



# MAHATMA GANDHI UNIVERSITY, KOTTAYAM

Model – III

## **BACHELOR OF SPORTS MANAGEMENT (BSM)**

SYLLABUS FOR THE UNDERGRADUATE PROGRAMME UNDER CHOICE BASED  
CREDIT SYSTEM, 2017 REGULATIONS

Syllabus prepared by

**Expert Committee, 2020**

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**Chairman  
Expert Committee  
Bachelor of Sports Management (BSM)**



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## 2. CONCEPT NOTE

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The domain of sports management today encompasses various functions such as sports administration and planning, event management, sports negotiations and compliance, sports communication, management of elite athletes, sports academies, facility management, and sports marketing management etc. Sport managers today need a broad knowledge base to understand the various issues facing sport organizations and federations.

The outlook of BSM programme is to generate rigorous and relevant knowledge and provide high quality education in order to prepare sport administrators and managers to satisfy the needs and expectations of the sports industry. The understanding should enable them to solve the problems arising in the industry and carve a niche for themselves in this growing sector in India. With a global rise in the Sports industry, candidates will be prepared to build their expertise in choosing a career in sports in India as well as globally.

### **Rationale**

Sporting Industry in India has been growing by leaps and bounds ever since the inception of league-based competitions and their growing popularity. The past decade has been quite fruitful for the Indian sports scene. The emergence of multiple sporting leagues in different sports in India has opened up a world of possibilities and has widened the **previously** miniscule scope of activities. In addition to Indian athletes faring increasingly well in global sporting competitions, the sports industry has also seen a massive influx of professionals that work behind the scenes. Sports management degree offers a chance to work with not only professional, national level, international level and Olympic athletes but also amateur athletes and sports enthusiasts. Sports organizations require popular models of financial, operational, and market outreach support as do any other businesses, which means the skills required to do those jobs in other fields can be applied here also.

As sports have been gaining much limelight, the field of Bachelors of Sports Management (BSM) will generate a lot of prominence. It lays ground for candidates to make their career in the area of sports and its different fields. One of the main goals of the program is to show the students a pathway to make their career in sports, aiding them to polish their proficiency in the chosen field and to help them in becoming professionals in managing sports from the business point of view.

BSM programme will provide a multidisciplinary approach to sports management education and offer an innovative, interdisciplinary curriculum that blends a classic sport focused education with professional development, networking, and skills in areas such as sports finance, sports law, sports marketing, sports operations & merchandising and sports events. The programme aim to

provide participants with a complete understanding of sports management, together with tools to further develop their career, higher learning and leadership.

### **Major Highlights**

Bachelors of Sports Management will offer students exposure to the various dimensions involved in Sports as a business. The course illustrates the study of planning, supervising and conducting sports activities in international and national grounds. They are rendered with the general understanding and training for polishing their interpersonal skills, organizing events and entrepreneurship skills.

The course will make the students agile to unfurl growing prospects in the sports sector as well as gain an in-depth understanding of the business surrounding it. They will be introduced to subjects like marketing, arranging events, promotion of sports events, basic knowledge related to Sports Sciences, Sponsoring sports events, rules, and concepts of Training, etc. making the students proficient enough to opt for Masters in Sports Management and Ph.D. in the same or associated fields. They will also be skilled in other areas such as preparing presentation, writing and oral skills giving them a professional outlook towards the profession they take up.

Bachelors of Sports Management (BSM) curriculum is divided into theory and experiential learning. The theoretical part includes classroom lectures, presentations, report writings building on student's research and data analyzing abilities. On the other hand, students are given an intrinsic view of the subjects through projects generated on topics as suggested by the faculty. The curriculum also includes seminars, guest lectures by experts in sports field as well as industrial visits. By the successful completion of the program, Students will have gained a comprehensive knowledge of the multi-dimensional importance of sports acquainting them with the PR, managing contemporary sports issues, and about entrepreneurship.

### **Objectives of the Course:**

- To understand the structure, goal, and resources of sports organisations.
- To learn how to define a vision and a mission statement for a given sporting organisation, and to know the methodology and tools to elaborate and implement a strategic plan.
- To understand the management aspects of a sport club/organisation and to identify the key issues faced by managers
- To become familiar with financial statements, ratios analysis, and performance evaluation techniques.
- To have a hands-on experience in establishing a sports marketing plan and be able to make strategic sports marketing decisions adaptable to every situation.

- To understand how to create value through the different revenue streams of global sport events and international sport organisations (including TV, new media, sponsorship, ticketing, hospitality, merchandising and licensing).
- To understand how to manage human relationships at work, especially with a mixed workforce, and to improve the quality of personal decision-making in order to foster organizational performance
- To understand how digital media can support traditional marketing and branding initiatives and to identify the various factors that need to be taken into consideration when preparing an effective digital media strategy.
- To learn how to measure and optimise internet marketing activities, including social media
- To understand the importance of using traditional and digital communication in order to engage with the general public and stakeholders.
- To understand the business of sport and athlete management.
- To understand the growth and development of an athletic career.
- Identify principles of interpersonal communication, mass communication, and interaction with the public, particularly as they relate to the sport agency.
- Demonstrate understanding of economic principles of sports.
- Identify agencies, their authority, organizational structure, and functions involved with sports activities.

### **Organizational Design**

Bachelor of Sports Management (BSM) will be a three year Under Graduate degree program offered by the Department of Physical Education under the Faculty of Education until the Faculty of Physical Education is formally constituted in the Mahatma Gandhi University. This program gives a total insight to the stakeholders about the various aspects of amateur and professional sports management. The program gives an insight about the various aspects of sports governance, policies, financial management of sports, marketing of sports, organizational behaviour, technologies in sports and all other essential concepts which prepares an able sports manager. The program will consist of theory as well as practical sessions on sports management, industrial visits, internships, project based learning, research

### **Program with Intake**

BSM will be three-year Model- III undergraduate degree program under Choice Based Credit System (CBCS) 2017 regulations, offered in regular stream in the affiliated Colleges of Mahatma Gandhi University, Kottayam. Any student successfully completing the plus two (10+2 scheme),

irrespective of any stream will be eligible to seek admission to the program. The number of intakes may vary according to the Colleges offering the degree program.

### Courses of Study

1. English –I
2. English –II
3. Economics of Sports
4. Sociology of sports
5. Principles & Practices of Sports Management
6. Fundamentals of Sports Sciences
7. Operations Management in Sports-I
8. Operations Management in Sports -II
9. Human Resource Management in Sports
10. Fundamentals of Sports Marketing
11. Sports Governance & Policies
12. Organisational Behaviour in Sports
13. Finance & Accounting for Sports
14. Digital Marketing in Sports
15. Research Methodology
16. Environmental Studies & Human Rights in Sports
17. Data Analytics in Sports
18. Scouting & Athlete Management
19. Strategic Management of Sports Facilities
20. Technology in Sports & Emerging Trends
21. Business Communication
22. Sport Event Management
23. Sports Law
24. Sports Public Relation
25. Fitness Management
26. Project/ Dissertation
27. Practical
28. Summer Training Report- I

### Model III – Bachelor of Sports Management (BSM)

Six Semester spread over three consecutive years.

|          |                                                                                          |             |
|----------|------------------------------------------------------------------------------------------|-------------|
| <b>A</b> | Programme Duration                                                                       | 6 Semesters |
| <b>B</b> | Total Credits required for successful completion of the Programme                        | 120         |
| <b>C</b> | Credits required from Common Course - I                                                  | 8           |
| <b>D</b> | Credits required from Core + Complementary + Choice based course including Project & OJT | 109         |
| <b>E</b> | Open Course                                                                              | 3           |
| <b>F</b> | Minimum attendance required                                                              | 75%         |



## **Faculty**

This inter disciplinary program will be offered by the Department of Physical Education of the affiliated colleges under the Faculty of Education, until the Faculty of Physical Education is formally constituted in the University.

## **Admission Procedure**

- Admissions to the Undergraduate programmes in the affiliated colleges are effected through Centralised Allotment Process (CAP) adhering to all the norms of merit cum means laid down by the Mahatma Gandhi University, Kottayam.

## **Eligibility Criteria**

### **Eligibility criteria for admissions into Bachelor of Sports Management (BSM)**

- Candidate shall be required to have passed Plus Two or equivalent examination or an examination recognized as equivalent thereto by Mahatma Gandhi University.
- Applicant should not have any medical, physical or mental disability which prevents him/her from actively taking part in physical activities.

## **Bonus Marks**

- The Bonus Marks will be awarded as follows:
- Bonus of 15 marks shall be awarded to applicants with sports participation certificate with at least Revenue district level competition at 'Plus Two Level' for admission to Bachelor of Sports Management (BSM).
- Bonus of 15 marks shall be awarded to applicants with NCC or NSS Certificates at 'Plus Two Level' for admission to BSM. In respect of NCC candidates, the bonus marks will be awarded on the basis of NCC Certificates signed by the Director and issued by the Directorate of NCC to candidates who have secured at least 75% attendance after having participated in its activities during the programme of study immediately preceding the programme for which admission is sought. An additional bonus mark of 5 to 'B' Certificate holders in proof of their high proficiency.
- In respect of NSS candidates, the bonus marks will be awarded on the basis of NSS Certificates issued by the competent authority.
- Bonus of 15 marks shall be awarded to the Ex-servicemen applicants and widows and children of Jawans and Ex-servicemen seeking admission to the Degree Programmes. Applicants to this category should invariably produce along with the application form an

attested copy of certificate issued not earlier than six months from the last date of submission of application from the military authorities or state/Zilla Sainik Welfare Officer to the effect that he/she is the son/daughter of an ex-service man or an ex service man himself/herself.

- The benefit of bonus marks can be scored by a candidate only under one category i.e., either Sports, NSS or NCC. Bonus marks shall be added only if the candidate has obtained the prescribed minimum qualifying marks in the qualifying examination while calculating the index marks.
- Handicap Mark/s shall not be deemed as marks awarded for physical/mental disability of any kind of the applicant concerned. Handicap mark is the mark deducted from the marks of an applicant on account of acquiring the eligible qualifications in subsequent chances following the regular chance in which he or she ought to have acquired the eligible qualification.
- Indexing of Marks- Marks obtained in Part III of qualifying examination less handicap marks plus bonus marks if any with 50% quota for Science Group and 50% quota for Arts and Commerce Group and if not filled up from one quota the rest can be filled from other quota.

### **Additional Requirements**

The students undergoing this program needs to attend a minimum of one industrial visits, internship with companies in the related field for a minimum duration of three months, actively participate in the conduct and management of the sports related projects, participate in physical activity training program, attend a ten day leadership training program planned and coordinated by the department of the affiliated colleges.

### **Other Academic Activity**

- Hands on experience in the conduct of Intramural programs, management of health clubs, sports academies and amateur sports competitions.
- Invited lectures by the industry experts
- Submit the summer training activity report carried out at the end of IV semester.
- Submit the detail project report at the end of VI semester.

## **Project Report, Industrial Training Report and Study Tour Report**

For successfully completing the BSM programme each student has to submit Project Report, Study Tour Report and Industrial Training Report. Industrial Training Report - Students shall be required to undergo six to eight weeks of practical training during the sixth semester in any sports related organization (Academies/Clubs/Retail outlets/Professional teams/Events) duly approved by the Head of the Institution / Department. They shall be required to submit a comprehensive training report before the end of VI semester. The report will have an internal evaluation. Summer Training report- Students shall be required to undergo four to six weeks of practical training during the summer break after the end of fourth semester in any sports related organization (Academies/Clubs/Retail outlets/Professional teams/Events) duly approved by the head of the Institution / Department. They shall be required to submit a comprehensive training report before the beginning of V semester respectively. The report will have internal evaluation only. Study Tour Report/ Case Study Report Students are also necessary to participate in the national tour conducted by the Department or to do a case study of any sports facility in Kerala with the prior approval of the Head of the Institution. The tour programme should be for a period of up to a maximum of two weeks covering important destinations. A tour report will have internal evaluation only. Project - All students are to do a project in the area of core course as a group consisting a maximum of five students. The projects are to be identified during the V semester of the programme with the help of the supervising teacher. The report of the project in duplicate is to be submitted to the department at the end of 6th semester and are to be produced before the examiners appointed by the University. External project evaluation and Viva / Presentation are compulsory and will be conducted at the end of the programme during the VI semester.

**SCHEME FOR BACHELOR OF SPORTS MANAGEMENT (BSM)**

| Sem                   | Course code     | Course Title                                  | Category         | Theory/<br>Practical | Evaluation   |              | Credit    | Work<br>load |
|-----------------------|-----------------|-----------------------------------------------|------------------|----------------------|--------------|--------------|-----------|--------------|
|                       |                 |                                               |                  |                      | Extern<br>al | Inter<br>nal |           |              |
| <b>Semester - I</b>   | <b>EN1CCT01</b> | Fine tune your English                        | Common Course -I | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM1CMT01</b> | Economics of Sports                           | Complimentary    | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM1CRT01</b> | Sociology of Sports                           | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM1CRT02</b> | Principles and Practices of Sports Management | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM1CRT03</b> | Fundamentals of Sports Sciences               | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       |                 |                                               |                  |                      |              |              | <b>20</b> | <b>25</b>    |
| <b>Semester - II</b>  | <b>EN2CCT03</b> | Issues that matter                            | Common Course -I | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM2CMT02</b> | Fitness Management                            | Complimentary    | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM2CRT04</b> | Human Resource Management in Sports           | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM2CRT05</b> | Fundamentals of Sports Marketing              | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM2CRT06</b> | Sports Governance & Policies                  | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       |                 |                                               |                  |                      |              |              | <b>20</b> | <b>25</b>    |
| <b>Semester - III</b> | <b>SM3CRT07</b> | Organisational Behaviour in Sports            | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM3CRT08</b> | Operations Management in Sports -I            | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM3CRT09</b> | Finance & Accounting for Sports               | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM3CRT10</b> | Sports Marketing Strategy                     | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       | <b>SM3CRT11</b> | Research Methodology                          | Core             | Theory               | 80           | 20           | 4         | 5            |
|                       |                 |                                               |                  |                      |              |              | <b>20</b> | <b>25</b>    |

|               |          |                                                |                       |                 |     |     |           |           |
|---------------|----------|------------------------------------------------|-----------------------|-----------------|-----|-----|-----------|-----------|
| Semester - IV | SM4CRT12 | Technology in Sports and Emerging Trends       | Core                  | Theory          | 80  | 20  | 3         | 5         |
|               | SM4CRT13 | Data Analytics in Sports                       | Core                  | Theory          | 80  | 20  | 4         | 5         |
|               | SM4CRT14 | Scouting & Athlete Management                  | Core                  | Theory          | 80  | 20  | 4         | 5         |
|               | SM4CRT15 | Strategic Management of Sports Facilities      | Core                  | Theory          | 80  | 20  | 4         | 5         |
|               | SM4CRT16 | Operations Management in Sports - II           | Core                  | Theory          | 80  | 20  | 4         | 5         |
|               | SM4OJP01 | Summer Training Report -OJT                    | Core                  | On Job Training | --- | 100 | 1         | ---       |
|               |          |                                                |                       |                 |     |     | <b>20</b> | <b>25</b> |
|               |          |                                                |                       |                 |     |     |           |           |
| Semester - V  | SM5CRT17 | Business Communication in Sports               | Core                  | Theory          | 80  | 20  | 4         | 4         |
|               | SM5CRT18 | Sports Event Management                        | Core                  | Theory          | 80  | 20  | 3         | 4         |
|               | SM5CRT19 | Sports Law                                     | Core                  | Theory          | 80  | 20  | 3         | 4         |
|               | SM5CRT20 | Sports Public Relation                         | Core                  | Theory          | 80  | 20  | 3         | 4         |
|               | SM5CRT21 | Environmental Studies & Human Rights in Sports | Core                  | Theory          | 80  | 20  | 4         | 5         |
|               |          | Open Course*                                   | Open Course           | Theory          | 80  | 20  | 3         | 4         |
|               |          |                                                |                       |                 |     |     | <b>20</b> | <b>25</b> |
|               |          |                                                |                       |                 |     |     |           |           |
| Semester - VI | SM6PRP01 | Summer Internship Project                      | Core                  | Project         | 80  | 20  | 5         | 0         |
|               | SM6CRP01 | Enrichment Course                              | Core                  | Practical       | 80  | 20  | 3         | 5         |
|               | SM6CRP02 | Brand Management                               | Core                  | Practical       | 80  | 20  | 3         | 5         |
|               | SM6CRP03 | Scouting Report Preparation                    | Core                  | Practical       | 80  | 20  | 3         | 5         |
|               | SM6CRP04 | Sports Entrepreneurship                        | Core                  | Practical       | 80  | 20  | 3         | 5         |
|               | SM6CBP05 | Contract Drafting Technique                    | Core # (Choice Based) | Practical       | 80  | 20  | 3         | 5         |
|               | SM6CBP06 | Contract Negotiation Skills                    |                       |                 |     |     |           |           |
|               |          | <b>Total Credit</b>                            |                       |                 |     |     | <b>20</b> | <b>25</b> |

|          |                                                                                          |             |
|----------|------------------------------------------------------------------------------------------|-------------|
| <b>A</b> | Programme Duration                                                                       | 6 Semesters |
| <b>B</b> | Credits required from Common Course - I                                                  | 8           |
| <b>C</b> | Credits required from Core + Complementary + Choice based course including Project & OJT | 109         |
| <b>D</b> | Open Course                                                                              | 3           |
| <b>E</b> | <b>Total Credits</b>                                                                     | <b>120</b>  |

**# The college shall select one from the two Choice-Based Courses offered in Sixth Semester.**

**\* Open course offered for other departments - PE5OPT01 – PHYSICAL HEALTH AND LIFE SKILL EDUCATION**

## Detailed Syllabus

**SEMESTER – I**

**Common Course – I**

|                 |                        |
|-----------------|------------------------|
| <b>EN1CCT01</b> | Fine Tune Your English |
|-----------------|------------------------|

**( As per existing University Syllabus)**

**Complimentary paper**  
**SM1CMT01 - Economics of Sports**

**Learning Objectives:**

- To examine current issues and debates in sports economics.
- To learn about the functioning of prediction markets of sports and their strengths and weaknesses.
- To help students develop an effective style for writing research papers in sports economics.
- To learn the demand for sports, the market power of teams
- To discuss the intuition behind the most common used in applied economics of sports.
- To discuss the role of sports leagues and league structure in professional sport
- To discuss how government actions affect economics of sports performance and how economic interests in sports influence government decisions.

**Learning Outcomes:**

- After taking this course, you should be able to:
- Analyze the demand for sports, the market power of teams, the use of price discrimination and the establishment of anti-trust laws in sports.
- Understand the role of sports leagues and league structure in professional sports.
- Describe and compare the tools that are used to promote competitive balance.
- Evaluate whether professional sports teams create economic benefits to justify government subsidies.
- Identify the costs and benefits of intercollegiate sports to a university, and explain why colleges might want to support athletics even if they are not profitable.

**Module –I Introduction to Sports Economics**

Unit 1- Understanding concept of Sports Economics

Unit 2- Linkage between Sports and Economics

Unit 3- Scope of sports economics- Emerging sub areas in the branch

Unit 4- Economic Methodology- Economic Models (introduction only)

Unit 5- Economic organization of Sport, Economics of Mega Sporting Events

**Module –II Basic Economic concepts**

Unit 1- Demand and its determinants, Laws of Demand, Demand Curve, Exceptions to the law

Unit 2- Elasticity of Demand, supply and its determinants, Law of supply side, Supply curve, Elasticity of Supply side

Unit 3- Market structure, Market Equilibrium, Types of Market.

Unit 4- Pricing ceiling, concept of revenue and costs, Theory of firm,

Unit 5- Concepts of utility, consumer behavior.

**Module –III Economics of Sports Participation**

Unit 1- A general economic model of sports consumption. Dual decision hypothesis- Income, Leisure trade off

Unit 2- Demand for sport

Unit 3- Derived demand for sports- An integrated framework for consumer choice

Unit 4- The supply of sports goods and services

Unit 5- The private sector, informal participation



#### **Module IV- The Market for Professional Sports**

Unit 1-The transition to professionalism- sports competition as Economic content (contest/tournament theory), Uncertainty of outcome hypothesis

Unit 2- The economic benefits of hosting major sports events

Unit 3- The peculiar Economics of sports

Unit 4- The league as Natural Monopoly or cartel

Unit 5- The Indian and International experience of Leagues

#### **Module –V Sports Industry in India**

Unit 1- Growth of Sports Industry in India

Unit 2- Sports sponsorship

Unit 3- Sports Infrastructure

Unit 4- Employment Generation

Unit 5- Emergence of new sporting leagues

Book:

- Sports Economics by Paul Downward, Alistair Dawson, TrudoDejonghe
- The Economics of Sports by Michael A leeds, Peter Von, Victor
- Mote V.L., Paul Samuel, Gupta G.S. – Managerial Economics – TMH New Delhi

**Core paper**  
**SM1CRT01 - Sociology of Sports**

**Learning Objectives of the Course:**

The main objectives of the course are to:

- To understand the historical, social and cultural development of sport over time
- Make the students understand the development of sport over time in order to enhance their abilities to analyze processes in modern sport
- Encourage students to use critical thinking in order to understand sports and physical activities in the context of society, beyond performance, results, and competition.
- Provide the students the necessary tools that will help them make informed choices about sports, sports participation and administration in the communities and environments they work in.
- To understand how social issues such as gender, race, religion, politics, ethnicity, drugs, and violence in sport affect the society.
- To introduce you to sociological concepts and theories used to study sport as a social institution

**Learning Outcomes:**

After completion of the course students will be able to:

- Understand the historical, social and cultural development of sport over time
- Understand sports and physical activities as social and cultural phenomena
- Use basic sociological theories and concepts in order to examine how sports influence human social life and the various meanings sports takes depending on space and time.
- Understand the relationship between sports and several social issues and ideologies, such as, deviance, violence, social class, race, gender, etc.
- Understand the relationship between sports and other social institutions and spheres of social and cultural life, such as, family, education, media, politics, etc.

**Module 1. Sport and Impact of Sport Participants**

Unit 1: Transition from Endurance Predators to Farmers: The Birth of Civilizations, Ancient Sporting Festivals, Monuments to Sporting Spectacles

Unit 2: Meaning and definition of Sport, Society, Sociology and socialisation, Social Theories.

Unit 3: Sport Participants, Factors Affecting Sport Participation, Trends in Sport Participation,

Unit 4: Sport Spectators, Trends in Spectator Sports, Marketing to Participants and Spectators

Unit 5: Ownership in Professional Sport, Sport as Monopoly, Recreational Sport as a Business

**Module 2: Media, Youth Sport and Development Through Sport**

Unit 1: Organized Youth Sport, History and Benefits of Youth Sport, Current Status of Youth Sport, Youth Development Through Sport and Physical Activity, Categories of Youth Sport Development Programs.

Unit 2: Sport and Media Evolution, Interplay of Sport and Media, How Sport Affects the Media, How Sport-Related Social Issues Affect the Media, Ideology of Sport Through the Media.

Unit 3: Coaching and Leadership in Sport, Influence of Coaches, Status of Coaching, Coaching at Different Levels of Sport.

Unit 4: Coaching Personality, Coaching Leadership Styles, Challenges for the Future of Coaching.

Unit 5: Interscholastic and Intercollegiate Sport.

### **Module 3: International Sport, Society, and Culture**

Unit 1: Globalization of Modern Sport, The Olympics, FIFA and the World Cup

Unit 2: Athletes, Coaches, and Sport Labour Migration

Unit 3: Sporting Behaviour, Ethics, and Moral Behaviour, Sporting Behaviour at Different Levels of Sport

Unit 4: Development of Moral and Ethical Values, Moral Values Applied to Sport, Moral Values Taught Through Sport, Strategies for Good Sporting Behaviour

Unit 5: Race, Ethnicity, and Sport, Classifications of Race and Ethnicity, Sport Participation Among Racial and Ethnic Minorities, Sport and Promoting Equality.

### **Module 4: Gender and Sport**

Unit 1: Gender Classification, Women, Girls, and Sport, Social Issues in Women's Sport, Global Status of Women in Sport, Barriers for Women in Sport

Unit 2: Social Class and Sport: Social Class, Social Class and Sport Activity, Control of Amateur and Professional Sport

Unit 3: Special Populations and Sport: Sport Participation for Athletes with a Physical Disability, Sport Participation for Athletes with an Intellectual Disability, Sport Participation for Older Athletes

Unit 4: Religion and Sport in History, Sport and Religions, Use of Sport by Athletes to Promote Religious Beliefs, Conflict Between Sport and Religion

Unit 5: Government Promotion of Physical Activity and Health, Government Promotion of Identity and Unity Among Citizens, Nationalism and Sport, Sport and the Promotion of Social Values, Politics Within Sport.

### **Module 5: Deviance, Doping, and Violence in Sport**

Unit 1: Performance Enhancement Through Drugs, Gambling and Sport

Unit 2: Aggression and Sport, Violence in Sport

Unit 3: Future Trends in Sport, Social Trends

Unit 4: Conflict Between Performance Sport and Participation Sport

Unit 5: Effects of Social Changes, Effects of Spectatorship, Environmental Sustainability

### **Reference**

Social Issues in Sport 4th Edition Human Kinetics, Ronald B. Woods , B. Nalani Butler

Core paper  
**SM1CRT02 - Principles and Practices of Sports Management**

**Objectives of the Course:**

- The main objectives of the course are to:
- To understand working knowledge and understanding of Sports Management
- Identify several different setting for sports managers
- Develop an understanding of how sports management influences professional, intercollegiate, inter scholastic and youth community sports.
- To lean organization structure
- To gain the knowledge of activities management
- To develop a qualities like organising and programme management

**Learning Outcomes:**

- Define sport management and discuss its international significance
- Understand concepts associated with sport, management and Sport Management
- Describe the nature and scope of professional opportunities within the field and explain the functions performed by sports managers
- Explain the importance of developing a professional perspective
- Demonstrate an understanding of various theories as they apply to management, leadership and organizational behaviour
- Identify and evaluate major challenges confronting the sport industry.

**Syllabus Content:**

**Module 1: Introduction to Management**

Unit 1: Nature and concept of Management – Definition, Scope of management

Unit 2: History and Evolution of Management- Scientific Management to Contemporary Management

Unit 3: Qualities of a good manager

Unit 4: Nature and concept of Sports Management – Definition, Scope,

Unit 5: Role of a sports manager.

**Module 2: Functions of Management – Planning**

Unit 1: Planning – Definition, Scope of Planning, Purpose of Planning.

Unit 2: Advantages and disadvantages of planning, Types of Plans, MBO concept

Unit 3: Planning process, Environment Analysis

Unit 4: Introduction to Sports Industry – Analysis of Sports Industry

Unit 5: Planning in Sports

**Module 3: Functions of Management – Organizing**

Unit 1: Fundamentals of Organizing, Organization

Unit 2: Departmentalization – types, advantages and disadvantages

Unit 3: Specialization, Formalization, traditional and modern organization structures, span of control

Unit 4: Coordinating organizational departments, tools of coordination- meeting, committee, supervision, liasoning. Resource allocation.

Unit 5: Types of organizations associated with various sports such as football clubs, athletic organizations, cricketing organizations, and challenges in organizing games.

#### **Module 4: Leading**

Unit 1: Meaning and Definition of Leadership

Unit 2: Theories of Leadership – Trait Theories, Behavioral Theories, Managerial Grid, Path-Goal Theory, Contemporary Leadership Theories.

Unit 3: Qualities of a good leader. Leadership Styles.

Unit 4: Directing, Tools for effective direction,

Unit 5: Sports leadership- best practices and challenges, Motivation – theory and practice. Governance of sports.

#### **Module 5: Functions of Management: Controlling and people management**

Unit 1: Controlling function – definition, types of control

Unit 2: Control techniques – Budgets, Reporting, Managing Finance

Unit 3: Managing people in sports, Sports Celebrity management,

Unit 4: Basics of human resources management – recruiting and staffing, talent management

Unit 5: Management career in sports – various management roles in sports industry.

#### References

- 1) Essentials of Management - An International, Innovation and Leadership Perspective | 11th Edition. (2020). (Harold Koontz, Heinz Weihrich, Mark V. Cannice.): McGraw-Hill Education.
- 2) Principles and Practice of Sport Management. (2011), Lisa Pike Masteralexis, Mary A. Hums, Carol A. Barr. United States: Jones & Bartlett Learning.
- 3) Esherick, C., Baker, R. E. (2013). Fundamentals of Sport Management. United Kingdom: Human Kinetics.
- 4) Sports Management. (2020). (Dr. Goraksha Vitthalrao Pargaonkar.): Friends Publications (India).

## Core paper

### SM1CRT03 - Fundamentals of Sports Sciences

#### Learning Objectives:

- The main objectives of the course are to:
- To discuss the subject matters in exercise physiology, biomechanics, and sports psychology.
- To learn how sub-disciplines of sports science are inter-related and will influence how the human body moves in different contexts
- Helps the students get an idea about the science of natural laws and forces affect the body in sports movement and performance in the area of biomechanics
- Helps the students the concepts of self-efficacy, factors affecting anxiety and stress; motivation and; exercise psychology in the area of sports psychology

#### Learning Outcomes:

- After completion of the course students will be able to:
- Define, distinguish, and assess physiological aspects relevant to the effect of exercise on human functioning and performance.
- Have a brief understanding of theoretical foundation of the physiological, biomechanical and other sciences that influence human performance in athletic settings.
- Have an understanding of various sciences related to the sports coaching and performance.
- Demonstrate the basics of science related to injuries management in game situation

#### Module I History and Development of Sports Science

Unit 1- History of Sports Science

Unit 2 - Understanding of terminologies

Unit 3 - Sport as a Science

Unit 4 - Emergence of Sports Science

Unit 5 - Recent developments

#### Module II

Unit 1- Basic Anatomy: Definition and terminologies, Gross Anatomy, Skeletal system - Bones and Joints, Muscles - Skeletal and brief understanding of smooth and cardiac muscles.

Unit 2- Basic Physiology: Definition and terminologies, Major systems - Circulatory system, Digestive system, Musculoskeletal system, Nervous system, Respiratory system.

Unit 3- Exercise Physiology: Definition, Physiological response to exercise - Circulatory and Respiratory, Temperature regulation and effect of environment, Physiological factors affecting performance, Training Physiology (Effect of VO<sub>2</sub> Max and strength)

Unit 4- Exercise Biochemistry: Biochemistry basics, including metabolism of macro molecules, vitamins and minerals, Basics to explore neural control of movement and muscle activity, Exercise metabolism related to carbohydrates, lipids, and protein

Unit 5 - Sports Nutrition: Macro and micronutrients Why is nutrition important? Carbohydrates, Proteins, Fats, Vitamins and Minerals, hydration. Pre, during and post-exercise nutrition.

### **Module - III**

Unit 1 - Sports Biomechanics: Introduction Fundamentals of movements, causes of movement - forces and torques.

Unit 2 - Sports Psychology: Introduction, Motivation and goal setting in sport, Anxiety in sports, Concentration in sports performers, helping athletes to cope with injury, Team cohesion in sports.

Unit 3 - Kinesiology

Unit 4 - Test and measurements in sports

Unit 5 - Sports Analytics: Foundations of Sports Analytics: Data, Representation, and models in Sports, Wearable technologies.

### **Module - IV**

Unit 1 - Introduction to Sports medicine: Introduction, scope and terminologies

Unit 2 - First Aid and safety measures during training and performance

Unit 3 - Sports Physiotherapy

Unit 4 - Ergogenic aids, Drugs and doping

Unit 5 - Athlete safety

### **Module V Introduction to Sports science**

Unit 1 – Significance of Sports Science

Unit 2 – Adapted Physical Education, Meaning, aims, goals and objectives

Unit 3 – Sports injuries and rehabilitation

Unit 4 – Corrective exercise: Principles of movement, Postural assessment, Corrective exercise progression

Unit 5 – Current and future trends for performance optimization

#### Books reference:

1. Sports Science; A complete introduction; by Simon Rea
2. Sport and Exercise Science: An introduction, by Murray Griffin.
3. Basic Anatomy and Physiology of Exercise, by Piyush Jain
4. M.L.Kamlesh, Psychology in Physical Education & Sports, Metropolitan book Co. New Delhi 1998.

## **SEMESTER – II**

Common Course –I Paper \_II

**EN2CCT03 - English - Issues that matter** ( As per University Syllabus)



## Complimentary Course

### SM2CMT02 - Fitness Management

#### Learning Objective

- To know the basics of fitness
- To know the significance of health screening before exercising
- To be able to prescribe Exercise
- To know about stress and its aftermaths in a professional athlete

#### Learning Outcome

- Concrete understanding about fitness components
- Attains the competency to execute health screening
- Achieve expertise in prescribing exercise
- Understands the role of fitness in injury prevention and management.
- Develops stress coping strategy for professional athletes

#### Module 1 Introduction to Fitness

Unit 1- Concept of fitness

Unit 2- Scope of fitness trainer

Unit 3- Components of physical fitness (health and performance related)

Unit 4- Activities for fitness

Unit 5- Influence of environmental condition on fitness (heat, cold, altitude, Pollution)

#### Module 2 Health screening of clients

Unit 1- Past medical history

Unit 2- Physical examination of heart, blood pressure

Unit 3- Laboratory tests

Unit 4- Risk classification

Unit 5- Client preparation

#### Module 3 Evaluating Fitness components and Exercise prescriptions

Unit 1- Cardiovascular fitness assessment and prescription

Unit 2- Muscular strength assessment and prescription

Unit 3- Muscular endurance assessment and prescription

Unit 4- Flexibility assessment and prescription

Unit 5- Body composition assessment and prescription

#### Module 4 – Executing Exercise

Unit 1- Exercise intensities

Unit 2- Duration of exercise

Unit 3- Fitness balance

Unit 4- Professional responsibilities towards clients

Unit 5- Code of ethics

## **Module 5 Performance enhancement and retention**

Unit 1- Injury prevention and rehabilitation

Unit 2- Cardiovascular risk reduction

Unit 3- Weight management

Unit 4 -Stress assessment

Unit 5 -Relaxation Techniques

### **Books:**

- A wholistic approach to wellness. ACSM's Health and fitness Journal, Springer Publishing company, New York
- Werner W.K. Hoeger, Lifetime physical fitness and wellness, A personalized Program, 2<sup>nd</sup> Edition, Morton Publishing Company.
- Lippincott Williams & Wilkins. (2014). ACSM'S manual for Guidelines for Exercise testing and prescription, Seventh Edition, Human Kinetics.
- Michael Kellmann. (2002). Enhancing recovery, Preventing under performance in athletes, Human kinetics.

**Core course**  
**SM2CRT04 - Human Resource Management in Sports**

**Learning Objectives:**

- To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
- To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
- To develop relevant skills necessary for application in HR related issues
- To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

**Learning Outcome:**

- Understand the concept of human resource management and to understand its relevance in organizations.
- Acquire necessary skill set for application of various HR issues.
- Analyze the strategic issues and strategies required to select and develop manpower resources.
- Able to integrate the knowledge of HR concepts to take correct business decisions.

**Module 1 – Introduction to Human Resource Management**

Unit 1 – Meaning, Nature, Scope of HRM, Personal Management vs HRM

Unit 2 – Importance of HRM, Functions of HRM

Unit 3 – Structure and Function of HR Manager, Role of Line Managers in Managing Human Resources.

Unit 4 – Organization of HRM Department

Unit 5 – Qualities and qualifications of HR Manager

**Module II – Recruitment and Selection**

Unit 1 – Human Resource Planning Meaning, Objectives and Benefits of Human resource planning

Unit 2 – Workload Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, and HR Policy.

Unit 3 – Job analysis – Job description and Job specification - Job design for HR in sport

Unit 4 – Recruitment – Methods of recruitment, factors affecting recruitment, Employee Tests, Types of test – Interview, Types

Unit 5 – Selection – Meaning and definition, Procedure – Steps in selection

**Module III – Training and Development**

Unit 1 – Employee Orientation

Unit 2 – Training – ADDIE Training Process – Training Need Analysis (TNA)

Unit 3 – Designing a Training Program – An Overview of Types of Training – Evaluation of Training Programs

Unit 4 – Performance Appraisal Process – Techniques for Appraising Performance

Unit 5 - Performance Management – Elements – Career Planning – Employee Life Cycle Management; Promotion, Transfer & Retirement - Strategies for Career success in sports.

**Module IV - Compensation Management**

Unit 1 - Compensation – Factors Determining Pay Rates

Unit 2 - Job Evaluation Methods – Ranking, Job Classification, Point Method, Computerized Job Evaluation

Unit 3 – Market Competitive Pay Plan – Pricing Managerial & Professional Jobs – Broadbanding

Unit 4 - Brief Outline of Employee Incentives & Recognition Programs

Unit 5 – Statutory & Non-Statutory Benefits – Insurance & Retirement benefits.

## **Module V - Employee Relations**

Unit 1 - Meaning of Employee Relations – Industrial Relations

Unit 2 - Industrial Disputes – Causes, Forms of Industrial Disputes

Unit 3 - Preventive Machinery – Collective Bargaining

Unit 4 - Trade Unions – Objectives, Functions – Employee Welfare

Unit 5 - Grievances Handling & Employee Discipline – Grievance Procedure – Disciplinary Procedure

### **Suggested Readings:**

- Chelladurai, P. (2006). Human resource management in sport and recreation (2nd Ed.). Champaign: Human Kinetics.
- Aswathappa K. – Human Resources Management: Text & Cases – Tata McGraw Hill
- V.S.P. Rao – Human Resources Management: Text & Cases – Excel Books

**Core course**  
**SM2CRT05 - Fundamentals of Sports Marketing**

**Objectives of the course:**

- To develop a broad definition of sports marketing and the marketing concept
- To understand the evolution of sports marketing into a global business
- To identify and assess the role of sports in marketing and professional sports
- To identify the changing role of the consumer
- To identify characteristics related to sports marketing promotion mix and recommend promotional strategies for the marketing of sports organizations
- To Identify the ethical challenges associated with the application of the marketing programs
- To Understand the basic contents and structure of a sports marketing plan

**Learning Outcomes:**

After completion of the course students will be able to:

- Understand the sports marketing environment and trends influencing marketers.
- Explain how marketing concepts related to the marketing mix (product, price, place and promotion) apply to sports-related settings.
- Able identify and use or implement the marketing research resources necessary to successfully evaluate the viability of a target market segment or any other aspect of the marketing mix
- Able to understand the personal selling process and demonstrate an ability to apply the personal selling process to a sports setting

**Module I**

Unit 1: Introduction to Marketing, Definition, evolution of marketing concept – production concept, product concept selling concept, marketing concept, holistic marketing concept.

Unit 2: Introduction to relationship marketing, Concept of customer lifetime value, customer database marketing and CRM.

Unit 3: Marketing and society.

Unit 4 -Experiential economy and experiential marketing. What is marketed?

Unit 5: Core marketing concepts- needs wants desire, demand, concept of market, marketing environment- marketing mix

**Module II**

Unit 1: Introduction to marketing research, marketing research process,

Unit 2: Fundamentals of quantitative and qualitative research. Introduction to survey method, Interview, Focus Group. Types of qualitative research methods like TAT, Sentence completion tests.

Unit 3: Demand forecasting, Measures of market demand

Unit 4 : Consumer behavior- Influencing factors, Consumer- buying decision process

Unit 5 : Analyzing business markets – Difference between consumer markets and business markets.

**Module III**

Unit 1: Introduction to Products- Customer Value- Product classifications- levels of product

Unit 2: Introduction to service- key service characteristics, service marketing mix

Unit 3: Product lifecycle-marketing strategies in various PLC stages. Brand- what is a brand-role and scope of branding- brand elements-branding decisions

Unit 4: Pricing- How companies price-setting the price-estimating costs- adapting the price, geographical

pricing, price discounts, promotional pricing.

Unit 5: Marketing Channels – Role and functions of marketing channels, Channel functions, Channel levels, Managing channels.

#### **Module IV**

Unit 1: Integrated marketing communication- concept, communication process.

Unit 2: Marketing Communication mix – Advertising, Sales Promotion

Unit 3: Marketing Communication mix – Direct Marketing, Personal Selling

Unit 4: Introduction to digital marketing, social media – types, characteristics, traditional media vs digital media.

Unit 5: Social media marketing- marketing through Facebook, Twitter, Instagram. Search Engine Marketing basics- Fundamentals of Search Engine Optimization.

#### **Module V**

Unit 1: New product development process-challenges in new product development.

Unit 2: Designing sports products. Market testing and test marketing.

Unit 3: Managing sports products and brand-building,

Unit 4: Understanding sports distribution and media promotion mix for sports events. Understanding fans and consumption of sports.

Unit 5: Sports sector in India and around the world. Globalization of sports product.

#### **References**

- 1) Kotler, P., Armstrong, G. (2016). Principles of Marketing, Global Edition. Germany: Pearson Education Limited.
- 2) Sports Marketing: A Global Approach to Theory and Practice. (2020). (Sean Ennis.): Springer International Publishing.
- 3) Lyberger, M. R., Shank, M. D. (2014). Sports Marketing: A Strategic Perspective, 5th Edition. United Kingdom: Taylor & Francis.

## Core Course

### SM2CRT06 - Sports Governance and Policies

#### Learning Objectives:

- To learn about governing bodies in professional and amateur sport
- To understand the organizational structure of a variety of sport governing bodies
- To know the authority and functions of various sport governing bodies
- To understand the requirements for membership in sport governing bodies
- To learn the sanction and appeal processes utilized by sport governing bodies.

#### Learning Outcomes:

- Understand, identify and contextualise the principles of governance and how an organisation develops strategic goals as part of a robust system of governance that fits the particular circumstances of the applicable sport
- Identify the broad conceptual principles of governance and policy development and how those principles might be applied on an operational level
- Critically evaluate the mechanisms and benchmarks an organisation and its board can utilise as part of its organisational structure to ensure best practice
- Demonstrate a critical understanding of policy development, implementation and methods for monitoring and assessing policy effectiveness
- Identify the steps involved in policy development for sporting organisations including how the board of an organisation complies with its legal and regulatory obligations and ultimately ensures that it is acting in the best interests of the organisation members.

#### Module – I Introduction to Sports Governance

Unit 1 - Definition and importance of Sports Governance

Unit 2 - Organization of Governance: Organizational units and documentation in Sports Governance, Committees, constitutions, and bylaws, Internal and external influence on sports organizations.

Unit 3 - Managerial activities, Planning, Decision making, Routine and complex decisions.

Unit 4 - Policy development, Strategic management - Definition and importance, Policy: definition and importance, Developing policy.

Unit 5 - Ethics in Sports organizations: Definition and importance of ethics in Sports Governance, Ethical decision making, Corporate social responsibility.

#### Module – II Sports Governance Fundamentals

Unit 1 - Team structure: Elements, Issues, Inter organizational relationship.

Unit 2 - Team position, roles, and responsibilities, Non-profit boards, Roles of individual board members.

Unit 3 - Team selection - Role of Board, Right to govern, Voting systems, Board compositions.

Unit 4 - Team work - Board behaviour and culture, Teamwork guidelines, Board behaviour model, Board culture and meeting.

Unit 5 - Team leadership - Dual leadership challenges, Dual leadership, Power and influence in decision making, Board staff relations, Professionalism.

### **Module – III Sports and Community**

Unit 1 - Amateur sports: History of community and youth sports, Inactivity of youth, Youth sports coaches and policies.

Unit 2 - Campus recreation: Competitions within limited facilities, Event management, Recreation opportunities.

Unit 3 - Inter collegiate sports, Policies and Governance, Marketing and fund raising.

Unit 4 - Sports and discipline Violence in sports: Parental involvement, Gambling and medical issues.

Unit 5 - Media involvement in sports: Social media, Enforcement, Financial aid.

### **Module – IV Frameworks of Sports Governance**

Unit 1 - State and local sports

Unit 2 - Sports organizations in India: BCCI, SAI, AAFI etc.

Unit 3 - International Sports organizations, FIFA, IAF etc.

Unit 4 - Olympic and Para Olympic

Unit 5 - Professional Sports Leagues

### **Module – V The Future of Sports Governance**

Unit 1 - Managing governance change, Surviving change, Drivers of governance change, Manifestations of governance change.

Unit 2 - Industry segment issues, Scholastic sports, maintaining legitimacy, Knowledge development, Maintaining value of sports.

Unit 3 - Sports policies, Introduction- structures and values, Political and historical context, Comparing sports policies of different countries.

Unit 4 - Knowledge development: Monitoring sports achievements, Sports results and analysis.

Unit 5 - Sports for all: Development of sports for all policies, Policy implementation, Factors affecting sports for all.

### **REFERENCE**

1. Governance and policy in sports organizations Third Edition, Mary A. Hums, Joanne C MacLean
2. Sport policy A comparative analysis of stability and change -Nils Asle Bergsgard, Barrie Houlihan, Per Mangset, SveinIngve Nodland, Hilmer Rommetvedt
3. Sport policy and governance Local perspective, Dr. Neil King
4. Research Handbook on Sport Governance Edited by Mathieu Winand, Christos Anagnostopoulos



## SEMESTER – III

### Core course

### SM3CRT07 - Organisational Behaviour in Sports

#### Objectives of the Course:

The main objectives of the course are to:

- To help the students to develop cognizance of the importance of human behaviour
- To enable students to describe how people behave under different conditions and understand why people behave as they do
- To provide the students to analyse specific strategic human resources demands for future action
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

#### Learning Outcomes:

After completion of the course students will be able to:

- Demonstrate the applicability of the concept of organizational behaviour to understand the behaviour of people in the organization
- Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization
- Analyse the complexities associated with management of the group behaviour in the organization.
- Demonstrate how the organizational behaviour can integrate in understanding the motivation behind behaviour of people in the organization.

#### Module 1: Introduction to Organizational Behavior

UNIT 1: Importance of Organizational behavior, Meaning and Scope of OB

UNIT 2: Key Elements of Organizational Behavior

UNIT 3: Role of Managers in Organizational Behavior

UNIT 4: Approaches to Organizational Behavior

UNIT 5: Challenges and Opportunities for Organizational Behavior

#### Module 2: Organizational Culture and Structure

UNIT 1: Meaning, Nature and origin of Organization Culture, Functions and Elements of Organization Culture

UNIT 2: Types of Culture, Creating and Maintaining Organization Culture

UNIT 3: Organizational structure, Elements of Organization Structure

UNIT 4: Types of Organizational Structure, advantages and disadvantages of Organizational Structure

UNIT 5: Managing Cultural Diversity- issues and challenges

#### Module 3: Teams, Groups

UNIT 1: Meaning and Types of Groups, Stages of Group formation

UNIT 2: Group decision making techniques

UNIT 3: Difference between teams and groups

UNIT 4: Meaning and Importance of Teams, Types of Teams,

UNIT 5: Developing high performance Teams, Managing teams at work

**Module 4: Perception and Personality**

UNIT 1: Meaning of Perception, Factors Influencing Perception

UNIT 2: Perception process

UNIT 3: Personality – meaning, Determinants of Personality

UNIT 4: Types of Personality, Personality Traits Influencing OB

UNIT 5: Personality traits Theories - Big Five Model, The Myers Briggs Type Indicator

**Module 5: Leadership and Motivation**

UNIT 1: Leadership – Meaning, Characteristics of Leadership

UNIT 2: Qualities of a Good Leader, Leadership Styles

UNIT 3: Difference between Leader and Manager

UNIT 4: Motivational theories - Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, McGregor's Theory X & Theory Y.

UNIT 5: Motivation process

**Textbooks:**

- Stephen. P, R., 2013, *Organizational Behaviour*, Pearson Education India
- Stephan P. Robbins, Timothy A. Judge and Neharika Vohra, *Organisational Behaviour*, Pearson , 18th edition, 2018.
- Luthans, *Organizational Behaviour* , McGraw Hill, International

**Core course**  
**SM3CRT08 - Operations Management in Sports -I**

**Objectives of the Course:**

- To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
- To understand the relationship between operations and other business functions.
- To understand techniques of location and facility planning; line balancing; job designing; and capacity planning in operations management
- To understand the Materials Management function starting from Demand Management through Inventory Management.

**Learning Outcomes:**

After completion of the course students will be able to:

- Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.
- Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments
- Develop aggregate capacity plans and MPS in operation environments.
- Plan and implement suitable materials handling principles and practices in the operations.
- Plan and implement suitable quality control measures in Quality Circles to TQM.

**Module –I: Introduction to Operations Management**

UNIT-1: Definition of Operations Management: An Outline of Operations Strategy; Factors Affecting Operations Management

UNIT-2: Objectives of Operations Management; Functions and Scope of Operations Management: Planning, Organizing, Controlling, Manufacturing and Non-Manufacturing Operations

UNIT-3: Operations Strategy: Meaning of Operations Strategy- Hierarchy and Flow

UNIT-4: Current Global Business Conditions; Operations Strategy as a Competitive Weapon; Elements of Operations Strategy; Operations Strategy in Services

UNIT-5: Operations Technology: Importance of Operations Technology: Types of Operations Technology

**Module-II: Materials Management**

UNIT-1: Overview of Materials Management: Definition of Materials Management, Functions of Materials Management, Importance of Materials Management

UNIT-2: Concept of Purchase Management: The Objectives of Purchasing, The Functions of a Purchase Department

UNIT-3: Supply Chain Management: Definitions of Supply Chain Management (SCM):Evolution, Nature, Concept and Relevance of SCM, Functions and Contributions of Supply Chain Management, Objectives of SCM

UNIT-4: Value Chain: Supply Alliances, Purchasing, Logistics, Warehousing

UNIT-5: Information Technology in Supply Chain: E-Commerce, Electronic Data Interchange (EDI), Data Warehousing (DW), Radio Frequency Identification (RFID)

**Module –III: Logistics Management**

UNIT-1: Role of Logistics in Sports: Introduction, Objectives of logistics, Types of logistics

UNIT-2: Difference between Logistics and Supply Chain Management

UNIT-3: Inventory Management: Introduction, Objectives, Concept of Inventory, Types of Inventory

UNIT-4: Concept of Inventory Management, Importance of inventory management, Objectives of inventory management, Different Types of Inventory Costs

UNIT-5: Introduction to Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline

#### **Module-IV Introduction to Retailing**

UNIT-1: Concept of retailing, Functions of retailing, Terms & Definition

UNIT-2: Retail formats and types, Retailing channels, Retail value chain

UNIT-3: Understanding the Retail Consumer: Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making

UNIT-4: Retail Location Selection: Importance of Retail locations, Types of retail locations, Factors determining the location decision

UNIT-5: Retail Space Management and Marketing: Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays

#### **Module –V Retailing and Merchandising**

UNIT-1: Retail Pricing: Retail Pricing, Factors influencing retail prices, pricing strategies, controlling costs

UNIT-2: Emerging trends in retailing: Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector.

UNIT-3: Stock check, Negative inventory, Movement of inventory from warehouse to store

UNIT-4: Merchandise Management: Evolution of merchandising, Meaning of Merchandising, Factors influencing Merchandising

UNIT-5: Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analysing Merchandise performance

Books:

- Operations Management in Sports: Ingrid Griffiths, Sue Minten
- Operations Management: Managing Global Supply Chains, by Jeffrey Pinto and Ray R. Venkataraman

**Core course**  
**SM3CRT09 - Finance & Accounting for Sports**

**Learning Objectives:**

- Familiarize the students with the basic concept of Sports finance and operation of finance system in sports
- Familiarize the students with the basic accounting concept and its application in sports organizations
- Familiarize the students with the principles of financial analysis
- To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements
- Familiarize the students with the concept of costing, budgeting and management of profit

**Learning Outcome:**

- Learn fundamental aspects of sports finance and its application
- Students also learn the preparation of financial statement
- Understand the latest updates on financial knowledge and practice
- Able to demonstrate the financial management skills
- Acquire accounting, budgeting skills

**Module 1 – Introduction to sports finance**

Unit 1- Introduction to Sports Finance - Foundations of Sports Finance (Economics & Organizing the Sports Enterprise)

Unit 2 – Basic Financial Concepts - Financial systems and how they operate

Unit 3 – Business Structure

Unit 4 – Basic accounting concepts, journal, ledger

Unit 5 - Preparation of final accounts

**Module 2 – Principles of financial analysis**

Unit 1 - Principles of financial analysis - Financial Statements, Forecasts, and Planning - Time Value of Money - Approaches to Financial Planning

Unit 2 - Capital structuring: Types of funding – short term borrowing, long term borrowing, Common Stock, Preferred Stock, Corporate bonds; cost of issuing bonds.

Unit 3 - Short term financing management – review of current assets and current liabilities

Unit 4 - Cash management

Unit 5 - Credit management

**Module 3 –Basic concepts in Costing**

Unit 1 -Standard Costing: Meaning, Advantages, Limitations, Steps in setting up of standard costs

Unit 2 - Differences between Budgetary control and standard costing, Estimated cost

Unit 3 - Analysis of variances, Types of variances

Unit 4 - Marginal costing

Unit 5 - Cost volume profit analysis

## **Module 4 - Budgeting**

Unit 1 - Budgeting and Valuation in sports: What makes sports profitable? What makes sports valuable – market capitalization?

Unit 2 - Basics of budgeting

Unit 3 - Capital budgeting - Budgeting for a sports event

Unit 4 - Fixed cost, variable cost, Semi variable cost

Unit 5 - Break-even analysis, Break even chart

### **Suggested Readings:**

- Brown, M., Rascher, D., Nagel, M. & McEvoy, C. (2010). Financial Management in the Sport Industry, Holcomb Hathaway, Publishers, Inc.
- Sawyer, T.H., Hypes, M.G., & Hypes, J.A. (2004). Financing the Sport Enterprise. Champaign, IL: Sagamore Publishing.
- Sport Funding and Finance, By Bob Stewart- Routledge; 2 edition (July 31, 2014)
- International Sport Management, By Ming Li, Eric MacIntosh, Gonzalo Bravo; - Human Kinetics (1 Oct. 2011)

## Core course

### SM3CRT10 - Sports Marketing Strategy

#### Objectives of the Course:

The main objectives of the course are:

- To Understand and appreciate the concept of strategic sports marketing
- To adopt a systematic approach to examining the internal and external environment
- To understand the process involved in conceptualizing and developing a market plan
- To identify proper market goals and objectives
- To demonstrate the relationship between marketing tactics and marketing strategy
- To appreciate the process of implementing and controlling marketing plan

#### Learning Outcomes:

- After completion of the course students will be able to:
- Explain how marketing concepts related to the marketing mix (product, price, place and promotion) apply to sports-related settings
- Identify characteristics related to sports marketing promotion mix and recommend promotional strategies for the marketing of sports organizations
- Develop and present a proposal for the sponsorship of a sports-related sponsorship property (e.g., league, team, or athlete)

#### Syllabus Content

##### Module 1:

Unit 1: Overview of marketing strategy. Strategy- definition and scope, Environmental Analysis- PESTLE analysis,

Unit 2: Overview of sports industry. Environmental analysis of sports industry

Unit 3: Corporate Strategy, Business Strategy and marketing strategy

Unit 4: Strategy decision – Core competency, Growth-Share Matrix, BCG Matrix

Unit 5: Components of marketing plan, importance of marketing plan, introduction to relationship marketing.

##### Module 2:

Unit 1: Market segmentation – basics, importance of segmentation.

Unit 2: Bases of segmentation – Demographic, Geographic, Psychographic, Behavioral.

Unit 3: Segmentation process – analyzing marketing attractiveness.

Unit 4: mass marketing and segment marketing and niche marketing,

Unit 5: Segmentation for sports products- examples from various sports products.

##### Module 3

Unit 1: Targeting – What is targeting? How it is important? Effective segmentation criteria

Unit 2: Evaluating and selecting market segment – single segment, selective specialization, product and market specialization, full market coverage

Unit 3: Positioning – Basics of positioning, Positioning process

Unit 4: Differentiation, Differentiation strategies – Personnel, Channel, Image

Unit 5: Targeting, Positioning and Differentiation of sports products- examples from real world.

#### **Module 4**

Unit 1: Dealing with competition- analyzing competition- identifying competition

Unit 2: Competitor analysis – strengths and weakness analysis

Unit 3: Competitive Strategies for market leaders, market challengers, market followers

Unit 4: Introduction to retail marketing, basics of store retailing, merchandising.

Unit 5: Basics of e-commerce, multi-channel and Omni-channel marketing, marketing online games.

#### **Module 5**

Unit 1: Sports marketing strategy- fundamentals. Analyzing sports industry using models like PESTLE. Identifying market opportunity in sports industry.

Unit 2: Formulating and implementing sports marketing strategy

Unit 3: Managing Sports Events- Event Planning, Execution of events, facilities management, promoting events.

Unit 4: Managing sponsorships, setting sponsorship objectives, creating sponsorship budgets, implementing sponsorships

Unit 5: Implementing and controlling sports marketing process- coordination and monitoring.

#### References:

- Kotler, P., Armstrong, G. (2016). Principles of Marketing, Global Edition. Germany: Pearson Education Limited.
- Sports Marketing: A Global Approach to Theory and Practice. (2020). (Sean Ennis.): Springer International Publishing.
- Lyberger, M. R., Shank, M. D. (2014). Sports Marketing: A Strategic Perspective, 5th Edition. United Kingdom: Taylor & Francis.
- Marketing Strategy 5E. (2006). (Orville Walker, John Mullins, Harper W. Boyd, Jr.): McGraw-Hill Education (India) Pvt Limited.



## Core Course

### SM3CRT11 - Research Methodology

#### Learning Objectives:

- To familiarize participants with basic of research and the research process.
- To enable the participants in conducting research work and formulating research synopsis and report
- To familiarize participants with Statistical packages
- To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets to solve the research problem.
- To provide students with an introduction to research methods.

#### Learning Outcomes:

- After completion of the course students will be able to:
- Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling
- Have basic knowledge on qualitative research techniques
- Have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis
- Know to Summarize the various research literature
- Understand and apply the basics of statistics in research.
- Organize the samples and sampling techniques which is relevant to the study
- Apply the systematic methods in writing research thesis

#### Module - I

Unit 1 - Research Concepts in Sport Management, Research Defined.

Unit 2 – Research Models of Research- Evolutive and Evaluative, Identificatory and Impact studies, Projective and Predictive, Collative, Historical, Comparative.

Unit 3 - Ethical Issues in Research, Protection of Human Subjects, Ethical Principles and Guidelines, Institutional Review Board, Informed Consent, Scientific Dishonesty.

Unit 4 - The research process, Creation of Research Questions, Problem Selection, Literature Review, Development of a Conceptual Framework, Focusing of Research Questions.

Unit 5 - Identification of Variables, Independent and dependent variables.

#### Module – II

Unit 1 - Research Design- Types of Research Design.

Unit 2 - Sampling, Types of sampling, Determination of Sample Size.

Unit 3 - Reliability, Validity, Importance of Reliability and Validity.

Unit 4 - Data Collection and Analysis, Nonresponse Bias.

Unit 5 - Formulation of Hypothesis- Sources of Hypothesis, Characteristics of Hypothesis, Role of Hypothesis, Tests of Hypothesis.

### **Module III**

Unit 1 - Scales of Measurement.

Unit 2 - Need for and importance of Descriptive Statistics.

Unit 3 - Measures of central Tendency (Mean, Medium, Mode).

Unit 4 - Measures of dispersion (Range, Mean Deviation, Standard Deviation).

Unit 5 -Need for and importance of inferential statistics.

### **Module IV**

Unit 1 – Surveys - Interviews, Questionnaires, Internet Surveys, Questionnaire Development and Design, Types of Error.

Unit 2 – Interviews - Techniques, Interview Process, Data Analysis.

Unit 3 - Case Study Research - Applied Research Advantages, Defining Sport Management Case Study Research, Research Versus Teaching Case Studies, Design and Implementation, Research Preparation, Data Collection, Data Analysis, Case Study Report.

Unit 4 - Historical Research - Academic Perspective, Practical Applications, Research Prerequisites, Topic Selection, Source Material, Data Analysis, Historical Writing.

Unit 5 - Observation Research- Methodological Foundations, Observation Site, Observer Roles, Online Observation in Sport Management, Data Collection, Field Notes, Data Analysis.

### **Module – V**

Unit 1 - Emerging Methods and Trends in Sport Management Research, Social Network Analysis in Sport, Background and History of Social Network Analysis.

Unit 2 - Collecting Social Network Data, Analysing Social Network Data.

Unit 3 - Plagiarism and use of plagiarism detection software.

Unit 4 - Report Writing Steps, Components and Format of Research Reports.

Unit 5 - Guidelines for Writing Research Reports.

### **REFERENCE**

- Research Methods and Design in Sport Management 2nd Edition epub With Web Resource, Damon P.S. Andrew, Paul M. Pedersen , Chad D. McEvoy
- Research Methodology: Methods and Techniques by C. R. Kothari (Author)

## SEMESTER – IV

### Core course

#### SM4CRT12 - Technology in Sports and Emerging Trends

##### Learning Objectives:

- To enable students to learn the fundamental of sports technology.
- To familiarise the students with the latest technology involved in sports and games.
- To enable the students to understand the video capturing technique.
- To make the students to learn about the sports performance analysis software.
- To create a platform for the students to choose sports perform analysis as a career
- To understand the concept of entrepreneurship.

##### Learning Outcome:

- Show the ability to use relevant prerequisites to solve the task
- Interpret data sheets and technical manuals
- Use resource persons to acquire searched information
- Orally present a technical product and discuss the work
- Critically analysis of various business venture

##### Module – I

Unit 1 - Understanding Analytics. Sports Analytics Applications.

Unit 2 - Complex Data and the "Data Age" in sports.

Unit 3 - Introduction to Interactive Visualisation technology and applications in sports.

Unit 4 - Introduction to Simulation and Modelling technology and its application in sports.

Unit 5 - Introduction to Geospatial Data Analysis technology and its application in sports.

##### Module – II

Unit 1 - Introduction to Spatio-Temporal Analysis and application in sports.

Unit 2 - Machine Learning and Sport.

Unit 3 - Introduction to Genomics in Sports.

Unit 4 - Introduction to Social Network Analysis.

Unit 5 - Knowledge Discovery in Databases and Data Mining, Data Management and Infrastructure.

##### Module – III

Unit 1 - Introduction to Artificial Intelligence and Implications for Sport Officiating.

Unit 2 - Surface Classification, Function, Construction and Maintenance.

Unit 3 - Mechanical testing and characterisation of sports surfaces.

Unit 4 - Sports Surfaces - performance, biomechanics and Injury, Human-Shoe-Surface Interaction.

Unit 5 - Natural Turf Sports Surfaces, The Future of Sports Surfaces.

## **Module – IV**

Unit 1 - An Overview of the Sportswear Market, Fibres for Sportswear.

Unit 2 - Fabric Properties and Their Characteristics, Fabrics for Performance Clothing.

Unit 3 - Composite Fabrics for Functional Clothing, Smart Materials for Sportswear.

Unit 4 - Applications of Compression Sportswear, Impact-Resistant Materials and Their Potential, Seamless Knitting and Its Application.

Unit 5 - Garment Fit and Consumer Perception of Sportswear, Application of Pressure Sensors in Monitoring Pressure, Body Scanning and Its Influence in Garment Development.

## **Module V - Sports Entrepreneurship**

Unit 1 - Entrepreneur, characteristics of entrepreneur, Entrepreneurial development programmes, institutions for entrepreneurship development and future of entrepreneurship

Unit 2 - Business ideas, methods of generating ideas, and opportunity recognition, Meaning and significance of a business plan, components of a business plan, and feasibility study

Unit 3 - Financial Support to Entrepreneurs: Role of financial institutions, bank finance to Entrepreneurs, Choosing the legal form of new venture, protection of intellectual property

Unit 4 - Types of ownership securities, venture capital, types of debt securities, determining ideal debt-equity mix.

Unit 5 - Exit strategies for entrepreneurs, bankruptcy, and succession and harvesting strategy.

## **REFERENCES**

1. Sports Analytics- Analysis, Visualisation and Decision Making in Sports Performance  
By Ambikesh Jayal, Allistair McRobert, Giles Oatley, Peter O'Donoghue.
2. Materials and Technology for Sportswear and Performance Apparel, Edited By Steven George Hayes, Praburaj Venkatraman.
3. The Science and Engineering of Sport Surfaces, Edited By Sharon Dixon, Paul Fleming, Iain James, Matt Carré.
4. Entrepreneurship Development, By Sangeeta Sharma.

## Core Course

### SM4CRT13 - Data Analytics in Sports

#### Learning Objectives:

- To improve their overall problem solving and critical thinking ability
- To gain an understanding of basic statistical concepts and their applications in the sports world
- To obtain a broad survey of the methods used in sports data acquisition, processing, analysis, visualization and implementation
- To develop the ability to recognize, formulate, and analyze decision-making in sports
- To learn measuring and predicting player and team performance,

#### Learning Outcome:

- Improve their overall problem solving and critical thinking ability.
- Gain an understanding of basic statistical concepts and their applications in the sports world.
- Obtain a broad survey of the methods used in sports data acquisition, processing, analysis, visualization and implementation.

#### Module 1 – Introduction to Data

Unit 1 – Meaning, Nature of Data

Unit 2 – Data and Data Management, Data and Information

Unit 3 – Types of Data – Scale of measurement

Unit 4 – Descriptive, Prescriptive, and predictive analytics

Unit 5 – Big data in sports – Types available - Methods of storage and capture - Leading to analysis

#### Module 2 – Sports Analytics

Unit 1 – What is sports analytics – Goals of sports analytics

Unit 2 – Data Management system – Analytics models – Information systems

Unit 3 – Analytics in the organisation

Unit 4 – State of the field

Unit 5 – Organisational structures for analytical success

#### Module 3 – Basic Skills in Microsoft Excel

Unit 1 – Introduction to spreadsheets, reading data, manipulating data.

Unit 2 – Basic spreadsheet operations and functions

Unit 3 - Introduction to some more useful functions such as the IF, nested IF, VLOOKUP and HLOOKUP functions in Excel.

Unit 4 – Data filtering capabilities of Excel, the construction of Pivot Tables to organize data and introduction to charts in Excel.

Unit 5 –Constructing various Line, Bar and Pie charts. Using the Pivot chart features of Excel. Understanding and constructing Histograms and Scatterplots.

#### Module 4 – Predictive Analytics

Unit 1 – Measuring performance of players and team

Unit 2 – Regression – SLR, MLR

Unit 3 – Predicting outcomes of games, tournaments and seasons

Unit 4 - Using data to forecast accurately  
Unit 5- Ratings Sport Teams with Regression Analysis

**Module 5 - Prescriptive Analytics**

Unit 1 – Evaluating Athletes using data-driven methods  
Unit 2 - Evaluating the performance through profit and loss  
Unit 3 – Evaluating game-based metrics into financial assets parameters  
Unit 4 – Evaluating players as financial assets  
Unit 5 – Assessing transfer and trade values

Suggested Readings:

- Albert, Glickman Handbook of Statistical Methods and Analyses in Sports, , Et al., 2017, ISBN: 9781498737364 (HSMAS)
- Alamar, Sports Analytics: A Guide for Coaches, Managers, and Other Decision Makers, 2013, ISBN: 9780231162920 (SPAN)
- Thomas A Severini, Analytic methods in sports, 2014, CRC Press ISBN, 1482237016 (ISBN13: 9781482237016)

**Core Course**  
**SM4CRT14 – Scouting & Athlete Management**

**Learning Objectives:**

- To understand the process of athlete development
- To understand the age specific training models
- To understand the appropriate time for athlete specializations and competition training.
- To understand the principles of scouting in sports.
- To be able to distinguish the athletic ability of a talent.
- To understand the skills and techniques required for a sports agent.
- To be aware of career opportunities available for athletes and of specific existing initiatives
- To be able to read through an employment contract, and to identify the remedies available if they are breached or terminated

**Learning Outcome:**

- Aware of the opportunities for first time involvement in sports.
- Understand the process of active start to play.
- Evaluate the appropriate abilities of the athlete.
- Understand the process of scouting and talent management.
- Aware of the various aspects of contract negotiation and formulation.
- Understanding of the challenges faced by athletes throughout their careers
- Evaluate the ideal support and solutions offered to elite athletes by the sports organisations and stakeholders

**Module – 1 Introduction to Agents and the Collective Bargaining Agreements**

Unit 1 - Introduction to the Fiduciary Duties of Agents, The player agent- relationship.

Unit 2 - The Representation Agreement, League Commissioner, Commissioner's Authority.

Unit 3 - Representing Players, Recruiting Clients, Managing Clients.

Unit 4 - Reaching Free Agency, CBA Analysis, Sports Arbitrations.

Unit 5 - Breaking into the Industry and Growing an Agency.

**Module - II Early Stages of Professionalism and Selecting an Agency**

Unit 1 - Minor League & Role of Academies in player development.

Unit 2 - Picking Young Athlete & Managing young athletes in the early years, Long-Term Athlete Development Model, Key Factors in Long-Term Athlete Development.

Unit 3 - The Effect of Professional Sports on Youth Sports, Financial Planning for Athletes in the Early Stages.

Unit 4 - Sport Scouting, Developing relationships with coaches from high school, Amateur sports teams, University, Club, International Scouting, Talent identification.

Unit 5 - Pre-game scouting preparation, Methods of Team evaluation, Video scouting techniques and software, Analyse performance statistics of prospective athletes. Drafting a professional scouting report.

### **Module - III Representing the Peak Professional Athlete**

Unit 1 - Computing the Salary Cap, Signing Bonus Proration, Minimum Salary Benefit Contracts, Rookie Contracts & The Rookie Pool, Product Endorsement Agreements.

Unit 2 - Publicity Rights, Legal Evolution of Publicity Rights.

Unit 3 - Marketing an Athlete, Brand Management, Monetization of Publicity Rights.

Unit 4 - Representing Peak Professional Athletes, Financial Planning for Peak Professional Athletes.

Unit 5 - Rehabilitating an Athlete's Brand, Endorsements by Tarnished Athletes.

### **Module – IV Income Protection and Life After Retirement**

Unit 1 - Representing Mature Athletes, Preparing Client's for Retirement, Financial Planning for Mature and Retired Athletes.

Unit 2 - Players' Assumption of Risk, Career-Ending Injuries, Concussions in Sports Insurance and Risk Management of Athletes.

Unit 3 - Representing Individual Sport Athletes, Building a Brand On and Off the Field.

Unit 4 - Diversification Efforts for a Superstar Client, WTA Media Deal, The LPGA Media Rights Agreement.

Unit 5 - Representing Tennis & Badminton Players, Marketable Tennis Players.

### **Module – V Representing the Professional Football and Cricket Player**

Unit 1 - The Life of a Footballer & a Cricketer, The Life of a Scout, Agents in Cricket & Soccer.

Unit 2 - Process of a Transfer and Contract Negotiations.

Unit 3 - Operating a Football & Cricket Club.

Unit 4 - Agent Regulations, Financial Fair Play.

Unit 5 - Contract clauses in football, in particular release clauses, buyout clauses and sell-on clauses, and a brief glimpse into third-party ownership and how a transfer works.

### **REFERENCE**

- Long-Term Athlete Development, **by** Istvan Balyi Richard Way, Colin Higgs.
- How to be a Sports Agent, by: Mel Stein, Mark Levinstein.
- Representing the professional athlete, Peter Carfagna



## Core Course

### SM4CRT15 - Strategic Management of Sports Facilities

#### Learning Objectives:

- To understand and apply the principles of a tender process
- To understand and implement aspects of financial management to a sport facility
- To know how to optimize the internal processes of a sport facility
- To align resources, capabilities and skills of people who collaborate with the facility
- To apply quality control methods to the sport facility's service

#### Learning Outcomes:

- Define the basic concepts related to sport facility management.
- Evaluate establishment of sport facilities.
- Analyse marketing and sales processes.
- Evaluate event management in sport facilities.
- Evaluate risk management concept in sport facilities.
- Define the basic concepts of field and material information in sport facilities.
- 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.

#### Syllabus Content:

##### Module-I Introduction to Sport Facility Management

Unit -1: History and Future of Sport and Public Assembly Facilities, Facilities in Ancient Times, Facilities From the Middle Ages to the 1800s, Facility Management From Ancient to Modern Times.

Unit -2: Evolution of Professional and Collegiate Facilities, Facility Focus, The Future of Sport Facilities, Trends That Will Affect Future Facilities.

Unit-3: Facility Management, Introduction to Facility Management, The Facility Manager's Responsibilities, Managerial Functions

Unit-4: Management Basics, Communication, Computer-Aided Facility Management, Simple Managerial Strategies, Leadership, Outsourcing.

Unit-5: Human Resources, Employee Types, Union Labor, Hiring, Training, Other Labor Issues

##### Module –II Facility Development

Unit-1: Facility Planning, Fundamentals of Planning, Planning for Existing Facilities, Planning for Future Facilities.

Unit-2: Facility Site and Design, Site Location, Site Cost, Site Selection,

Unit-3: Facility Design, facility requisites, meeting standard specification & requirements.

Unit-4: Facility Construction, Construction Planning, Preconstruction Phase, Project Costs,

Unit -5: Understanding sport specific surfaces and materials, Completion and Analysis

##### Module –III Managing Specific Facilities

Unit-1: Stadium Management, Stadium Operations, Operational Concerns

Unit-2: Arena Management, Arena Operations

Unit-3: Fitness and Recreation Center Management, Fitness and Recreation Center Operations

Unit-4: Parks and Sportsplex Management, Facility Operations

Unit-5 Multiuse High School & College Facility Management, Multiuse High School Facilities Operations

#### **Module –IV Facility Administration**

Unit-1: Marketing and Sales, Marketing Concepts, The Marketing Process, Facility Marketing, Sales.

Unit-2: Finance and Budgeting, Financial Concepts, Revenue and Expenses,

Unit-3: Financial Analysis, Budgeting, New Facility Financing, Selling a Facility.

Unit-4: Legal Responsibilities, Basic Law, Tort Law, Risk Management and Insurance, Contracts, Property Law, Constitutional Law,

Unit-5: Merchandising, Housekeeping and Maintenance

#### **Module –V Event and Activity Management**

Unit-1 Developing and Implementing a Security Plan, First Aid and Disaster preparedness

Unit-2: Crowd Management, Other Safety Concerns, Crisis Management.

Unit-3: Facility Preparation for an Event, Revisiting Planning, Attracting Events, Event Preparation.

Unit-4: Midevent Analysis, Unexpected Midevent Concerns and Their Impact, Postevent Facility Management, Postevent Analysis, Postevent Surveys,

Unit-5: Post event Logistics, Operational Analysis, Post event Reporting and Documentation

#### **Book:**

Managing Sport Facilities 4th Edition with Web Study Guide, **Author:** Gil B. Fried, Matthew Kastel

## Core Course

### SM4CRT16 - Operation Management in Sports - II

#### Learning Objectives:

- To develop an understanding of how the stores are managed on the basis of customer service, ownership, operational structure, pricing policy and retail value.
- To understand the techniques of checklist and housekeeping
- To understand techniques customer care, store security and cash management
- To understand the characteristics of entrepreneur, entrepreneurship and environment policies governing entrepreneurs
- To get an idea of how quality of product can be managed for the development of the institution
- To get an idea of how projects are analyzed and developed

#### Learning Outcomes:

- After completion of the course students will be able to:
- Define the basic concepts related to store management and its operation
- Develop the idea of keeping checklist, housekeeping, cash management and store security
- Able to develop entrepreneurship in sports products
- Able to Plan and implement suitable quality control measures in Quality Circles to TQM.
- Understand the basic of store auditing
- Understand the idea of project planning and project management

#### Module-I: Store Management

UNIT-1: Introduction to store: Introduction, Objectives, Types of Stores, On the basis of ownership, On the basis of operational structure, On the basis of customer service, On the basis of merchandise mix, On the basis of pricing policy, On the basis of location, Retail Store Operations, Approaches to Improve Store Operations.

UNIT-2 Opening and Closing a Store, Checklist for Store Opening and Closing. Store location, Design and Layout: Introduction, Objectives, Retail Store Location, Retail Store Design, Exterior store design, Interior store design, Retail Store Layout.

UNIT-3: Distribution Centres in Retail: Introduction, Objectives, Concept of Distribution Centre, Activities of Distribution Centres, Target System, Retail Distribution Centre Operations, Duties of Distribution Centre Head, Security Tag Handling.

Unit 4: Store Administration: Introduction, Objectives, Responsibilities of Store Administrator, Role of Housekeeping Staff in a Store, Guidelines for Housekeeping, Checklist for Maintenance, Sale of Scrap, Licence Renewal.

Unit 5: Employees in Retail Stores: Introduction, Objectives, Employees and Shift Timings, Employee Entry and Attendance Recording System, Scheduling Breaks, Entry Recording System for Outsiders, Grooming Standards for Store Employees, Store Disciplinary Policy for Employees, Morning Briefing for Sales Employees.

## **Module –II: Customers care and Store Security**

UNIT 1: Customers in Stores: Introduction, Objectives, Concept of Customer Role of customers and customer touch points, Customer buying behavior, Entry Process for Customers in a Retail Store, Baggage Counter, Buying Method and Job Responsibility.

UNIT-2: Cash management and customer checkout, Gift vouchers, Return policy and procedure, Garments alteration, Maintenance of alteration counters, Customer Complaints and Suggestions, Managing Free Gifts

UNIT-3: Store Security: Introduction, Objectives, Security Process in Different Situations, Handling Legal Aspects, Handling Counterfeit Currencies, Handling Tag Beep.

UNIT-4: Pilferage and Shoplifting: Introduction, Objectives, Pilferage Handling, Concept of Shoplifting, Methods of Shoplifting, Anti-Shoplifting Techniques, Other measures to prevent shoplifting, Points to be considered while displaying merchandise.

UNIT-5: Store Audit: Introduction, Objectives, Concept of Store Audit, Importance of Store Audit, Parameters for Store Audit, Storefront appearance, In-store presentation, Customer service, Storage, Housekeeping

## **Module-III: Project Management**

UNIT-1: Definition of Project and Project Management: Characteristics of a Project, Life Cycle of a Project,

UNIT-2: concept of project and classification of project, Types of Projects, Scope of Project Management, Project Planning Process

UNIT-3: identification and project formulation, project report, project design, project appraisal, profitability appraisal, project planning, budget and planning process,

UNIT-4: Programme Evaluation Research Task (PERT) and Critical Path Method (CPM) Principles of Network Construction, Time Aspect of Projects,

UNIT-5: Crashing of a Project, Limitations of CPM and PERT

## **MODILE-IV: Introduction to Quality**

UNIT-1: Quality Planning and Improvement Tools, Specification and Control Limits

UNIT-2: Dimensions of Quality, Quality Control, Quality Assurance

UNIT-3: Total Quality Management (TQM): Principles of TQM, Deming's 14 Points; Six Sigma: Six Sigma Themes.

UNIT-4: Strategic Planning and Implementation, McKinsey 7s Model, Competitive Analysis, Management Commitment to Quality.

UNIT-5: Quality Management Systems: Quality Management System, Quality Management Principles, ISO 9001 Structure, Quality Audits, ISO Registration, Requirements, Benefits of ISO registration, Examples of ISO Standard Application.

### **Books:**

- Operations Management in Sports: Ingrid Griffiths, Sue Minten
- Operations Management: Managing Global Supply Chains, by Jeffrey Pinto and Ray R. Venkataraman
- Total Quality Management: Key Concepts and Case Studies, by D.R. Kiran

Core Course

**SM4OJP01 - Summer Training Report -OJT**

Summer Training report- Students shall be required to undergo four to six weeks of practical training during the summer break after the end of fourth semester in any sports related organization (Academies/Clubs/Retail outlets/Professional teams/Events) duly approved by the head of the Institution / Department. They shall be required to submit a comprehensive training report before the beginning of V semester respectively. The report will have internal evaluation only.

**SEMESTER – V**  
**Core Course**  
**SM5CRT17 - Business Communication in Sports**

**Learning Objectives**

The objectives of this course are:

1. To provide an overview of Prerequisites to Business Communication.
2. To put in use the basic mechanics of Grammar.
3. To provide an outline to effective Organizational Communication.
4. To underline the nuances of Business communication.
5. To impart the correct practices of the strategies of Effective Business writing.

**Course Outcomes**

On completion of this course, the students will be able to

1. To participate in an online learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.
2. To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.
3. To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
4. To draft effective business correspondence with brevity and clarity.
5. To stimulate their Critical thinking by designing and developing clean and lucid writing skills.
6. To demonstrate his verbal and non-verbal communication ability through presentations.

**Module – I**

Unit 1 - Basic Principles of Communication: Introduction, Understanding Communication, the Communication Process,

Unit 2 - Barriers to Communication, the Importance of Communication in the Workplace.

Unit 3 - Types and Channels of Communication: Introduction, Types of Communication, Classification of Communication Channels.

Unit 4 - The Nature of Business Communication: Introduction, Types of Business Communication, Communication Network in Organizations.

Unit 5 - The Importance of Listening in the Workplace: Introduction, What is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context.

**Module - II**

Unit 1- Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business Writing.

Unit 2 - Developing Oral Business Communication Skills: Introduction, Advantages of Oral Communication, Oral Business Presentations.

Unit 3 - Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading.

Unit 4 - Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings.

Unit 5 - Internal Business Communication: Writing Memos, Circulars and Notices: Introduction, Memo, Circulars and Notices.

### **Module - III**

Unit 1 - Internal Business Communication – Electronic Media and Shareholder Communication: Introduction, what is an Intranet? Communicating through Email, Communication with Shareholders.

Unit 2 - External Business Communication – Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters.

Unit 3 - Other Forms of External Business Communication: Introduction, Communication with Media through News Releases, Communication about the Organization through Advertising.

Unit 4 - Internal and External Business -Communication – Writing Business Reports: Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation.

Unit 5 - Employment Communication – Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment.

### **Module - IV**

Unit 1 - Employment Communication – Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews.

Unit 2 - Drafting the Employment Notice, Job Application Letter.

Unit 3 - Curriculum Vitae/ Resumes.

Unit 4 - An offer of employment; Job Description; Letter of Acceptance.

Unit 5 - Letter of Resignation and Promotion, Testimonials and References.

### **Module - V**

Unit 1 - Business and Social Etiquette Professional conduct in a business setting:

Unit 2 - Workplace hierarchy.

Unit 3 - The proper way to make introductions.

Unit 4 - Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire.

Unit 5 - Telephone Etiquette; Table etiquette.

### **REFERENCE**

Business Communication by K.K. Sinha

**Core Course**  
**SM5CRT18 – Sports Event Management**

**Learning Objective:**

- To understand the crucial role of the venue management team in the coordination of the different functions.
- To understand the various dynamics of logistics, safety and security, as well as the importance of engaging local authorities.
- To be able to describe the processes involved in bidding, designing, planning and operating an event while setting up a framework for success and efficiency
- To be able to reduce risks and increase revenue in ticketing and hospitality through innovative pricing and revenue plans
- To gain a better understanding of the management of volunteers and the importance of creating long lasting relationships with volunteers
- To be aware of the importance of knowledge management in events to ensure organisational sustainability and continual improvement of the quality of an event
- To be able to apply the basics of event management and organisation in the field of sport.

**Learning Outcome:**

- Demonstrate an understanding of the process of organising major sports events;
- Develop the skills for effective bidding for events.
- Demonstrate a thorough understanding of the logistical details relevant to organising major sports events.
- Understand the various possibilities of generating sponsorship for the event.
- Develop and implement a risk management plan; and
- Effectively evaluate a major sports event.
- Understand every details of event day checklist implementation.

**Module – I Event Conceptualization**

UNIT-1: Understanding the Sports Event Industry, types of sports events, skill knowledge & traits for success

UNIT-2: Event Conceptualization – Event planning, leadership & decision making, brainstorming in event management, purpose of event, choosing the type of event.

UNIT-3: SWOT Analysis

UNIT-4: Developing mission, setting goals & objectives, planning logistics, planning for uniqueness

UNIT-5: Planning for promotional & ancillary components, developing operational timeline, planning for contingencies.

**Module-II Event Bidding, staffing & Budgeting**

UNIT-1: Bidding process, feasibility studies, bid documents, sports commission, and player auction.



UNIT-2: Event staffing – organisation chart, identifying necessary staff, outsourcing staff, managing and motivating staff,

UNIT-3: personnel management style and effective leadership, meeting management, volunteering, team building

UNIT-4: Event budgeting- stages of budgeting, budget components, types of budgets, types of resources.

UNIT-5: Types of agreements, types of expenses, controlling costs, using spreadsheets, cash flow & cash management.

### **Module –III Contracts, risk management**

UNIT-1: contract considerations, types of contracts, tips for negotiating contracts

UNIT-2: Risk management process, risk management planning, threats to events

UNIT-3: Crowd control, crowd management plans, negligence.

UNIT-4 Disaster preparedness and mitigation strategies

UNIT-5 Understanding First Aid principles, basic first aid techniques- checking ABC, CPR, moving injured, common injury management, training volunteers for first aid.

### **Module –IV Event Services and logistics**

UNIT-1: Event timeline, event registration, tickets sales,

UNIT-2: food and beverage operations, waste management services,

UNIT-3: custodial services, transportation services,

UNIT-4: lighting, Vendor relationship,

UNIT-5: customer service, award ceremonies

### **Module –V Event day management**

UNIT-1: Event flows, alternative plans, communications

UNIT-2: Managing staff, managing spectators, managing participants

UNIT-3: Managing sponsors, easily missed details

UNIT-4: post event promotions, post event media coverage, sponsorship follow ups,

UNIT-5: post event debriefing, event evaluation, evaluation outcome, measuring economic impact.

### **BOOKS**

**Managing Sport Events**, By T. Christopher Greenwell, Leigh Ann Danzey-Bussell, David Shonk

**Core Course**  
**SM5CRT19 - Sports Law**

**Learning Objectives:**

- To train students to read and understand the types of contract commonly used in the field of sport management.
- To further student understanding of the role of contracts in sport management
- To further student understanding of the principles of contract formation and enforcement
- To train students about the legal duties of agents as fiduciaries
- To further student understanding of the types of tort liability and defences to tort liability that may arise in the sport management field
- To provide a comprehensive overview of how the laws of contracts, torts and agency affect sports management.
- To provide an understanding of the scope of liability and the basic principles of legal risk management.

**Learning Outcomes:**

- Evaluate identified personal core values and differentiate between ethics and law whilst considering cultural differences and universal ethics
- Restate and employ basic contractual principles in the sport context
- Explain ownership structures and concepts of intellectual property
- Assess risks and mitigation strategies to reduce threats to sports integrity.
- Report identified risks that impacts sport organisations and participants
- Examine human rights, diversity, and inclusion issues in sport from a legal, sport, and business perspective.
- Recognise and explain the key legal and ethical principles and ideas which underpin and influence the regulation of sport and how they manifest in practice.
- Evaluate the role that the law plays in protecting the rights of athletes and holding sporting bodies to account.

**Module - I**

Unit 1 - The court and legal systems in India, Constitution and Sports in India.

Unit 2 - Challenging Sports Decisions, Impact of Non-Profit Laws on Sports in India.

Unit 3 - Current Issues within Sports Law in India, Public Interest Litigation and Sports in India.

Unit 4 - Privacy Issues and Sports in India, Image Rights and Sports in India.

Unit 5 - Broadcasting of Sports in India, Commercialisation of Sports and Indian Franchise Leagues, Way Forward for Sports in India.

**Module - II**

Unit 1 - Contract Laws- application of contract laws in sports.

Unit 2 - The standard player contract.

Unit 3 - Bonus and addendum clauses to contract.

Unit 4 - Guaranteed contract, Negotiation of standard contract.

Unit 5 - Endorsement contract, Coaches contract.

### **Module - III**

Unit 1 - Tort and Risk Management- Application of Tort Law to Sports, Negligence.

Unit 2 - Defamation, right to privacy & publicity rights.

Unit 3 - Premises liability, spectator injuries, participant vs participant liability.

Unit 4 - Medical malpractice, liability of coaches, liability of officials and referees.

Unit 5 - Tort defences, workers compensation.

### **Module - IV**

Unit 1 - Discrimination – Racial discrimination.

Unit 2 - Sex discrimination, religious discrimination, Sexual harassment.

Unit 3 - Age discrimination and discrimination against people with disability.

Unit 4 - International sports and jurisdiction.

Unit 5 - Court of Arbitration in Sports (CAS), Representative cases.

### **Module - V**

Unit 1 - Intellectual property right – Trademarks.

Unit 2 – Copyrights.

Unit 3 - Trade secrets.

Unit 4 – Patents.

Unit 5 - Licensing and sponsorship.

### **REFERENCES**

1. Sports Law in India- Policy, Regulation and Commercialisation, **Edited by:** Lovely Dasgupta, Shameek Sen - Assistant Professor (Law), W.B. National University of Juridical Sciences, Kolkata.
2. Sports Law by Patrick K Thornton, Johns and Bartlett publisher.

## Core Course

### SM5CRT20 - Sports Public Relation

#### Learning Objective

- An overview of the organizations involved in the sport communication field
- Understanding the fundamental principles regarding to public relations and media management
- Development of effective crisis communication strategies
- Understanding a combination of public relations, marketing, and promoting the sport industry
- To be familiar with the roles of each stakeholder involved in the marketing, sales, production, and distribution of media rights and content
- To gain some practical media rights negotiation experience

#### Learning Outcome by the end of this course, students will:

- Establish introductory knowledge of the business of sport, media and public relation
- Be able to understand distinguish differences in various sport events with respect to media coverage
- be able to understand the importance and effective crisis communication strategies
- Identify, analyze, and discuss ethical issues faced in sport media
- Develop a clear understanding of the day-to-day responsibilities of sports public relations professionals.
- Gain exposure to professionals in the field.
- Illustrate the structure of PR and event agencies

#### Module - I

Unit 1 - Introducing Sport Public Relations, Definition of Sport Public Relations.

Unit 2 - Evolution of Sport Public Relations, Sport Public Relations in Practice, Public Relations Value.

Unit 3 - Integrating Public Relations with Strategic Management, Public Relations as a Strategic.

Unit 4 - Management Driver, Organizational Stakeholders and Publics.

Unit 5 - Stakeholder Communication, Reputation Management.

#### Module - II

Unit 1 - Engaging Key Publics via social media, Social Media Use in Public Relations.

Unit 2 - Social Networking Sites.

Unit 3 - Strategic Considerations for Social Media Use, Careers in Social Media Management.

Unit 4 - Engaging Key Publics via Other Forms of Digital Media, Digital Media Use in Sport Public Relations.

Unit 5 - Website Development, Websites for Specific Stakeholders, Blogs, Podcasts, New Media Limitations and Problems.

#### Module - III

Unit 1 - Engaging Key Publics via Legacy Media, Media Guides.

Unit 2 - Print Organizational Media.

Unit 3 - Electronic Media.

Unit 4 - Corporate Communications.

Unit 5 - Basics of sports broadcasting rights, Sports Leagues and their broadcasting rights, benefits to the broadcaster.

#### **Module - IV**

Unit 1 - Managing the Sport Organization–Media Relationship.

Unit 2 - Definition of Mass Media, Mass Media and Sport History, Today's MediaSport Environment, Serving Media at Organizational Events.

Unit 3 - Reporting Statistics, Reporting Play-By-Play Information.

Unit 4 - Employing News Media Tactics, Media Policy Development.

Unit 5 - News Releases, Media Pitches, Interviews, Media Tours, News Conferences, Media Days.

#### **Module - V**

Unit 1 - Communicating in Times of Crisis, Nature of Crises and the Need to Plan for them  
Preparing for a Crisis, Managing a Crisis, Assessing a Crisis Response.

Unit 2 - Cultivating Positive Relationships in the Community, Uniqueness of Sport Corporate Social Responsibility, Evolution of Sport Social Responsibility.

Unit 3 - Strategic Sport Social Responsibility, Communication of Corporate Social Responsibility.

Unit 4 - Advanced Communications with External and Internal Publics, Customer and Member Relationships, Sponsor Relationships, Donor Relationships.

Unit 5 - Government Relationships, Employee Relationships, Investor Relationships.

#### **REFERENCE**

Sport Public Relations 3rd Edition by G. Clayton Stoldt Stephen W. Dittmore Mike Ross Scott E. Branvo

**Core Course**  
**SM5CRT21 - Environmental Studies & Human Rights in Sports**

**Module I**

- Unit 1 - Multidisciplinary nature of environmental studies. Definition, scope and importance Need for public awareness.
- Unit 2 - Natural Resources: Renewable and non-renewable resources: Natural resources and associated problems. a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people. b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
- Unit 3 c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies. d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- Unit 4 e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, Case studies. f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. Role of individual in conservation of natural resources. Equitable use of resources for sustainable life styles.
- Unit 5 - Ecosystems -Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids. Introduction, types, characteristic features, structure and function of the given ecosystem: -Forest ecosystem .

**Module - II**

- Unit 1** - Biodiversity and its conservation - Introduction Bio geographical classification of India , Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.
- Unit 2** - India as a mega-diversity nation, Hot-spots of biodiversity, Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, Endangered and endemic species of India.
- Unit 3** - Environmental Pollution Definition Causes, effects and control measures of: -
- a) Air pollution
  - b) Water pollution
  - c) Soil pollution
  - d) Marine pollution
  - e) Noise pollution
  - f) Thermal pollution
  - g) Nuclear hazards.
- Solid waste Management: Causes, effects and control measures of urban and industrial wastes. Role of an individual in prevention of pollution, Pollution case studies, Disaster management: floods, earthquake, cyclone and landslides.
- Unit 4** - Social Issues and the Environment, Urban problems related to energy, Water conservation, rainwater harvesting, watershed management, Resettlement and rehabilitation of people: its problems and concerns, Case studies.
- Unit 5** - Environmental ethics: Issues and possible solutions, Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, Case studies. Consumerism and waste products. Environment Protection Act. Air (Prevention and Control of Pollution) Act.

Water (Prevention and control of Pollution) Act. Wildlife Protection Act, Forest Conservation Act, Issues involved in enforcement of environmental legislation.

### **Module - III**

Unit 1 - Causes of conflict between sports and environment.

Unit 2 - Achieving sustainable development of sport.

Unit 3 - Criteria for sustainable development of sports.

Unit 4 - Areas of action – sports activities in nature and countryside. Exploring environment through sports.

Unit 5 - Sports and physical activity in built up area, Sports facilities, Sports and mobility, Sports equipment and environment.

### **Module - IV**

Unit 1 - Introduction to Sport and the natural environment, Teaching Sport Management and the Natural Environment.

Unit 2- Management and Leadership Related to Sport and the Environment, How do Environmental Policies fit within Larger Strategic Planning Processes?

Unit 3 - Corporate Social Responsibility and the Environment in the Sport Industry, Sustainability and Sport Sponsorships.

Unit 4 - The Financial Drivers for Embedding Sustainability into a Sports Organization.

Unit 5 - Facility and event management, Preparing Environmentally Friendly Events, Building Sport's Green Houses.

### **Module - V**

Unit 1 - Human Rights An Introduction to Human Rights, Meaning, concept and development – History of Human Rights-Different Generations of Human Rights.

Unit 2 - Universality of Human Rights- Basic International Human Rights Documents - UDHR, ICCPR, ICESCR. -Value dimensions of Human Rights.

Unit 3 - Human Rights and United Nations Human Rights co-ordination within UN system- Role of UN secretariat- The Economic and Social Council- The Commission Human Rights-The Security Council and Human rights.

Unit 4 - The Committee on the Elimination of Racial Discrimination- The Committee on the Elimination of Discrimination Against Women- the Committee on Economic, Social and Cultural Rights- The Human Rights Committee- Critical Appraisal of UN Human Rights Regime.

Unit 5 - Human Rights National Perspective Human Rights in Indian Constitution – Fundamental Rights- The Constitutional Context of Human Rights-directive Principles of State Policy and Human Rights- Human Rights of Women-children –minorities- Prisoners- Science Technology and Human Rights- National Human Rights Commission- State Human Rights Commission- Human Rights Awareness in Education.

### **REFERENCE**

1.BharuchaErach, Text Book of Environmental Studies for undergraduate Courses. University Press, IInd Edition 2013 (TB).

2. Clark.R.S., Marine Pollution, Clarendon Press Oxford (Ref).
3. Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001 Environmental Encyclopedia, Jaico Publ. House. Mumbai. 1196p .(Ref).
4. DeA.K. Environmental Chemistry, Wiley Eastern Ltd.(Ref).
5. Down to Earth, Centre for Science and Environment (Ref).
6. Heywood, V.H & Watson, R.T. 1995. Global Biodiversity Assessment, Cambridge University Press 1140pb (Ref).
7. Jadhav.H&Bhosale.V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284p (Ref).
8. Mearns, M.L & Schock.R.M. 1996 Environmental Science Systems & Solutions. Web enhanced edition 639p (Ref)
9. Miller T.G. Jr., Environmental Science, Wadsworth Publishing Co. (TB)
10. Odum.E.P 1971. Fundamentals of Ecology. W.B. Saunders Co. USA 574p (Ref)
11. Rao.M.N&Datta.A.K. 1987 Waste Water treatment Oxford & IBII Publication Co.Pvt.Ltd.345p (Ref)
12. Rajagopalan. R, Environmental Studies from crisis and cure, Oxford University Press, Published: 2016 (TB)
13. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut (Ref)
14. Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science (Ref) 41
15. Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (Ref)
16. Basic documents in human rights – Ian Brookie
17. Universal human rights in theory and practise – Jack Bonely.
18. Future of human rights – UpendraBaxi
19. Understanding Human rights an overview – O P Dhiman
20. Reforming human rights – D P Khanna
21. Human rights in Indian Historical, social and political perspective – Chiranjiv J Nirmal
22. Human rights in post-colonial India- Om Prakash Diwedi and V G Julie Rajan.
23. Sport Management and The Natural Environment, Theory and practice, Edited By Jonathan M. Casper, Michael E. Pfahl.



### **Open Course\***

Students will have the option to select one course based upon their choice offered by other departments of the College.

**SEMESTER – VI**  
**Core Course - Project**  
**SM6PRP01 - Summer Internship Project**

During VI Semester each student shall undertake a Summer Internship Project (SIP) for a minimum of 10 weeks. SIP shall have 5 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the head of the department about the topic and organization before commencing the SIP. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector/Private sector. SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved daily. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report. Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report. The SIP report must reflect 10 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate.
2. Certificate by the Company.
3. Formal feedback from the company guide.
4. Executive Summary.
5. Organization profile.
6. Outline of the problem/task undertaken.
7. Research methodology & data analysis (in case of research projects only).
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project.
10. Contribution to the host organization.
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.).

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Head of the Department. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work. The students shall submit a spiral bound copy of the SIP report by end of the semester. The College shall conduct an internal viva-voce for evaluation of the SIP for 20 marks. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any. After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Department Certificate to the student. The student shall submit TWO hard copies & one soft copy (CD) of the project report. One hard copy of the SIP report is to be returned to the student by the Department after the External Viva-Voce. There shall be an external viva-voce for the SIP for 80 marks. The external viva-voce shall be conducted after the practical exam of Semester VI. The Internal & the External viva-voce shall evaluate the SIP based on:

1. Adequacy of work undertaken by the student.
2. Application of concepts learned in Sem I, II, III, IV and V.
3. Understanding of the organization and business environment.
4. Analytical capabilities.
5. Technical Writing & Documentation Skills.
6. Outcome of the project – sense of purpose.
7. Utility of the project to the organization.
8. Variety and relevance of learning experience.

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

**Core Course practical**  
**SM6CRP01 - Enrichment Courses**

The Enrichment Courses shall be of 3 credits. In essence, the aim of the course is to simulate real time practical experience where students play the role of executives and managers who have to make decisions under time pressure.

**Module - I**

The process of conceptualization of an event.

**Module - II**

Bidding for an event.

**Module - III**

Designing an event.

**Module - IV**

Enlisting and developing job roles.

**Module - V**

Conduct of an event and preparation for exigencies.

The learners have to gain practical experience of conducting a Clinic / Fest / Competitions – Involves experiential learning through organizing an sports related event / campaign. The faculty shall approve the event proposal designed by the learner after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the event. The event has to be carried out in the campus. The learners shall document and submit details such as program chart, event description, event planning details, budget, job roles, marketing strategies, observation sheets, photographs, testimonials from the organizations / persons interacted with, permission letters, acceptance letters, field work sampling plans, etc.

A well-documented and comprehensive spiral bound report with appropriate referencing, is essential for the enrichment courses. Relevant Audio, Video Material, should be included as a part of the report. The Evaluation for the Enrichment Courses shall be as follows –

- a) Proposal and Scope of Work.
- b) Conduct & Report.
- c) Presentation.
- d) Viva Voce.

**REFERENCE**

1. Managing Sport Events, By T. Christopher Greenwell, Leigh Ann Danzey-Bussell, David Shonk.

**Core Course (Practical)**  
**SM6CRP02 - Brand Management**

**Module - I**

Approaches of branding: Concept of Brand, Types of Brand.

**Module - II**

Brand Awareness, Brand Evaluation, Brand Image, Role of Brand Ambassadors.

**Module - III**

Brand Identity, Launching New Brands.

**Module - IV**

Developing and Managing Brands, Sustaining a Brand.

**Module - V**

Handling Name Changes and Brand Transfers, Brand Extension and Strategies, Globalizing Brands.

**REFERENCE**

1. Kevin Lane Keller, *Strategic Brand Management*, Pearson Education, India.

**Core Course (Practical)**  
**SM6CRP03 - Scouting Report Preparation**

**Learning Objectives:**

- To understand and evaluate the appropriate abilities of the athlete.
- Develop the various aspects of contract negotiation and formulation.

**Module - I**

Define the Profile of the desired player.

**Module - II**

Defining search parameters, Review available information.

**Module - III**

Detailing into the Player's Profile, Collecting the data.

**Module - IV**

Collecting & processing the Data, View and Work with Information, Complete the Player Profile with Own Analysis.

**Module - V**

Presentation of Report.

**REFERENCE**

1. Representing the professional athlete, Peter Carfagna.

**Core Course (Practical)**  
**SM6CRP04 - Sports Entrepreneurship**

**Module - I**

Entrepreneurship: Meaning and Importance, Factors influencing entrepreneurship.

**Module - II**

Creativity and entrepreneurship, Skills of an entrepreneur, Decision making and Problem Solving.

**Module - III**

Identifying the Business opportunity, Project identification and selection.

**Module - IV**

Promotion of a venture, Approaching financing institutions for loans.

**Module - V**

Formulating a business plan.

**REFERENCE**

1. Entrepreneurship Development, Dorden and Natarajan, Himalaya Publishing House, Mumbai.

### **Core Course**

(Choice Based- the students will have the choice to select either of the course offered)

#### **SM6CBP05 - Contract Drafting Technique (Choice Based)**

##### **Module - I**

Process of Contract Drafting; Elements of Effective Contracts: Fundamental Policies and Values of Contract Law, Sources of Contract Law, General Writing Principles Applicable to Contract Drafting, Using Defined Terms.

##### **Module - II**

Contract Principles: Basic Attributes of the Contractual Relationship Section, Overview of Contract Standard Provisions, Promises and Conditions, Warranties.

##### **Module - III**

Establishing Agreement, Rights and Obligations, Remedies- Establishing an Agreement: Offer, Acceptance and Consideration, Remedies.

##### **Module - IV**

Planning ahead for Problems; Contract Interpretation: Termination Provisions, Impracticality of Performance and Frustration of Purpose, Risk Allocation in Contracts, Clauses that Address the Possibility of Future Litigation.

##### **Module - V**

Other Important Clauses; Assembling Contracts: Understanding General Clauses, Assignments, Contract Interpretation Issues.

#### **REFERENCE**

1. Representing the professional athlete, Peter Carfagna.

#### **SM6CBP06 - Contract Negotiation Skills (Choice Based)**

##### **Module - I**

Figure out your position and interests. Employing the most appropriate bargaining styles.

##### **Module - II**

Understanding the other side. Creating the right atmosphere and setting communication dynamics, Building trust.

##### **Module - III**

Developing Cooperative or competitive strategy. Deciding on who should make the first offer, where it should be, and how to respond.



#### **Module - IV**

Listening and responding. Understanding and effectively employing psychological dynamics such as anchoring, the contrast principle, the power of justification, reciprocity, and so on.

#### **Module - V**

Framing issues attractively, persuading others, bridging cultural differences, set of issues should be discussed, setting expectations and requirements to alter.

#### **REFERENCE**

1. Representing the professional athlete, Peter Carfagna.