

**ST. JOSEPH'S COLLEGE (AUTONOMOUS),  
DEVAGIRI, CALICUT**



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

**SYLLABUS FOR THE UNDERGRADUATE PROGRAMME UNDER  
CHOICE BASED CREDIT SEMESTER SYSTEM, 2019 REGULATION**

**Syllabus of Newly Proposed  
BSM  
Effective from 2022 Admission Onwards**



**ST. JOSEPH'S COLLEGE (AUTONOMOUS), DEVAGIRI  
BACHELOR OF SPORTS MANAGEMENT (BSM)**

**Title of the Programme**

This Degree shall be called **BACHELOR OF SPORTS MANAGEMENT (BSM)**

**Eligibility for admission**

Any candidate who has passed the Plus Two of the Higher Secondary Board of Kerala or Pre Degree of Calicut University or that of any other University or Board of Examinations in any state recognized as equivalent to the Plus Two of the Higher Secondary Board in Kerala, with not less than 45% marks in aggregate is eligible for Admission. However, SC/ST, OBC and other eligible communities shall be given relaxation as per University rules Candidate shall be required to have passed Plus Two or equivalent examination or an examination recognized as equivalent there to by University of Calicut. Applicant should not have any medical, physical or mental disability which prevents him/her from actively taking part in physical activities.

**Duration of the programme**

The duration of the **BSM** programme of study is three academic years with six semesters.

**Medium of Instruction**

The medium of instruction and examination shall be English.

**Courses of Study**

Total courses for the BSM Programme are divided into:-

- (i) Common courses : English (14 credit), Additional language (8credit) & General (16 credit)
- (ii) Core courses and project (64)
- (iii) Complementary courses (15)
- (iv) Open courses (3 credit)
- (v) Ability Enhancement Courses/Audit courses (16 Credit)

## **CONCEPT NOTE**

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.

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

Six Semesters spread over three consecutive years.

Total courses for the BSM Programme are divided into:-

1. Common courses: English (14 credit), Additional language (8 credit) & General (16 credit)

2. Core courses and project (64)
3. Complementary courses (15)
4. Open courses (3 credit)
5. Ability Enhancement Courses/ Audit courses (16 Credit)

### **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 college.

### **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 external examiners appointed by the college. 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)

### SEMESTER I

Course code	Course Title	Category	Theory/ Practical	Evaluation		Credit	Workload
				External	Internal		
JENG1A01T	Common Course English	Common Course	Theory	60	15	3	4
JENG1A02T	Common Course English	Common Course	Theory	80	20	4	5
GMAL1A03T GHIN1A03T	Language other than English	Common Course	Theory	80	20	4	5
GBSM1C01T	Sports Governance & Policies	Complimentary	Theory	60	15	3	4
GBSM1B01T	Principles and Practices of Sports Management	Core	Theory	80	20	4	4
GBSM1B02T	Business Communication in Sports	Core	Theory	60	15	3	3
				420	105	<b>21</b>	<b>25</b>

### SEMESTER II

Course code	Course Title	Category	Theory/ Practical	Evaluation		Credit	Workload
				External	Internal		
JENG2A03T	Common Course English	Common Course	Theory	60	15	3	4
JENG2A04T	Common Course English	Common Course	Theory	80	20	4	<b>5</b>
GMAL2A06T GHIN2A06T	Language other than English	Common Course	Theory	80	20	4	5
GBSM2B03T	Fundamentals of Sports Marketing	Core	Theory	60	15	3	3
GBSM2B04T	Sports Law	Core	Theory	60	15	3	4
GBSM2C02T	Economics of Sports	Complimentary	Theory	80	20	4	4
				420	105	<b>21</b>	<b>25</b>



**SEMESTER III**

Course code	Course Title	Category	Theory/ Practical	Evaluation		Credit	Workload
				External	Internal		
GBSM3A01T	Organisational Behaviour in Sports	General Course	Theory	80	20	4	4
GBSM3A02T	Fundamentals of Sports Sciences	General Course	Theory	80	20	4	4
GBSM3B05T	Business Statistics	Core	Theory	80	20	4	5
GBSM3C03T	Finance & Accounting for Sports	Complimentary	Theory	80	20	4	5
GBSM3B06T	Research Methodology	Core	Theory	60	15	2	3
GBSM3B07T	Sports Marketing Strategy	Core	Theory	60	15	3	4
				440	110	<b>21</b>	<b>25</b>

**SEMESTER IV**

Course code	Course Title	Category	Theory/ Practical	Evaluation		Credit	Workload
				External	Internal		
GBSM4A03T	Human Resource Management in Sports	General Course	Theory	80	20	4	5
GBSM4A04T	Sports Event Management	General Course	Theory	80	20	4	5
GBSM4C04T	Technology in Sports and Emerging Trends	Complimentary	Theory	80	20	4	5
GBSM4B08T	Operations Management in Sports- I	Core	Theory	60	15	3	4
GBSM4B09T	Data Analytics in Sports	Core	Theory	80	20	4	6
GBSM4B10P	Summer Training Report- OJT	Core	On Job Training	60	15	2	-
				440	110	<b>21</b>	<b>25</b>

## SEMESTER V

Course code	Course Title	Category	Theory/ Practical	Evaluation		Credit	Workload
				External	Internal		
GBSM5B11T	Operations Management in Sports- II	Core	Theory	60	15	3	4
GBSM5B12T	Strategic Management of Sports Facilities	Core	Theory	80	20	4	5
GBSM5B13T	Sports Public Relation	Core	Theory	60	15	3	4
GBSM5B14T	Scouting & Athlete Management	Core	Theory	80	20	4	5
	Open Course*	Open Course	Theory	60	15	3	3
				340	85	17	21

## SEMESTER IV

Course code	Course Title	Category	Theory/ Practical	Evaluation		Credit	Workload
				External	Internal		
GBSM6B15D	Summer Internship Project	Core	Project	60	15	2	0
GBSM6B16P	Enrichment Course	Core	Practical	60	15	3	3
GBSM6B17P	Brand Management	Core	Practical	60	15	3	4
GBSM6B18P	Scouting Report Preparation	Core	Practical	60	15	3	4
GBSM6B19P	Sports Entrepreneurship	Core	Practical	60	15	3	4
GBSM6B20P	Contract Drafting Technique	Core # (Choice Based)	Practical	60	15	3	4
GBSM6B21P	Contract Negotiation Skills						
				360	90	17	19
	<b>Total Credit</b>					<b>120</b>	

## **Open Course offered for other departments: Physical Activity Health and wellness.**

### **Attendance**

A student shall be permitted to appear for the semester examination, only if he/she secures not less than 75% attendance in each semester. Attendance shall be maintained by the Department concerned. Condonation of shortage of attendance to a maximum of 10% in the case of single condonation and 20% in the case of double condonation in a semester shall be granted by the College remitting the required fee. Benefits of attendance may be granted to students who attend the approved activities of the college/ university with the prior concurrence of the Head of the institution. Participation in such activities may be treated as presence in lieu of their absence on production of participation/ attendance certificate (within two weeks) in curricular/ extracurricular activities (maximum 9 days in a semester). Students can avail of condonation of shortage of attendance in a maximum of four semesters during the entire programme (Either four single condonations or one double condonation and two single condonations during the entire programme). If a student fails to get 65% attendance, he/she can move to the next semester only if he/she acquires 50% attendance. In that case, a provisional registration is needed. Such students can appear for supplementary examination for such semesters after the completion of the programme. Less than 50% attendance requires Readmission. Readmission is permitted only once during the entire programme.

### **Internal Assessment**

20% of the total marks in each course are for internal examinations. The marks secured for internal assessment only need to be sent to the Controller of Examinations by the departments concerned.

The internal assessment shall be based on a predetermined transparent system involving written tests, Class room participation based on attendance in respect of theory courses and lab involvement/records attendance in respect of Practical Courses. Internal assessment of the project will be based on its content, method of presentation, final conclusion and orientation to research aptitude. Components with percentage of marks of Internal Evaluation of Theory Courses are- Test paper 40%, Assignment 20%, Seminar 20% and Class room participation based on attendance 20%.

(If a fraction appears in internal marks, nearest whole number is to be taken) For the test paper marks, at least one test paper should be conducted. If more test papers are conducted, the mark of the best one should be taken.

To ensure transparency of the evaluation process, the internal assessment marks awarded to the students in each course in a semester shall be notified on the notice board at

least one week before the commencement of external examination. There shall not be any chance for improvement for internal marks. The course teacher(s) shall maintain the academic record of each student registered for the course, which shall be forwarded to the Controller of Examinations by the Head of the Department after obtaining the signature of the course teacher. The Split up of marks for Test paper and Class Room Participation (CRP) for internal evaluation are as follows.

#### **Split up of marks for Test paper**

<b>Range of Marks in test paper</b>	<b>Out of 8 (Maximum internal marks is 20)</b>	<b>Out of 6 (Maximum internal marks is 15)</b>
Less than 35%	1	1
35%- 45%	2	2
45% - 55%	3	3
55% - 65%	4	4
65% -85%	6	5
85% -100%	8	6

#### **Split up of marks for Class Room Participation**

<b>Range of CRP</b>	<b>Out of 4 (Maximum internal marks is 20)</b>	<b>Out of 3 (Maximum internal marks is 15)</b>
50% ≤CRP <75%	1	1
75% ≤CRP <85%	2	2
85 % and above	4	3

#### **External Examination**

External evaluation carries 80% of marks. All question papers shall be set by the College. The external question papers may be of uniform pattern with 80/60/40 marks (The pattern is given in the Annexure III). The courses with 2/3 credits will have an external examination of 2 hours duration with 60 marks and courses with 4/5 credits will have an external examination of 2.5 hours duration with 80 marks. The external examination in theory courses is to be conducted by the College with question papers set by external experts. The evaluation of the answer scripts shall be done by examiners based on a well-defined scheme of valuation and answer keys shall be provided by the College **Pass Conditions**.

1. Submission of the project report and presence of the student for viva are compulsory for internal evaluation. No marks shall be awarded to a candidate if she/he fails to submit the project report for external evaluation.
2. The student should get a minimum 'P' grade in aggregate of external and internal.
3. There shall be no improvement chance for the marks obtained in the project report.
4. In the extent of student failing to obtain a minimum of pass grade, the project work may be redone and a new internal mark maybe submitted by the parent department. External examination maybe conducted along with the subsequent batch.

### **Requirement for passing the Programme**

For passing the BSM degree programme the student shall be required to achieve a minimum of 140 credits of which 38 credits shall be from common courses, 64 credits from core courses, 15 credits from complementary courses, 3 credits from open course and 16 credits from ability enhancement/ audit courses and 4 credits from *Extra credit Activities* (NCC, NSS, Swatch Bharath and Social Service Programme). Credits achieved from ability enhancement/audit courses and from *Extra credit Activities* are not counted for SGPA or CGPA.

### **Ability Enhancement courses/ Audit courses**

**Every BSM** student shall undergo **Ability Enhancement/** Audit courses. There shall be one Audit course with 4 credits each in the first four semesters with a total credit of 16. Environment Studies, Disaster Management, Human Rights/ Intellectual Property Rights/ Consumer Protection and Gender Studies/ Gerontology are the audit courses to be covered. These courses are not meant for class room study. The students can attain only pass (Grade P) for these courses. At the end of each semester there shall be examination conducted by the college from a pool of questions (Question Bank) set by St. Joseph's College (Autonomous), Devagiri. The students can also attain these credits through online courses like SWAYAM, MOOC etc. (optional).

### **Extra credit Activities**

Extra credits are mandatory for the BSM programme. Extra credits will be awarded to students who participate in activities like NCC, NSS and Swatch Bharath. Those students who could not join in any of the above activities have to undergo Social Service Programme (SSP), St. Joseph's College, Devagiri as per the provisions in the clause 12 of SJCBCSS-UG-2019.

**Award of Degree**

The successful completion of all the courses (common, core, complementary and open courses) prescribed for the degree programme with 'P' grade shall be the minimum requirement for the award of degree

**Disclaimer**

In respect of all other matters, which are not specified in this regulation, regarding the conduct of BSM Programme of St. Joseph's College (Autonomous), Devagiri under St. Joseph's Choice Based Credit and Semester System for Under Graduate, the common regulation for SJCBCSS-UG-2019 will be applicable

**SEMESTER I**  
**Complimentary Paper**  
**GBSM1C01T: 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.

**Course 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**

**(16 Hours)**

- 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 (15 Hours)**

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 (11 Hours)**

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 (11 Hours)**

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 (11 Hours)**

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.

### **References**

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 I**  
**Core Paper**  
**GBSM1B01T: PRINCIPLES AND PRACTICES OF SPORTS**  
**MANAGEMENT**

**Learning Objectives**

- 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.

**Course 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.

**Module I: Introduction to Management**

**(16 Hours)**

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 II: Functions of Management- Planning (15 Hours)**

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 III: Functions of Management- Organizing (11 Hours)**

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 IV: Leading (11 Hours)**

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 V: Functions of Management: Controlling and people management (11 Hours)**

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 | 11<sup>th</sup> 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).

## **SEMESTER I**

### **Core Course**

## **GBSM1B02T: BUSINESS COMMUNICATION IN SPORTS**

### **Learning Objectives**

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

### **Course Outcomes**

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

### **Module I**

**(10 Hours)**

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**

**(10 Hours)**

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**

**(10 Hours)**

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****(9 Hours)**

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****(9 Hours)**

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**

1. Business Communication by K.K. Sinha.

## **SEMESTER II**

### **Core Course**

## **GBSM2B03T: FUNDAMENTALS OF SPORTS MARKETING**

### **Learning Objectives**

- 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

### **Course Outcomes**

- 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 behaviour- 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

**SEMESTER II**  
**Core Course**  
**GBSM2B04T: 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.

**Course 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.

**SEMESTER II**  
**Complementary Course**  
**GBSM2C02T: 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.

**Course Outcomes**

- 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 behaviour.

## **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

## **References**

1. Sports Economics by Paul Downward, Alistair Dawson, Trudo Dejonghe

2. The Economics of Sports by Michael A Leeds, Peter Von, Victor
3. Mote V.L., Paul Samuel, Gupta G.S.- Managerial Economics- TMH New Delhi

## **SEMESTER III**

### **General Course**

## **GBSM3A01T: ORGANISATIONAL BEHAVIOUR IN SPORTS**

### **Learning Objectives**

- 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.

### **Course Outcomes**

- 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 I: Introduction to Organizational Behaviour**

Unit 1 Importance of Organizational behaviour, Meaning and Scope of OB

Unit 2 Key Elements of Organizational Behaviour

Unit 3 Role of Managers in Organizational Behaviour

Unit 4 Approaches to Organizational Behaviour

Unit 5 Challenges and Opportunities for Organizational Behaviour

### **Module II: 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 III: 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 IV: 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 V: 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

### **References**

1. Stephen. P. R., 2013, *Organizational Behaviour*, Pearson Education India
2. Stephan P. Robbins, Timothy A. Judge and Neharika Vohra, *Organisational Behaviour*, Pearson, 18<sup>th</sup> edition, 2018.
3. Luthans, *Organizational Behaviour* , McGraw Hill, International

**SEMESTER III**  
**General Course**  
**GBSM3A02T: FUNDAMENTALS OF SPORTS SCIENCES**

**Learning Objectives**

- 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

**Course Outcomes**

- 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.

Unit2 Basic Physiology: Definition and terminologies, Major systems- Circulatory system, Digestive system, Musculoskeletal system, Nervous system, Respiratory system.

Unit3 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)

Unit4 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

Unit5 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

**References**

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 III**

### **Core Course**

## **GBSM3B05T: BUSINESS STATISTICS**

### **Course Description**

The course is designed to familiarize students with analytical approach which supports business research and decision making process. The course includes simple Statistical concepts of analysis of data using simple Statistical packages. Item phasizes the need for handling large volume of statistical data in making right decisions. This covers simple and important tests of significance which is an essential approach in research and other related applications.

### **Learning Objectives**

- To familiarize the students with Statistical concepts and their applications in business and research.
- To equip the students with Statistical tools which support business research and help in making better decisions.

### **Course Outcomes**

- To use statistical techniques in decision making.
- To develop skills in structuring and analyzing business problems statistically.
- To understand manufacturing, marketing, financial and other functions of an organization with statistical techniques.

### **Module I: Statistics: An Over View**

Growth and development of Statistics- Definition- Descriptive and inferential statistics- Importance and scope of Statistics- Limitations of statistics- Classification and tabulation of data- Diagrammatic and graphic representation of data. Arithmetic mean- Weighted mean- Median- Mode- Range- Quartile deviation- Mean Deviation- Standard deviation- Coefficient of variation. Meaning of Skewness, Karl Pearson's and Bowley's coefficients of Skewness, Meaning of Kurtosis.

### **Module II: Linear Correlation and Regression**

Correlation analysis, methods to measure correlation, Scatter diagram- Karl Pearson's and

Spearman's methods- Linear regression, Regression coefficients- Lines of regression- Relation between correlation coefficient and regression coefficients

### **Module III: Sampling Distributions and Estimation**

The need for sampling distributions, sampling distribution of the mean and the proportion, sampling from finite populations, standard error and its utility. Estimation- Point and interval estimation- statistic, parameter- confidence interval estimation (concept only).

### **Module IV: Tests of Significance**

Null and alternative hypotheses- Significance level- Confidence level- Type I and Type II Errors, Critical region, one tailed and two tailed tests. Large and small sample tests- Z and T tests for mean and proportion- Oneway ANOVA- Chi-square test for goodness of fit and independence of attributes.

### **Module V: Time series analysis and forecasting**

Importance- Components- Trend- Free hand method- Method of semi averages-Method of moving averages- Method of least squares.

### **References**

1. Sharma J.K. (2014). Fundamentals of Business Statistics. New Delhi: Vikas Publishers.

### **Essential Reading/ Recommended Reading**

1. Beri G.C. (2011). Business Statistics. New Delhi: Tata McGraw Hill Education Pvt. Ltd.
2. Foster D. & Stine E. R. (2010). Statistics For Business: Decision Making And Analysis, New Delhi: Pearson Publishers
3. Gupta S.P. (2010). Statistical Methods. New Delhi: Sultan Chand.
4. Sharma J.K. (2011). Business Statistics. New Delhi: Pearson Publishers.
5. Vishwanathan P.K. (2007). Business Statistics: An Applied Orientation, New Delhi: Pearson Publishers.

**SEMESTER III**  
**Complementary Course**  
**GBSM3C03T: 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.

**Course Outcomes**

- 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 I: 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 II: 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 III: 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 IV: 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.

### **References**

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



**SEMESTER III**  
**Core Course**  
**GBSM3B06T: RESEARCH METHODOLOGY**

**Learning Objectives**

- To familiarize participants with basic of research and there search 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.

**Course Outcomes**

- Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
- Have basic knowledge on qualitative research techniques.
- Haveadequateknowledgeonmeasurement&scalingtechniquesaswellasthequantitative data analysis.
- Know to summarize the various research literature.
- Understand and apply the basics of statistics in research.
- Organizethesamplesandsamplingtechniqueswhichisrelevanttothestudy.
- 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.

Unit3 Ethical Issues in Research, Protection of Human Subjects, Ethical Principles and Guidelines, Institutional Review Board, Informed Consent, Scientific Dishonesty.

Unit4 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, Scales of Measurement

## **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 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 IV**

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.

## **References**

1. Research Methods and Design in Sport Management 2<sup>nd</sup> Edition epub With Web Resource, Damon P.S. Andrew, Paul M. Pedersen, Chad D. Mc Evoy.
2. Research Methodology: Methods and Techniques by C.R. Kothari (Author).

**SEMESTER III**  
**Core Course**  
**GBSM3B07T: SPORTS MARKETING STRATEGY**

**Learning Objectives**

- 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

**Course Outcomes**

- 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)

**Module I**

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 II**

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 III**

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 IV**

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 V**

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**

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.
4. Marketing Strategy 5E. (2006). (Orville Walker, John Mullins, Harper W. Boyd, Jr.): McGraw-Hill Education (India) Pvt Limited.

## **SEMESTER IV**

### **General Course**

## **GBSM4A03T: 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

### **Course Outcomes**

- 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 I: 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- Broad banding

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

### **References**

1. Chelladurai P. (2006). Human resource management in sport and recreation (2<sup>nd</sup>



- Edition). Champaign: Human Kinetics.
2. Aswathappa K. Human Resources Management: Text & Cases- Tata McGraw Hill
  3. V.S.P. Rao. Human Resources Management: Text & Cases- Excel Books

**SEMESTER IV**  
**General Course**  
**GBSM4A04T: SPORTS EVENT MANAGEMENT**

**Learning Objectives**

- 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 a 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.

**Course Outcomes**

- 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 spread sheets, 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.

## **Reference**

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

**SEMESTER IV**  
**Complementary Course**  
**GBSM4C04T: 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.

**Course Outcomes**

- 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.

## SEMESTER IV

### Core Course

## **GBSM4B08T: OPERATIONS MANAGEMENT IN SPORTS- I**

### **Learning Objectives**

- 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.

### **Course Outcomes**

- 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 behaviour, 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.

## **References**

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

**SEMESTER IV**  
**Core Course**  
**GBSM4B09T: 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 abroad survey of the methods used in sports data acquisition, processing, analysis, visualization and implementation.
- To develop the ability to recognize, formulate and analyse decision- making in sports.
- To learn measuring and predicting player and team performance.

**Course Outcomes**

- 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 I: 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 II: 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 III: Basic Skills in Microsoft Excel**

Unit 1 Introduction to spread sheets, reading data, manipulating data.

Unit 2 Basic spread sheet 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. Basic statistical analysis using MS Excel

### **Module IV: 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 V: 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 in to financial assets parameters

Unit 4 Evaluating players as financial assets

Unit 5 Assessing transfer and trade values

### **References**

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

## **SEMESTER IV**

### **Core Course**

### **GBSM4B10P: 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**

## **GBSM5B11T: 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

### **Course Outcomes**

- 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 behaviour, 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.

#### **Module 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.

#### **References**

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



## **SEMESTER V**

### **Core Course**

## **GBSM5B12T: 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

### **Course 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.

### **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

**References**

1. Managing Sport Facilities 4<sup>th</sup> Edition with Web Study Guide, Author: Gil B. Fried, Matthew Kastel.

**SEMESTER V**  
**Core Course**  
**GBSM5B13T: SPORTS PUBLIC RELATION**

**Learning Objectives**

- 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.

**Course Outcomes**

- 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 Media Sport 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.

### **References**

1. Sport Public Relations 3<sup>rd</sup> Edition by G. Clayton Stoldt Stephen W. Dittmore Mike Ross Scott E. Branvo.

**SEMESTER V**  
**Core Course**  
**GBSM5B14T: 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

**Course Outcomes**

- 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 I: 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.

### **References**

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

## **SEMESTER V**

### **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**  
**GBSM6B15D: 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 Semester 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.

**SEMESTER VI**  
**Core Course- Practical**  
**GBSM6B16P: 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:

1. Proposal and Scope of Work.
2. Conduct & Report.
3. Presentation.
4. Viva Voce.

### **References**

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

**SEMESTER VI**  
**Core Course- Practical**  
**GBSM6B17P: 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.

**References**

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

**SEMESTER VI**  
**Core Course (Practical)**  
**GBSM6B18P: 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.

**References**

1. Representing the professional athlete, Peter Carfagna.



SEMESTER VI  
Core Course- Practical  
**GBSM6B19P: 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.

## **SEMESTER VI**

### **Core Course**

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

## **GBSM6B20P: 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.

**SEMESTER VI**  
**GBSM6B21P: 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.

## **Question paper type 1**

### **Scheme of Examinations**

For Courses with External marks 80, duration of external examination is 2.5 Hrs. The pattern of External Examination is as given below. The students can answer all the questions in Sections A&B. But there shall be Ceiling in each section.

#### **Section A**

Short answer type carries 2 marks each- 15 questions                      Ceiling- 25 Marks

#### **Section B**

Paragraph/ Problem type carries 5 marks each - 8 questions      Ceiling- 35 Marks

#### **Section C**

Essay type carries 10 marks (2 out of 4)                                      2x10=20 Marks

## **Question paper type 2**

### **Scheme of Examinations:**

For Courses with External marks 60, duration of External Examination is 2 Hrs. The pattern of External Examination is as given below. The students can answer all the questions in Sections A & B. But there shall be Ceiling in each section.

#### **Section A**

Short answer type carries 2 marks each - 12 questions                      Ceiling-20 Marks

#### **Section B**

Paragraph/ Problem type carries 5 marks each - 7 questions      Ceiling-30 Marks

#### **Section C**

Essay type carries 10 marks (1 out of 2)                                      1x10=10 Marks