



Malad Kandivli Education Society's  
**NAGINDAS KHANDWALA COLLEGE**  
 OF COMMERCE, ARTS & MANAGEMENT STUDIES  
 AND SHANTABEN NAGINDAS KHANDWALA COLLEGE OF SCIENCE

(Re-accredited (3<sup>rd</sup> cycle) by NAAC with 'A' Grade)  
 ISO 9001 : 2015 Certified

Autonomous (2016-17)

Educational Excellence Award By Indus Foundation, U.S.A.  
 IMC Ramkrishna Bajaj National Quality Commendation Certificate

Providing Syllabus copy of the courses highlighting the focus on employability/  
 entrepreneurship/ skill development along with their course outcomes.

Sr. No.	Courses	2016-17	2017-18	2018-19	2019-20	2020-21	Total
1	Bachelor of Commerce (B.COM)	✓	✓	✓	✓	✓	5
2	Bachelor of Arts (B.A)	✓	✓	✓	✓	✓	5
3	Bachelor in Management Studies- (BMS)	✓	✓	✓	✓	✓	5
4	Bachelor of Commerce (Accounts and Finance)- BAF	✓	✓	✓	✓	✓	5
5	Bachelor of Commerce (Banking and Insurance)-BBI	✓	✓	✓	✓	✓	5
6	Bachelor of Commerce (Financial Markets)- BFM	✓	✓	✓	✓	✓	5
7	Bachelor of Science - Information Technology (B.Sc IT)	✓	✓	✓	✓	✓	5
8	Bachelor of Science- Computer Science(B.Sc CS)	✓	✓	✓	✓	✓	5
9	Bachelor of Arts- Multimedia and Mass Communication (B.A.MMC)	✓	✓	✓	✓	✓	5
10	Bachelor of Management Studies- Sports Management (BMS-SM)	X	X	✓	✓	✓	3
11	B. Com. Honours in Actuarial Studies	X	X	X	✓	✓	2
12	B.A. Honours in Apparel Design and Construction	X	X	X	✓	✓	2
13	B. Com. Honours in International Accounting	X	X	X	✓	✓	2
14	Bachelor of Management Studies- E commerce operations	X	X	X	X	✓	1
15	B.Sc. (Honours) in Integrative Nutrition & Dietetics	X	X	X	X	✓	1
16	BBA in Tourism and Travel Management	X	X	X	X	✓	1
17	B.Sc. in Interior Design	X	X	X	X	✓	1
18	Master Of Commerce-(M.COM)- Accountancy	✓	✓	✓	✓	✓	5
19	Master Of Commerce-(M.COM)- Management	✓	✓	✓	✓	✓	5
20	Master of Arts (Economics)	✓	✓	✓	✓	✓	5
21	Master of Arts (Geography)	✓	✓	✓	✓	✓	5
22	Master of Arts (Psychology)	X	X	X	✓	✓	2
23	Master of Science (Information Technology) (M.Sc IT)	✓	✓	✓	✓	✓	5
24	Master's Degree - Sports Management (MSM)	X	X	✓	✓	✓	3
25	Master of Science (Geo-informatics) (M.Sc GeoInformatics)	X	X	X	X	✓	1
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*Matta*

Prof. (Dr.) Moushumi Datta  
 I/c. Principal

Nagindas Khandwala College

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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester I**

**Paper 1816BSBPS: Basics of Practical Sports Management - I  
(Training)**

Under Academic Autonomy and Credit, Grading and Semester System  
With effect from Academic Year 2018-19

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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester I  
**Core Course**

**Paper 1816BSBPS : Basics of Practical Sports  
Management - I**

**Course Objectives**


1. To learn Research, Conceptualization & Ideation
2. To learn Brainstorming, Data Collection, Analysis, Planning, Blueprint, Team
3. To learn Planning, Organization Structure, Time Management, Resource Management, Production & Operations, Logistics, Technical Requirement, Advertising & Marketing, Finance Management

Students will be exposed to the practical ground requirements of Sports Management. Theoretical concepts shall be made more stronger by their involvement in the making of Live Sports Events in the Industry. Student needs to document their key learning made and shall submit the same in the form of a report for all the opportunities that they have taken up.

**Course Outcome (Employability)**

CO1- Demonstrate the application of knowledge and skill sets acquired from the course and workplace in the assigned job function. (Cognitive level: Apply)

CO2- Demonstrate appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders. (Cognitive level: Apply)

  
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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester I**

**Paper 1812BSBEC: Business Economics**

Under Academic Autonomy and Credit, Grading and Semester System  
With effect from Academic Year 2018-19

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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester I

**Core Course**

**Paper 1812BSBEC : Business Economics**

**Course Objectives**

1. To recognize the importance of business economics.
2. To understand demand forecasting and estimation.
3. To identify market structure and its significance in business.

**Course Outcome**

After successful completion of the course the learner will be able to:

CO1- Explain the market structure and its significance in business. (Cognitive level: Remember)

CO2- Apply economic theory in the analysis of problems or issues. (Cognitive level: Apply)

CO3- List down various pricing strategies. (Cognitive level: Remember)

CO4- Classify and differentiate between various market structures. (Cognitive level: Apply)


**Modules at a Glance**

Sr. No.	Modules	No. of lectures
Module 1	Scope and Importance of Business Economics	12
Module 2	Demand Analysis	12
Module 3	Supply and Production Decisions and Cost of Production	12
Module 4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	12
Module 5	Pricing Practices	12
	<b>Total</b>	<b>60</b>

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## Detailed Syllabus

Module	Topics	No. of Lectures
1	<b>Scope and Importance of Business Economics</b>	12
	<ul style="list-style-type: none"> <li>• Basic tools- Opportunity Cost principle- Incremental and Marginal Concepts</li> <li>• Basic economic relations - functional relations: equations- Total, Average</li> <li>• Marginal relations- use of Marginal analysis in decision making</li> <li>• The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium</li> </ul>	
2	<b>Demand Analysis (Entrepreneurship)</b>	12
	<ul style="list-style-type: none"> <li>• Demand Function - nature of demand curve under different markets</li> <li>• Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts Demand estimation and forecasting</li> <li>• Meaning and significance - methods of demand estimation: survey and statistical methods (numerical illustrations on trend analysis and simple linear regression)</li> </ul>	
3	<b>Supply and Production Decisions and Cost of Production (Entrepreneurship)</b>	12
	<ul style="list-style-type: none"> <li>• Production function: short run analysis with Law of Variable Proportions</li> <li>• Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale</li> <li>• Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (hypothetical numerical problems to be discussed), LAC and Learning curve - Break even analysis (with business applications)</li> </ul>	
4	<b>Market structure: Perfect competition and Monopoly and</b>	12

  
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	<b>Pricing and Output Decisions under Imperfect Competition (Entrepreneurship)</b>	
	<ul style="list-style-type: none"> <li>• Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly Monopolistic competition:Equilibrium of a firm under monopolistic competition, debate over role of advertising (topics to be taught using case studies from real life examples)</li> <li>• Oligopolistic markets: key attributes of oligopoly - Collusive and noncollusive oligopoly market - Price rigidity - Cartels and price leadership models (with practical examples)</li> </ul>	
5	<b>Pricing Practices (Entrepreneurship &amp; Employability)</b>	12
	<ul style="list-style-type: none"> <li>• Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark-up pricing, discriminating pricing, multiple – product pricing - transfer pricing (case studies on how pricing methods are used in business world)</li> </ul>	

### Reference Books:

1. Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000) Page 15
2. Hirchey .M., Managerial Economics, Thomson South western (2003)
3. Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)
4. Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
5. Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)
6. Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002)
7. Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi,2004)

  
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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester I**

**Paper 1815BSLPS : Leadership Principles in Sports**

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2018-19

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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester I

**Core Course**

**Paper 1815BSLPS : Leadership Principles in Sports**

**Course Objectives**

1. To understand impact of athlete behavior on Sport
2. To discuss leaders as an outcome of genetic formulation or consistent hard work and vision.
3. To understand essentials of teamwork
4. To apply leadership qualities of sports in day to day life and corporate management as well.
5. To understand vitality of lack of leadership principles in sports

**Course Outcome**

After successful completion of the course the learner will be able to

CO1- Define Sportsmanship. (Cognitive level: Remember)

CO2- List down the importance of appropriate behaviour of sportsman and its impact on the game (Cognitive level: Remember)

CO3- State and explain different leadership styles. (Cognitive level: Understand)


**Modules at a Glance**

Sr. No.	Modules	No. of lectures
Module 1	Sportsmanship and leadership	12
Module 2	Introduction to leadership	12
Module 3	Leadership Skills.	12
Module 4	Leadership Styles	12
Module 5	Teaching leadership principles to sports people	12
	<b>Total</b>	<b>60</b>

  
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## Detailed Syllabus

Module	Topics	No. of Lectures
1	<b>Sportsmanship and leadership</b>	12
	<ul style="list-style-type: none"> <li>● Definition of sportsmanship</li> <li>● Importance of appropriate behaviour and its impact on the game</li> <li>● Making the right choices as sportspeople</li> <li>● How inappropriate behaviour can jeopardise a game</li> <li>● How sportsmanship and leadership are related</li> </ul>	
2	<b>Introduction to leadership</b>	12
	<ul style="list-style-type: none"> <li>● How is leadership defined, why is leadership crucial in sports, some sports people who have gone on to become leaders and improve their game and that of their team</li> <li>● What are some of the leadership skills that sports can enable in an individual, how the right set of coaches and academies can bring out these qualities in players,</li> <li>● How leaders can be created, not merely born with winning capabilities.</li> </ul>	
3	<b>Leadership Skills.</b> (Entrepreneurship & Employability, skill development)	12
	<ul style="list-style-type: none"> <li>● Understanding how teamwork works: What is team work, why is it important in any sport, even if one is playing singularly</li> <li>● How the right teamwork can help turn around a failing game, examples of teamwork,</li> <li>● How a good team leader can create harmony in players with different mindsets</li> <li>● How sports academies teach players to develop their leadership skills</li> </ul>	
4	<b>Leadership Styles</b>	12
	<ul style="list-style-type: none"> <li>● Leadership attitude,</li> <li>● Behaviour and style</li> <li>● Different approach to leadership, Charismatic and</li> </ul>	

  
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	<p>transformational leadership, contingency and leadership, situational leadership</p> <ul style="list-style-type: none"> <li>● Ethics in leadership</li> <li>● Concept of social responsibility and leadership</li> </ul>	
<b>5</b>	<b>Teaching leadership principles to sports people</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What are the main tenets of leadership, how can these be applied to sports of all kinds</li> <li>● How leadership helps in motivating people the right way, how can certain leadership components be taught to sportspeople</li> <li>● What are some techniques that have been used successfully to harness leadership qualities in sportspeople, pitfalls of not having leadership qualities while playing sports.</li> </ul>	

### Reference Books:

1. Contemporary Leadership in Sport Organizations By Scott, David - Human Kinetics; 1 edition (March 3, 2014)
2. Run to Win: Vince Lombardi on Coaching and Leadership By Donald T. Phillips- St. Martin's Griffin (September 7, 2002)
3. Business Leadership and the Lessons from Sport By Hans Westerbeek, Aaron Smith - Palgrave Macmillan (September 3, 2005)

  
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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester I**

**Paper 1813BSBCS : Business Communication & Soft Skills**

Under Academic Autonomy and Credit, Grading and Semester System  
With effect from Academic Year 2018-19

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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester I  
**Core Course**

**Paper 1813BSBCS : Business Communication & Soft Skills**

**Course Objectives**

1. To develop the skills of the students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes
2. To help students enhance their presentation skills.

**Course Outcome (Skill Development & Employability)**

After successful completion of the course the learner will be able to

CO1 – State the fundamentals of Communication. (Cognitive level: Remember)

CO2- Select appropriate organizational formats and channels used in developing and presenting business messages. (Cognitive level: Remember)

CO3– Demonstrate verbal and non-verbal communication ability through presentations (Cognitive level: Understand)

CO4- Discuss the concepts, methods and barriers of effective communication. (Cognitive level: Understand)

CO5 - Use appropriate tone and language while communicating in business world. (Cognitive level: Apply)

CO6- Prepare accurate business documents using computer technology. (Cognitive level: Apply)

**Modules at a Glance**

Sr. No.	Modules	No. of lectures
Module 1	Fundamentals of Communication	15
Module 2	Effective Communication	15
Module 3	Written Communication Skills	15
Module 4	Oral Communication Skills	15
	<b>Total</b>	<b>60</b>

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### Detailed Syllabus

Module	Topics	No. of Lectures
1	<b>Fundamentals of Communication</b>	15
	<ul style="list-style-type: none"> <li>● Definition, Meaning -Types, process and importance</li> </ul>	
2	<b>Effective Communication</b>	15
	<ul style="list-style-type: none"> <li>● Concept &amp; Practice of Effective Communication</li> <li>● Barriers to Effective Communication</li> <li>● Methods to Improve Communication Skills</li> </ul>	
3	<b>Written Communication Skills</b>	15
	<ul style="list-style-type: none"> <li>● Report Writing</li> <li>● Letter Writing</li> <li>● Preparation of Promotional Material</li> </ul>	
4	<b>Oral Communication Skills</b>	15
	<ul style="list-style-type: none"> <li>● Understanding Audience</li> <li>● Use of Language</li> <li>● Use of Tone</li> <li>● Understanding Body Language</li> </ul>	

#### Reference Books:

1. Effective Communication RaiUrmila Himalaya, Mumbai
2. Business Communication Kaul Prentice Hall India
3. Basic Business Communication Lesikar TMH
4. Business Communication & Personality Development, Das Excel Books, Delhi
5. How to Listen Better? PramilaAhuja& G Ahuja Sterling Publication
6. Contemporary Business Communication, Scot Biztantra
7. Business Communication for Managers: An Advanced Approach Penrose Thomson learning
8. Business Correspondence Whitehead G & H A.H. Wheeler, Allahabad



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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester I**

**Paper 1814BSFSD : Fundamentals of Sports & New Age Dynamics**

Under Academic Autonomy and Credit, Grading and Semester System  
With effect from Academic Year 2018-19

  
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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester I

**Core Course**

**Paper 1814BSFSD: Fundamentals of Sports & New Age Dynamics**

**Course Objectives**

1. To gain insights into the history of sports and other forms of organized physical activity
2. To gain a deeper understanding of International Olympic Committee (IOC) and how it functions.
3. To describe the Guiding Principles for Conduct of Team Sports.
4. To learn about early physical education and the modern age
5. To learn the current Indian model of Sports Governance

**Course Outcome**

After successful completion of the course the learner will be able to

CO1- Recall the history of modern sports and other forms of organized physical activity. (Cognitive level: Remember)

CO2- State the roles and functions of National and International Sports Organisations. (Cognitive level: Understand)

CO3- Identify the guiding principles for conduct of team sports. (Cognitive level: Understand)

CO4- Restate the principles, methods and elements of physical education. (Cognitive level: Understand)

**Modules at a Glance**

Sr. No.	Modules	No. of lectures
Module 1	History of Modern Sports and other Forms of Organized Physical Activity	12
Module 2	Roles and Functions of National/International Sports Organisations	12
Module 3	Professional Team Sports	12
Module 4	Physical Education and Sports	12
Module 5	Role of Govt in promotion of Sports	12
	<b>Total</b>	<b>60</b>

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### Detailed Syllabus

Module	Topics	No. of Lectures
1	<b>History of Modern Sports and other Forms of Organized Physical Activity</b>	12
	<ul style="list-style-type: none"> <li>● A Historical Overview of Sports</li> <li>● Evolutionary Processes of Modern Sports</li> <li>● Relation between Physical education and Sports</li> <li>● Exercise Physiology</li> </ul>	
2	<b>Roles and Functions of National/International Sports Organisations</b>	12
	<ul style="list-style-type: none"> <li>● Roles Of IFA, FIFA, BCCI, ICC, CAB, Sports Authority of India (SAI), National Hockey Association, Bengal Volley Ball Association, Bengal Tennis Association</li> <li>● Their Functions and Importance in the Promotion and management of Sports</li> </ul>	
3	<b>Professional Team Sports (Employability)</b>	12
	<ul style="list-style-type: none"> <li>● Sports based on Team Performance -Football, VolleyBall, Basket Ball, Cricket, Hockey, Rowing</li> <li>● Guiding Principles for Conduct of Team Sports</li> <li>● Organisation of Tournaments, Leagues, Knock-out</li> </ul>	
4	<b>Physical Education and Sports</b>	12
	<ul style="list-style-type: none"> <li>● History and Principles of Physical Education</li> <li>● Organisation, Administration and Methods in Physical Education,</li> <li>● Elements of statistics for physical Education</li> <li>● Supervision and Curriculum design in Physical Education</li> </ul>	
5	<b>Role of Govt in promotion of Sports</b>	12
	<ul style="list-style-type: none"> <li>● Role of Ministry of HRD in Development of sports and physical education</li> <li>● Various boards and Statutory Bodies established by Govt. for control and</li> <li>● Promotion of Sports, their roles and functions, importance and contributions</li> </ul>	

### Reference Books:

1. Fundamental of sports and exercise by Alan Kornspan- Human Kinetics Publishers (May 2009)
2. Sports & Society, 2nd edition by Grant Jarvie – Routledge (2012)
3. Examples on contemporary issues – book and blogs on sports media society
4. A study conducted by Planning Commission, New Delhi, India- Document



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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester I**

**Paper 1811BSPOM : Principles of Management**

Under Academic Autonomy and Credit, Grading and Semester System  
With effect from Academic Year 2018-19

  
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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester I

**Core Course**

**Paper 1811BSPOM : Principles of Management**

**Course Objectives**

1. To enable the students to apply management skills as per the industry demand.
2. To equip the students with directing, controlling and coordinating skills.
3. Abet the students to summarize the theories of management.

**Course Outcome**

After successful completion of the course the learner will be able to:

CO1- Identify the basic functions of management in an organization. (Cognitive level: Remember)

CO2- Describe the process of decision making. (Cognitive level: Understand)

CO3- Explain the concept and structure of Organizing. (Cognitive level: Understand)

CO4- Explain theories of leadership (Cognitive level: Understand)

**Modules at a Glance**

Sr. No.	Modules	No. of lectures
Module 1	Introduction	15
Module 2	Planning and Decision Making	15
Module 3	Organising	15
Module 4	Directing, Leadership and Controlling	15
	<b>Total</b>	<b>60</b>

  
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## Detailed Syllabus

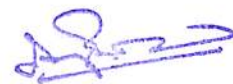
Module	Topics	No. of Lectures
1	<b>Introduction (Employability &amp; Entrepreneurship)</b>	15
	<ul style="list-style-type: none"> <li>● Management - concept, nature, process and Significance.</li> <li>● An overview of functional areas of management</li> <li>● Managerial roles (Mintzberg)</li> <li>● Evolution of Management Theory Fredrick.W. Taylor, Fayol's contribution, Behavioural Science approach, Contingency approach.</li> </ul>	
2	<b>Planning and Decision Making (Employability &amp; Entrepreneurship)</b>	15
	<ul style="list-style-type: none"> <li>● Management Functions – Planning, Organising, Staffing, Directing and controlling.</li> <li>● Planning: Meaning, Importance, Elements, Process, Limitations.</li> <li>● Decision Making: Concept, Importance and Steps in decision making.</li> <li>● Preparation of Business Plan.</li> </ul>	
3	<b>Organising (Employability &amp; Entrepreneurship)</b>	15
	<ul style="list-style-type: none"> <li>● Organising: Concept, Nature and Significance.</li> <li>● Authority and Responsibility relationships.</li> <li>● Centralization and Decentralization.</li> <li>● Departmentation.</li> <li>● Organization.</li> </ul>	
4	<b>Directing, Leadership and Controlling (Employability &amp; Entrepreneurship)</b>	15
	<ul style="list-style-type: none"> <li>● Directing: Meaning and Steps direction.</li> <li>● Motivation: Concept, Theories: Maslow, Herzberg, McGregor.</li> <li>● Leadership: Concept, Styles and Traits</li> <li>● Control: Concept, Process: Effective control system, Control techniques.</li> <li>● Coordination: Concept, Definition and Importance.</li> </ul>	

  
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## Reference Books

1. Certo Samuel C. and CertoTervis(2012), Modern management: Concepts and Skills, Pearson Education
2. Essentials of Management Koontz H & W McGraw Hill, New York
3. Principles of Management Ramaswamy Himalaya, Mumbai
4. Management Concept and Practice Hannagain T McMillan, Delhi
5. Basic Managerial Skills for All McGrath, E.H. Prentice Hall of India
6. Management-Text & Cases VSP Rao Excel Books, Delhi Assessment Pattern
7. Essentials of Management Massie Joseph Prentice Hall of India
8. Management: Principles & Guidelines Thomas N. Duening& John Ivancevich Biztantra
9. Management Concepts and OB P.S.Rao & N.V.Shah Ajab Pustakalaya
10. Management Concepts and Strategies J S Chandran Vikas Publishing House
11. Principles Of Management Tripathi P.C. Tata McGraw Hill.



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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester II**

**Paper 1826BSBPS: Basics of Practical Sports Management - II  
(Training)**

Under Academic Autonomy and Credit, Grading and Semester System  
With effect from Academic Year 2018-19

  
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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester II

**Core Course**

**Paper 1826BSBPS: Basics of Practical  
Sports Management - II (Training)**

**Course Objectives**

1. To learn Research, Conceptualization & Ideation
2. To learn Brainstorming, Data Collection, Analysis, Planning, Blueprint, Team
3. To learn Planning, Organization Structure, Time Management, Resource Management, Production & Operations, Logistics, Technical Requirement, Advertising & Marketing, Finance Management

Students will be exposed to the practical ground requirements of Sports Management. Theoretical concepts shall be made more stronger by their involvement in the making of Live Events in the Industry. Students need to document their key learning made and shall submit the same in the form of a report for all the Events they have participated.

**Course Outcome** (Employability)

- 1) CO1- Demonstrate the application of knowledge and skill sets acquired from the course and workplace in the assigned job function. (Cognitive level: Apply)
- 2) CO2- Demonstrate appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders. (Cognitive level: Apply)

  
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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester II**

**Paper 1821BSHRM: Human Resource Management**

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2018-19

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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester II

**Core Course**

**Paper 1821BSHRM: Human Resource Management**

**Course Objectives**

1. To acquaint students with various issues related to Human Resource Management.
2. To give an overview on Organisation Behaviour as an area of Management.
3. To introduce basic concepts, functions & processes and to create an awareness on the role, functioning of HRM

**Course Outcome (Employability)**

After successful completion of the course the learner will be able to

CO1- Outline the concept of human resource management and its relevance in organizations. (Cognitive level: Understand)

CO2 - Explain and Interpret the concept of Job Analysis and Recruitment. (Cognitive level: Understand)

CO3- Demonstrate an understanding on the methods of performance appraisal. (Cognitive level: Apply)

CO4- Examine current issues, trends, practices, and processes in human resource management. (Cognitive level: Apply)

**Modules at a Glance**

Sr. No.	Modules	No. of lectures
Module 1	Introduction to HRM	15
Module 2	Job Analysis & Recruitment	15
Module 3	Performance Appraisal	15
Module 4	Participative management	15
	<b>Total</b>	<b>60</b>



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## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Introduction to HRM Definition, Features, Scope/Functions of HRM.</li> <li>● Evolution of HRM, Trends in HRM, Difference between HRM and PM, Challenges before the HR Manager, Role of the HR manager, Traits/Characteristics of the workforce, Personnel Philosophy, Personnel Manual.</li> <li>● Human Resource Planning: Definition of HRP, Process of HRP along with brief coverage of personnel demand and supply, Forecasting techniques, Factors affecting HRP, HRIS, VRS, Outsourcing, Pink slip/termination/retrenchment/downsizing/ Separation Contracting and Sub-Contracting, Promotions and Transfers.</li> </ul>	
<b>2</b>	<b>Job Analysis &amp; Recruitment</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Job analysis: Definition, Method of collecting job data, Merits and demerits/ limitations.</li> <li>● Job Design: Definition, Factors affecting job design, Approaches to job design.</li> <li>● Job evaluation: Definition, Methods of job evaluation, Process of job evaluation.</li> <li>● Recruitment: Definition, Sources of recruitment, Merits and demerits.</li> <li>● Selection: Definition, Process of selection, Types of selection tests, Types of interviews.</li> <li>● Induction/orientation: Definition, Methods, Process, Placement.</li> <li>● Training and Development: Definition of training and development, Methods of training Managers, Process/ Procedure of conducting training programs, How to evaluate effectiveness of training program, Advantages of T &amp; D.</li> </ul>	
<b>3</b>	<b>Performance Evaluation</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Performance Appraisal: Definition, Methods of appraisal for managers, Traditional and Modern, Process/procedure of conducting performance appraisal, Advantages of performance appraisal, Limitations of performance appraisal.</li> </ul>	

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	<p>appraisal.</p> <ul style="list-style-type: none"> <li>• Compensation management, Definition of compensation Components of salary/ salary slip.</li> <li>• Fringe benefits, Definition and Types Performance linked incentives/incentives, Advantages and Disadvantages.</li> <li>• Career planning and Development: Definition of career planning and career development, Process /procedure Career stages/career life cycle and how to handle personnel at each stage, Essentials to make career planning successful, Career counselling, Employee Retention techniques, Succession planning.</li> </ul>	
<b>4</b>	<b>Participative Management &amp; Industrial Relations</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Participative Management: Definition of participative management, Levels of participation, Trends in Participative management, Factors important for effective participative management, Forms of participation, Participation through quality circles, Empowered teams.</li> <li>• Industrial Relations: Definition of industrial relations, Features of industrial relations, Importance of industrial relations, Approaches to industrial relations, Parties to industrial relations.</li> <li>• Trade Unions: Definition of a trade union, Features of a trade union, Trade Union movement in India, Trends in TU.</li> </ul>	

### Reference Books:

1. Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.
2. Prasad L M, Organizational Behaviour, Sultan Chand.
3. Khanka S. S., Organizational Behaviour, S. Chand.
4. P.L. Rao-International Human Resource.
5. Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.
6. Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata McGraw-Hill, New Delhi.
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
8. Human Resources and Personnel Management K Aswathappa Test and Cases.
9. Personnel Management Mamoria.
10. Personnel Management FlippoMcgraw.
11. Excellence through HRD M Nair and T V Rao.
12. Handbook of Human Resource Armstrong and Management Practice Michael Kogan.



# Nagindas Khandwala College

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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester II**

**Paper 1823BSMLT : Management of Sports Leagues & Teams**

Under Academic Autonomy and Credit, Grading and Semester System  
With effect from Academic Year 2018-19

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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester II

**Core Course**

**Paper 1823BSMLT : Management of Sports Leagues & Teams**

**Course Objectives**

1. To discover methods and practices of regulation and control in sports industry
2. To explain how non-profit sector relates with the sports sector
3. To understand how plays are managed in professional sports
4. To understand the gradual change in sports in terms of production and consumption
5. To analyze the challenges for a sports organization

**Course Outcome**

After successful completion of the course the learner will be able to

CO1- Discuss the role of State in Sports Development. (Cognitive level: Remember)

CO2- Give examples of the issues faced by non-profit sports sector. (Cognitive level: Understand)

CO3- Explain recreational sports leagues and tournaments. (Cognitive level: Understand)

CO4- Identify the challenges faced by a sports organization. (Cognitive level: Understand)

**Modules at a Glance**

Sr. No.	Modules	No. of lectures
Module 1	The role of the state in Sports Development	12
Module 2	Non-Profit Sport	12
Module 3	Professional Sport	12
Module 4	Sports Management Environment	12
Module 5	Organizational Structure	12
	<b>Total</b>	<b>60</b>

  
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## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>The role of the state in Sports Development</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Defining the State</li> <li>● Reasons for State intervention</li> <li>● Regulation and control</li> <li>● Extent and form of State intervention</li> </ul>	
<b>2</b>	<b>Non-Profit Sport</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Introduction; Non-profit Sector and Society</li> <li>● Governing Bodies of Sport</li> <li>● The sports club environment</li> <li>● Issues of non-profit sports sector</li> </ul>	
<b>3</b>	<b>Professional Sport (Employability)</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Understanding professional sport</li> <li>● Sports circuits; Media; Sponsorship; Player management; Ownership and outcomes;</li> </ul>	
<b>4</b>	<b>Sports Management Environment (Skill Development)</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Definition of Organization and Management</li> <li>● What is Sports Management</li> <li>● Unique features of Sports</li> <li>● Sports Management Environment</li> <li>● Three Sectors of Sports</li> <li>● What is different about Sports Management; Key Skills of a Sports Manager</li> </ul>	
<b>5</b>	<b>Organizational Structure</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What is Organizational Structure in Sports</li> <li>● Dimensions of Organizational Structure with examples from Sports; Structural Models</li> <li>● Factors influencing the structure of a Sports Organization</li> <li>● Challenges for a Sports Organization</li> </ul>	

### Reference Books:

1. International Sports Management - Gonzalo Bravo

  
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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester II**

**Paper 1822BSMMT : Marketing Management**

Under Academic Autonomy and Credit, Grading and Semester System  
With effect from Academic Year 2018-19

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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester II

**Core Course**

**Paper 1822BSMMT : Marketing Management**

**Course Objectives**

1. To make the students understand the concepts of marketing.
2. To help them understand the marketing environment and consumer behaviour.
3. To help students understand the marketing mix.

**Course Outcome** (Employability & Entrepreneurship)

After successful completion of the course the learner will be able to:

CO1- Recall and Reproduce the various concepts, principles, frameworks, and terms related to the function and role of marketing. (Cognitive level: Remember)

CO2- Identify and remember basic terms related to marketing. (Cognitive level: Remember)

CO3- Explain the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behaviour, marketing mix and Product Life Cycle with real world examples. (Cognitive level: Understand)

CO5- Use pricing and marketing strategies to enhance marketing of products and services. (Cognitive level: Apply)

**Modules at a Glance**

Sr. No.	Modules	No. of lectures
Module 1	Introduction to Marketing	15
Module 2	Marketing Research	15
Module 3	Industrial Buying Behaviour	15
Module 4	Pricing	15
	<b>Total</b>	<b>60</b>

  
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## Detailed Syllabus

Module	Topics	No. of Lectures
1	<b>Introduction to Marketing</b>	15
	<ul style="list-style-type: none"> <li>● The 4Ps and Cs of Marketing</li> <li>● Marketing as an activity, function, and philosophy</li> <li>● Needs, wants and demand; transactions, transfers and exchanges</li> <li>● Orientation of a firm: Production concept, product concept; selling concept, and marketing concept New Trends in marketing: E – Marketing, Internet Marketing, and Marketing using social networks Societal Marketing/Relationship Marketing</li> </ul>	
2	<b>Marketing Research</b>	15
	<ul style="list-style-type: none"> <li>● MIS; &amp; Consumer Behavior: The micro environment of business (management structure; marketing channels; markets in which a firm operates; competitors and stakeholders.</li> <li>● Macro Environment: political factors; economics; socio economic factors; technological factors (pest analysis)</li> <li>● Marketing Research: Importance of Marketing Research; Types of Marketing Research; Product Research; sales research; consumer research; promotion research.</li> <li>● Consumer behavior: basic stimulus response model; influence on consumers decision making process; high involvement and low involvement products; influences on buying behavior: cultural factors, social factors, personal factors, and psychological factors (Maslow's Hierarchy);</li> <li>● Methods of sales forecasting</li> </ul>	
3	<b>Industrial Buying Behaviour</b>	15
	<ul style="list-style-type: none"> <li>● Product and Brand management; STP; Decision making process;</li> <li>● DMUs and its composition factors influencing purchasing; economic environment; organizational factors; interpersonal characteristics and individual buying characteristics</li> <li>● Key differences between Consumer and Organizational Buying</li> <li>● Product and Brand Management Product Management: Core, tangible and augmented products; product decision mix; product line decisions; strategic filing, line modernization decisions, New product development process; idea generation, screening, concept development and testing, marketing market testing, test marketing and</li> </ul>	

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	<p>commercialization; product life cycle: introduction, growth, maturity, decline</p> <ul style="list-style-type: none"> <li>● Brand management: Brand equity; Branding Decisions, brand extension and Brand Portfolios</li> <li>● Segmentation targeting and Positioning (STP) : Segmentation variables for consumer markets: Geographic , demographic, behavioral, psychographic; segmentation variables for industrial markets; customer location, type of industry, size of the firm, purchase criteria, etc</li> <li>● Targeting: undifferentiated marketing; single segment and multi segment structures; guidelines for selecting target markets Position Identifying frame of reference; points of parity and points of difference; choosing category membership; product and brand differentiation for identifying of position</li> </ul>	
<b>4</b>	<b>Pricing</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Pricing decisions, channel decisions: promotion mix; strategies; Integrated Marketing Communication; marketing services; ethics in marketing. Pricing decisions: pricing objectives, factors influencing pricing decisions; Types of Pricing: Mark up/ Cost plus Pricing,, perceived value pricing, value pricing, geographic pricing etc; Responding to competitors; Action through price and non-price variables; impact of the Products : stage in the PLC on pricing decisions</li> <li>● Channel decisions: Types of channels; intensity of distribution, channel conflict and channel management; Retailing importance and types of retail formats, Indian retail scenario</li> <li>● Promotion mix; Advertising: importance and scope; Sales promotions: objectives, consumer promotions; PR and Publicity; Personal Selling: recruitment, selection, training, motivation and evaluation, selling sales rep. Integrated marketing communication: Definition of target audience; determining communication objectives, designing communication and selection of channels</li> <li>● Marketing Services: Characteristics of services, ways of improving services, delivery, managing service maturity Ethics in marketing</li> <li>● Advertising standards Council of India, code of ethics in advertising; Promotion to children; unfair practices in marketing.</li> </ul>	



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## Reference Books:

1. Marketing Management: A South Asian Perspective Kotler, Keller, Koshy and Jha, Pearson/ Prentice Hall
2. Marketing Concepts and Cases Etzel, Stanton, Walker and Pandit Tata McGraw Hill
3. Marketing Management Russel S. Winer, Pearson Education
4. Principles of Marketing Kotler Boone Thomson
5. Marketing Management S H HKazmi Excel
6. Marketing Management Kerin Hartley Tata McGraw Hill
7. Marketing Management Ramaswamy and Namakumari Macmillan India
8. Peterson Marketing Strategic Problems Roger Kerin/ Robert A Prentice Hall
9. Marketing Roger A Kerin, Steen W. Harley Tata McGraw Hill
10. Marketing Planning and Strategy Thomson



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Syllabus and Question Paper Pattern

Of

**Courses of Bachelor of Management Studies (Sports Management) Programme**

**First Year**

**Semester II**

**Paper 1824BSSPF: Sports Facilities Planning & Management**

Under Academic Autonomy and Credit, Grading and Semester System

With effect from Academic Year 2018-19

  
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Syllabus of Course of Bachelor of Management Studies (Sports Management) at  
Semester II

**Core Course**

**Paper 1824BSSPF: Sports Facilities Planning & Management**

**Course Objectives**

1. To understand the functions of managers in the facility domain.
2. To understand how facilities are planned and managed
3. To understand influential factors of a facility in terms of site selection, cost and location
4. To enlist security management planning working steps and context.
5. To understand the crucial phases of facility management.

**Course Outcome**

After successful completion of the course the learner will be able to:

CO1- Define the basic concepts of field and infrastructure requirement in sport facilities. (Cognitive level: Remember)

CO2- Explain the process of facility development. (Cognitive level: Understand)

CO3- Explain the key principles of sports facility management and sports event management. (Cognitive level: Understand)

CO4- Apply theoretical and technical knowledge and skills in diverse contexts that underpin the effective management of sport facilities. (Cognitive level: Apply)

**Modules at a Glance**

Sr. No.	Modules Sports Facilities Planning & Management	No. of lectures
Module 1	Introduction to Sport Facility Management	12
Module 2	Facility Development and Planning	12
Module 3	Facility Site and Design	12
Module 4	Security and Event Management	12
Module 5	Facility Construction	12
	<b>Total</b>	<b>60</b>

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## Detailed Syllabus

Module	Topics	No. of Lectures
1	<b>Introduction to Sport Facility Management</b>	12
	<ul style="list-style-type: none"> <li>● Facility Management from Ancient to Modern Time</li> <li>● The Scope of Sport Facilities and Its Future Trend</li> <li>● Facility Management: An Introduction, Constituents of Facility Management Managerial Functions</li> </ul>	
2	<b>Facility Development and Planning (Employability)</b>	12
	<ul style="list-style-type: none"> <li>● Facility Planning: An Introduction, Fundamentals of Planning, Planning and Management of Infrastructure Facilities (like Courts, Tracks, Gallery, and Provisions for Drinking Water, Lighting, and Sitting Arrangement etc.)</li> <li>● Planning for existing facilities</li> <li>● Planning For Future Facilities</li> </ul>	
3	<b>Facility Site and Design (Employability)</b>	12
	<ul style="list-style-type: none"> <li>● Introduction, Site Location, Site Cost, Site Selection, Facility Design</li> </ul>	
4	<b>Security and Event Management (Employability)</b>	12
	<ul style="list-style-type: none"> <li>● Legal Concerns and Responsibilities</li> <li>● Security- An Introduction, Crowd and Alcohol Management and Other Safety Concerns</li> <li>● Crisis Management</li> <li>● Event Management in the Facility</li> <li>● Post-Event Analysis</li> </ul>	
5	<b>Facility Construction (Employability)</b>	12
	<ul style="list-style-type: none"> <li>● Developments of Sports Arena, Grounds, Indoor Stadium, Tents, Camps etc</li> <li>● Critical phase of Facility Management</li> <li>● From Pre Event Briefings to Clean-up and closings, Merchandising, Housekeeping and Maintenance, Completion and Analysis</li> </ul>	

### Reference Books:

1. Sport Facility Planning and Management by Peter J. Farmer, Aaron L. Mulrooney, Rob Ammon (Jr.) Fitness Information Technology, Inc, U.S. (24 Jan. 2006)
2. Managing Sport Facilities, by Gil Fried - Human Kinetics Publishers; Second Edition edition (1 Mar. 2010)

  
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