encryptions • To understand the concept of threats, threat management • To understand authorization and authentication			
Course Description: The course covers the concept of cyber security including threat, threat management and authentication and authorization.			
Unit I	Introduction: Security threats - Sources of security threats- Motives - Target Assets and vulnerabilities – Consequences of threats- E- mail threats - Web-threats - Intruders and Hackers, Insider threats, Cyber crimes. Network Threats: Active/ Passive – Interference – Interception – Impersonation – Worms –Virus – Spam’s – Ad ware - Spy ware – Trojans and covert channels – Backdoors – Bots – IP, Spoofing - ARP spoofing - Session Hijacking - Sabotage-Internal treats Environmental threats - Threats to Server security.	Hours 10	
Unit II	Security Threat Management: Risk Assessment - Forensic Analysis - Security threat correlation –Threat awareness - Vulnerability sources and assessment- Vulnerability assessment tools – Threatidentification - Threat Analysis - Threat Modeling - Model for Information Security Planning.	15	
Unit III	Security Elements: Authorization and Authentication - types, policies and techniques – Securitycertification - Security monitoring and Auditing - Security Requirements Specifications – Security Policies and Procedures, Firewalls, IDS, Log Files, Honey Pots	15	
Unit IV	Access control, Trusted Computing and multilevel security - Security models, Trusted Systems,Software security issues, Physical and infrastructure security, Human factors – Security awareness,training , Email and Internet use policies.	5	
References: 1. Swiderski, Frank and Syndex, “Threat Modeling”, Microsoft Press, 2004. 2. William Stallings and Lawrie Brown, “Computer Security: Principles and Practice”,Prentice Hall, 2008. 3. Joseph M Kizza, “Computer Network Security”, Springer Verlag, 2005 4. Thomas Calabres and Tom Calabrese, “Information Security Intelligence: Cryptographic Principles & Application”, Thomson Delmar Learning, 2004.			

Semester – VI			
Course Code: SME6023	Course Title: E Commerce	Credits: 3	Lectures/Week:3
Learning Objectives: This course provides an introduction to information systems for business and management. It is designed to familiarize students with organizational and managerial foundations of systems, the technical foundation for understanding information systems			
Course Description: After Completion of the subject student should able to - Understand the basic concepts and technologies used in the field of management information systems; - Have the knowledge of the different types of management information systems; - Understand the processes of developing and implementing information systems; - Be aware of the ethical, social, and security issues of information systems.			
Unit I	Overview, Definitions, Advantages & Disadvantages of E – Commerce, Threats of E – Commerce, Managerial Prospective, Rules & Regulations For Controlling E – Commerce, Cyber Laws.	Hours 3	
Unit II	Technologies : Relationship Between E – Commerce & Networking, Different Types of Networking Commerce, Internet, Intranet & Extranet, EDI Systems Wireless Application Protocol : Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security, Infrastructure Requirement For E – Commerce .	7	
Unit III	Business Models of e – commerce : Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, E – Governance.	5	
Unit IV	E – strategy : Overview, Strategic Methods for developing E – commerce. Four C’s : (Convergence, Collaborative Computing, Content Management & Call Center). Convergence : Technological Advances in Convergence – Types, Convergence and its implications, Convergence & Electronic Commerce. Collaborative Computing : Collaborative product development, contract as per CAD, Simultaneous Collaboration, Security. Content Management : Definition of content, Authoring Tools & Content Management, Content – partnership, repositories, convergence, providers, Web Traffic & Traffic Management ; Content Marketing. Call Center : Definition, Need, Tasks Handled, Mode of Operation, Equipment , Strength & Weaknesses of Call Center, Customer Premises Equipment (CPE).	9	
Unit V	Supply Chain Management : E – logistics, Supply Chain Portal, Supply Chain Planning Tools (SCP Tools), Supply Chain Execution (SCE), SCE - Framework, Internet’s effect on Supply Chain Power.	7	
Unit VI	E – Payment Mechanism : Payment through card system, E – Cheque, E – Cash, E – Payment Threats & Protections	7	

Unit VII	Electronic Data Interchange (EDI) : Meaning, Benefits, Concepts, Application, EDI Model, Protocols (UN EDI FACT / GTDI, ANSI X – 12), Data Encryption (DES / RSA). [2 L] 11. Risk of E – Commerce : Overview, Security for E – Commerce, Security Standards, Firewall, Cryptography, Key Management, Password Systems, Digital certificates, Digital signatures.	7
References: 1. E-Commerce, M.M. Oka, EPH 2. Kalakotia, Winston : Frontiers of Electronic Commerce , Pearson Education. 3. Bhaskar Bharat : Electronic Commerce - Technologies & Applications. TMH 4. Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing. 5. Murthy : E – Commerce , Himalaya Publishing. 6. E – Commerce : Strategy Technologies & Applications, Tata McGraw Hill. 7. Global E-Commerce, J. Christopher & T.H.K. Clerk, University Press 8. Beginning E-Commerce, Reynolds, SPD 9. Krishnamurthy, E-Commerce Mgmt, Vikas		

Evaluation Scheme

Continuous Assessment (C.A.) - _Marks

C.A. – I: Test_Marks

C.A. – II: Rubric to assess __Marks

Organization and Development of Ideas	Analysis and Evaluation
__Marks	__Marks

Semester End Examination (SEE) - _____Marks

Passing marks shall be 50% for all subjects compulsorily.

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