



**NAGINDAS KHANDWALA COLLEGE OF  
COMMERCE, ARTS &  
MANAGEMENT STUDIES (AUTONOMOUS)**

Re-accredited by NAAC with 'A' Grade (3<sup>rd</sup> Cycle)

ISO 9001:2015 Certified

**Bhavishya Bharat Campus, S. V. Road, Malad (West)  
Mumbai-400 064**

**Prog Code: PSM**

**Master of Sports Management**

**Two Year Integrated Programme -**

**Four Semesters**

*Course Structure*

**Under Choice Based Credit, Grading and Semester  
System**

*Implemented during Academic Year - 2022-23*

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## 1. Preamble

The Master of Sports Management is a programme will help students to develop the skills to design, plan, create, implement, manage, and market the various aspects of the sports industry Students will examine the scope of the sports industry, learn how to manage the various aspects of the industry in a sustainable manner, and evaluate event outcomes.

The Indian Sports sector has seen a significant socio-economic impact contributing to 1-5 percent of national GDP. Sports not only boost the youth and instil pride among citizens, but also facilitate social and economic development of a nation. The last decade has seen the Indian sports industry expanding its boundaries with the rising popularity of various leagues such as the Indian Premier League (aka IPL), the Indian Super League, Hockey India League etc.. The performance of our sports teams & icons in various sports like Indian Cricket Team winning the T20 & the Cricket World Cup, Mary Kom, Leander Paes, Saina Nehwal etc winning numerous titles in their respective sports. have also contributed to this fact.

The sports spectrum has expanded its boundaries, with the rising popularity of leagues like IPL in cricket, ISL in football and HIL in hockey. IPL multiplied 5X in value and generated employment for more than 15000 people. The Global Sports Industry is worth more than USD 480-620B and is growing faster than GDP. At 15%, the Indian sports industry is one of the fastest growing industries in the world. Along with the existing league expanding , India has hosted some of the biggest Sports Tournaments in the world – FIFA U17 Football World Cup in 2017, Hockey World Cup in 2018 and the first ever NBA Games in 2019 , thus paving the way for more opportunities available to the Sports Managers of the Country.

The Sports Goods Merchandise and Apparel segment has employed more than 5,00,000 people. The last decade has shown a rise in the representation and success of athletes and sportspersons on many international platforms.

The time has come for India to have a centre that trains sports enthusiasts to take up professions in the sports arena. With multiple sports now in the limelight, we need professionals who understand the requirements of the brand and sportspersons. Sports managers after completing the programme will get the knowledge to get the sport to the next level as they will be nurtured to grow as a sports manager in a professional environment.

The objective of our courses is to generate skilled Sports Professionals who wish to integrate their passion with their profession. The institute also extends an opportunity to professionals in the field of sports, to upgrade their knowledge; and to individuals from other fields, who wish to enter the sports world.

## **1.1 About Khandwala College**

Khandwala College is a multi-faculty institution (Estd. 1983), affiliated to University of Mumbai. It offers 22 UG, 14 PG and 4 Ph.D. programmes and impart education to more than 6500 students. The Vision of the institute includes Education for all, Education for the youth and Education for the future of our country.

The Mission is to serve the society at large and students belonging to linguistic minorities in particular with commitment, dedication and devotion. The Quality Policy includes commitment towards imparting Quality Education to youth, enabling them to develop the right attitude, professional competence and inculcating right ethical values. The institution has been awarded “A” Grade (Third Cycle) by National Assessment and Accreditation Council, Best College by University of Mumbai (2012), lead college for a cluster of colleges, Educational Excellence Award by Indus Foundation, USA and Best Ensemble Faculty (Academic Brilliance Awards – 2013) by Education Expo TV’s Research Wing for Excellence in Professional Education & Industry and ISO 9001:2015 certified by TUV Nord. We have been awarded IMC Ramkrishna Bajaj National Quality Commendation Certificate in 2013-14. Our college has been awarded Autonomous status from 2016. Khandwala College, as an Autonomous College; is offering a new Master of Sports Management Programme as a Two-Year Integrated Programme – with Six Semesters Course Structure - Under Choice Based Credit, Grading and Semester System.

## **1.2 Vision and Mission of Khandwala College**

### **Vision**

- Education for all
- Education for the youth
- Education for the future of our country

### **Mission**

The college’s focus is on the future of our students irrespective of their gender and place in society. Every student is like a flame reaching out to the brightness of the sun i.e. the bright future of India.

## **2. Programme Objectives & Outcomes**

### **2.1 Programme Objectives**

1. To provide intensive theoretical & practical knowledge of management

2. To provide an integrated perspective of management functioning along with a fair amount of exposure to real life cases / technical knowhow.
3. To impart Understanding of the five stages of Sports Management : research, design, planning, coordination, and evaluation
4. To learn to how to manage time effectively, to manage human resources , venues, spectators etc.
5. To have insight into hiring vendors for sports equipments, venue management and other resources.
6. To be knowledgeable about risk-management procedures and tactics.
7. To learn about the requirements for necessary contracts, permits, and licenses, and how to meet these requirements.
8. To understand budgeting, pricing, and accounting as they relate to sports management

## **2.2 Programme Outcomes**

**After successful completion of the Programme the learner will be able to:**

**PO-1:** Demonstrate comprehensive knowledge and understanding of fundamental principles of management theories, sport law, sport marketing, sport communication, operations management, accounting practices, sport finance, sport governance and relevant concepts applicable in the sports industry that help them to achieve professional success in the sport management profession.

**PO-2:** Develop self-awareness and adaptability, flexibility, and curiosity in pursuit of personal and professional growth to become competent sports management professionals or entrepreneurs.

**PO-3:** Develop and hone professional skills through a steady progression of internships and industry engagements which makes them industry ready.

**PO-4:** Analyze sport-related business problems and devise solutions using critical thinking, research related skill, decision-making skills.

**PO-5:** Demonstrate exemplary communication and presentation skills both individually and in groups using appropriate digital technologies & tools.

**PO-6:** Incorporate an understanding of ethical, legal, environment and socio-cultural issues in managerial decision making and policy determinations in sports at the local, regional, national and global level.

### **3. Eligibility, Selection and Admission Criterion**

Candidates for being eligible for admission to the two-year course leading to the Degree of Master of Sports Management, shall be required to have passed/attained Graduation or an equivalent qualification in any stream from any Board/ University

#### **3.1 Eligibility Criterion:**

Passed Graduation in any discipline. Lateral Entry shall be applicable for students who have pursued similar or related Programmes from any University. Eligibility Criteria shall be applicable for lateral entry.

#### **The admission of students shall be based on:**

- Academic and non- academic credentials till date
- Performance in Aptitude Test [comprising of questions in Mathematics/Statistics, English, Logical Reasoning, Analytical Ability] and Performance in Personal Interview
- The candidate has to fulfill all the prescribed admission requirements / norms of the College
- In all matters relating to admission to the programme the decision of the Management of institute/ college shall be final
- At any time after admission, if found that a candidate has not fulfilled one or many of the requirements stipulated by the Institute, or submitted forged certificates, the Institute has the right to revoke the admission and will forfeit the fee paid. In addition, legal action may be taken against the candidate as decided by the Management of institute/ college

#### **3.3 Eligibility for the award of the Degree**

- A candidate shall be eligible for the award of the Degree only if he/she has undergone the prescribed course of study in Khandwala College affiliated to the University for a period of not less than two academic years, passed the examinations of all the Four Semesters earning 104 credits, and letter grade of at least D or above (i.e. O/ A+/A/ B+/B/C/D) in core.
- No dues to the College, Libraries etc.; and
- No disciplinary action is pending against him / her.

#### **3.4 Faculty under which the Degree is awarded**

Master of Sports Management programme is awarded.

#### **3.5 Intake and Fees**

Intake of 180 Students in the first year with an additional division of 60 students from the second year onwards. Additional 15% shall be permitted to make provision for any cancellation of Admissions. Additional admissions to the extent of 15% will be permitted for foreign students every year.

Programme Fees for each Semester - Rs. 1,23,000/- . The fees can be increased by 12% every year.

### **3.6 Attendance**

- A student has to obtain a minimum 75% cumulative attendance for the theory lectures, practical and tutorial (wherever prescribed) separately will be required out of the total number of lectures, practical and tutorials on the subject conducted in the term.
- 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports / Minor Medical conditions etc.
- A student with a cumulative attendance of less than 75%, will not be permitted to appear for the end semester examination for all the courses in that semester and will be categorized as “DE”, meaning Detained due to shortage of attendance. The students with the “DE” category cannot proceed to the subsequent semester.
- Such students shall register for all the courses of the semester in which DE has occurred, in the subsequent year by paying the prescribed fee.
- Additional condonation may be considered in rare and genuine cases which includes, approved leave for attending select NCC / Sports Camps, Internships, Training, cases requiring prolonged medical treatment and critical illness involving hospitalization.
- For medical cases, submission of complete medical history and records with prior information from the parent / guardian to the institute is mandatory. Such condonation is permitted only twice for a student in the entire duration of the programme.

#### 4. Scheme of Examination

The Examination shall be divided into parts i.e. Continuous Internal Evaluation including Assignment, Projects, Seminars, Case Studies and Class Tests which will be of 40 marks and the Semester End Examinations which will be of 60 marks. The semester wise Credit Points will be varied from course to course but the value of Credits for Post-Graduate Programme shall be of 104 credits. The examinations can be conducted in online/offline mode.

The Credits are defined in terms of the learner's hours which are divided into two parts such as Actual and Notional. The value of a particular course can be measured in number of Credit Points. The value of One (01) Credit is equal to 15 Hours of learners' load. Notional learning hours include direct contact hours with teachers and trainers, time spent in self learning, preparation for assignments, carrying out assignments and assessments etc.

**Scheme of Total Credits**

Sr. No.	Year	Credits
1	Year 1	52
2	Year 2	52
	Total Credits for Award of Degree	104

#### 4.1 Credit Based Evaluation System Scheme of Examination

For all 4 semesters, the performance of the learners shall be evaluated into two components. The first component shall carry 40% marks which will be a Continuous Internal Evaluation while the second component shall carry 60% marks at semester end examination.

The allocation of marks for the Continuous Internal Evaluation 40% and Semester End Examination 60% are as shown below:

#### 4.2 Structure of Continuous Internal Evaluation – 40% = 40 marks

Sr. No.	Particulars	Marks
1	Class test held in the given semester	15 marks
2	Subject specific Term Work Module/assessment modes – as decided by the department in the beginning of the semester (like Extension/field/experimental work, Short Quiz; Objective test, open book test etc. and written assignments, Case study, Projects, Posters and exhibits etc. for which the assessment is to be based on class presentations wherever applicable)	20 marks



3	Attendance & Active participation in routine class instructional deliveries (and in practical work, tutorial, field work, cultural activities etc. as the case may be)	5 marks
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### 4.3 Structure of End Examination – 60% = 60 marks

Semester End Examination will be organized after all modules of the course are taught in the class. It will be a written examination / or as per the needs of the course a practical examination or a combination of both. This examination will be for 60 marks.

The Semester End Examinations for each course through semesters I to IV shall be conducted by the college except for the subjects with Asterix symbol (\*) for which 40 marks includes a test for 15 marks, assignment for 20 marks and attendance & code of conduct for 05 marks and 60 marks for two assignments/assessments shall be evaluated by the subject experts at department level and the marks/grades shall be submitted to the College.

The assessment of Continuous Internal Evaluation and Semester End Examination as mentioned above for the Semesters I to IV shall be processed by the College – ‘Institutions of their Learners’ and issue the grade cards to them after the conversion of marks into grades as the procedure mentioned below.

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Continuous Internal Evaluation & Semester End Examination. The learner shall obtain a minimum of 40% marks (i.e. 16 out of 40) in the Continuous Internal Evaluation and 40% marks in Semester End Examination (i.e. 24 out of 60) separately, to pass the course and a minimum of Grade D in each project, wherever applicable, to pass a particular semester. A learner will be said to have passed the course if the learner passes the Continuous Internal Evaluation & Semester End Examination together.

### 4.4 Suggested Question Paper Pattern

#### A) Written Class Test (15 Marks) - 30 mins

1.	Match the Column / Fill in the Blanks/ Multiple Choice Questions (Any Six out of Eight) (1 Marks each)	06 Marks
2.	<i>(Concept based Questions)</i> Answers the following (Attempt Any Two of Three) (2 Marks each)	04 Marks
3.	Answer in Brief (Attempt Any One of the Two) (5 Marks each)	05 Marks

#### B) Semester End Examinations (60 Marks) - 2hrs

QI	Match the Column / Fill in the Blanks/ Multiple Choice Questions/True or False (Any 10 out of 15) (1 Marks each)	10 Marks
QII A	<i>(Concept based Questions)</i> Answer in Brief (Any Three out of Five) (5 Marks each)	15 Marks
	OR	
QII B	<i>(Concept based Questions)</i> Answer in Brief (Any Three out of Five) (5 Marks each)	15 Marks
QIII A	(Application based/Scenario based Questions) Answer in Detail (Attempt Any Four of Six) (5 Marks each)	20 Marks
	OR	
QIII B	(Application based/Scenario based Questions) Answer in Detail (Attempt Any Four of Six) (5 Marks each)	20 Marks
QIV	Long Answer Type Question (Any One out of Two)	15 Marks

#### 4.5 Passing Standards

Grade	Marks	Grade Points
O	80 & Above	10
A+	70 to 79.99	9
A	60 to 69.99	8
B+	55 to 59.99	7
B	50 to 54.99	6
C	45 to 49.99	5
D	40 to 44.99	4
F	Less than 40	0

- The learners shall obtain a minimum of 40% marks (i.e. 16 out of 40) in the Continuous Internal Evaluation (CIE) and 40% marks in Semester End Examination (i.e. 24 out of 60) separately, to pass the course and a minimum of

Grade D to pass a particular semester.

- Learners who fail to clear Class Test I or were unable to appear for Class Test I on account of Medical grounds, Bereavement of a family member, Internships/Training or Positioned at Events by the College can appear for Class Test II
- If just prior to or during the CIE a bereavement (of an immediate family member) occurs. (Note: In this case the Death Certificate of the departed and the Parent's note will have to be given to the College within 2 days of returning to College, for this clause to hold).
- A learner will be said to have passed the course if the learner passes the Continuous Internal Evaluation (CIE) and Semester End Examination.

#### **4.6 ATKT in Class Test**

Students failing to clear the Class Test will have to submit a project on a topic approved by the subject teacher.

The allocation of marks will be as follows:

- Written Assignment – 10 marks
- Presentation- 5 marks

#### **4.7 Eligibility for Faculty**

Master's degree with 55% marks (or an equivalent grade in a point scale wherever grading system is followed) in a relevant/allied subject OR Relevant work experience in the industry or related areas.

## 5. Teaching Methodology

### 1. Classroom Sessions

- **Lectures:** Lectures shall be delivered by experienced faculties along with visiting faculties and experts from the industry in online/offline or blended mode.
  - **Assignments and Projects:** Shall be assigned at regular intervals of the course. It offers an opportunity for students to meet, interact and collaborate with experienced people from the industry.
  - **Knowledge Workshops and Industry Seminars:** Shall be organized at regular intervals to keep the students informed about the latest developments in the Event Industry, these workshops are uniquely designed with a focus on practical industry – relevant topics.
  - **Simulated Events:** Shall be conducted to get the real feel of organizing and managing an event. Students are trained to make a replica of an Event and present it live in the classroom. The exercise gives the student an opportunity to identify the finer nuances of event execution thereby helping them to identify key success factors and areas of improvement.
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- **Guest Lectures and Case Studies**
    - **Guest Lecture:** Eminent people from the Sports industry shall be invited as guest speakers to impart lessons and their rich experiences on various fields related to this industry to the students. They also focus on imparting training around management concepts that have today become essential skills to carve a niche in the industry.
    - **Case Studies:** Case studies highlighting various practical and situational issues shall be regularly discussed during classroom sessions. The discussion caters towards identifying what went wrong in the case and what could have been done in a better manner, this helps train students to handle such situations in the future. The exercise also improves the analyzing and analytical capabilities of our students.
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- **Innovative & Interactive Learning Technology**
    - **Educational wikis:** It keeps track of education-oriented wikis, establishes constructive interactions with them, and researches their technology, activity, culture, processes, and impact.
    - **Creative Presentation Ideas:** Gone are the days when Microsoft Presentation was the only means to make academic training interactive and engaging. Enliven your material and engage the students with these simple and easy to implement methodologies:

- **Prezi Presentation:** Prezi is a powerful communication and presentation tool that aims to replace PowerPoint presentation. Equipping students with the knowledge of this tool helps in preparing them to adapt easily to the ever-changing dynamics of the corporate world.
- **CREATE through Technology:**
  - **YouTube Broadcasting:** Harness the power of YouTube as an effective broadcasting medium to create and share your ideas and thoughts with diverse audiences.
  - **Communication and Collaboration:** Google Apps provides students a chance to learn how to use webmail services, calendar (shared calendaring), G-Talk (instant messaging and voice/video chat) and Drive (online document creation & sharing).
  - **Education through Blogs:** A powerful and interactive medium for learning. Ideal to educate, discuss and share innovative ideas across a large and diverse set of audiences.
- **Unparalleled Internships & Practical Training**
  - **Internships & Practical Training:** These internships and training act like great learning platforms giving them the live experience of managing a case.
  - **In-House Projects:** Students shall be provided with an opportunity to work on in-house projects right from the start to finish, to provide them with hands-on experience, which helps them to gain excellent Sports Management skills.

**Master of Sports Management**  
**Two Year Integrated Programme**

**Four Semesters**

**Basic Structure: Distribution of Courses**

1	<b>Core Course (CC)</b>	19 Papers of 4 Credits Hrs. each (Total Credits Hrs. 19*4) 1 Papers of 2 Credits Hrs. each (Total Credits Hrs. 1*2)	78
2	<b>Discipline Specific Compulsory Course (DSC)</b>	4 Papers of 4 Credits Hr. each (Total Credits Hr. 4*4) 1 Papers of 2 Credits Hrs. each (Total Credits Hrs. 1*2)	18
3	<b>General Elective (GE)</b>	4 Paper of 2 Credit Hr. each (Total Credits Hr. 4*2)	8
	<b>Total Credits Hrs</b>		<b>104</b>

## Master of Sports Management

### *Under Choice Based Credit, Grading and Semester System* Curriculum Framework

#### FIRST YEAR

Sem	Course Code	Course	Category	Credits	Internal	External	Total Marks
I	1811PSMSD	Fundamentals of Sports & New Age Dynamics	CC	4	40	60	100
I	1812PSMLT	Management of Sports Leagues & Teams	CC	4	40	60	100
I	1813PSMFP	Sports Facilities Planning & Management	CC	4	40	60	100
I	1814PSMLP	Leadership Principles in Sports	CC	2	40	60	100
I	1815PSMET	Sports Equipment & Technology Management	CC	4	40	60	100
I	1816PSMPS	Basics of Practical Sports Management I *	DSC	4	40	60	100
I	1817PSMRMB	Research Methodology for Business *	DSC	2	40	60	100
I	1816PSMSA 1816PSMSS	(Any one) * Sanskrit Soft Skills & Personality Development	GE	2	40	60	100
			<b>Total</b>	<b>26</b>	<b>320</b>	<b>480</b>	<b>800</b>

#### *Semester II*

Sem	Course Code	Course	Category	Credits	Internal	External	Total Marks
I	1811PSMSD	Fundamentals of Sports & New Age Dynamics	CC	4	40	60	100
I	1812PSMLT	Management of Sports Leagues & Teams	CC	4	40	60	100
I	1813PSMFP	Sports Facilities Planning & Management	CC	4	40	60	100
I	1814PSMLP	Leadership Principles in Sports	CC	2	40	60	100
I	1815PSMET	Sports Equipment & Technology Management	CC	4	40	60	100
I	1816PSMPS	Basics of Practical Sports Management I *	DSC	4	40	60	100
I	1817PSMRMB	Research Methodology for Business *	DSC	2	40	60	100
I	1816PSMSA 1816PSMSS	(Any one) * Sanskrit Soft Skills & Personality Development	GE	2	40	60	100
			<b>Total</b>	<b>26</b>	<b>320</b>	<b>480</b>	<b>800</b>

## Master of Sports Management

### *Under Choice Based Credit, Grading and Semester System* Curriculum Framework

#### SECOND YEAR

Sr. No	Semester III	Subject code	Credits	Sr. No.	Semester IV	Subject code	Credits
	<i>Core Course (CC)</i>				<i>Core Course (CC)</i>		
1	CC-11 Media Management	1931PSMMT	4	1	CC-16 Tourism Marketing	1941PSMTM	4
2	CC-12 Ethics & Governance	1932PSMEG	4	2	CC-17 Sports Psychology	1942PSMSP	4
3	CC-13 Sports Law & Risk Management	1933PSMLR	4	3	CC-18 International Sports Management	1943PSMIM	4
4	CC-14 Global Sports Tourism	1934PSMGT	4	4	CC-19 Entrepreneurship & Project Management	1944PSMEP	4
5	CC-15 Sports Health & Nutrition	1935PSMHN	4	5	CC-20 Sports Training & Tactics	1945PSMTT	4
	<i>Discipline Specific Compulsory Course (DSC)</i>				<i>Discipline Specific Compulsory Course (DSC)</i>		
6	DSC-3 Professional Practical Training/Internship*	1936PSMTI	4	6	DSC-4 Practical Training/Internship Report*	1946PSMTI	4
		<b>TOTAL</b>	<b>24</b>			<b>TOTAL</b>	<b>24</b>

The syllabus can be updated/revised/modified from time to time to meet industry requirements.

- CC - Core Course
- AECC - Ability Enhancement Compulsory Course
- DSC - Discipline Specific Course
- AEEC - Ability Enhancement Elective Course
- SEC - Skill Enhancement Course



### Evaluation scheme as per the courses mentioned below:

Basics of Practical Sports Management I *	CIE= 40 mks (Draft Report) SEE = 60 mks (Final Report , Presentation , VIVA =60)
Research Methodology for Business *	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
<b>(Any one)*</b> Sanskrit Personality Development	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Basics of Practical Sports Management II *	CIE= 40 mks (Draft Report) SEE = 60 mks (Final Report , Presentation , VIVA =60)
<b>(Any one) *</b> Sanskrit Selling Skills	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Professional Industry Engagement (Practical Training) *	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
<b>(Any one) *</b> Sanskrit Effective Presentation Skills	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Capstone Project*	CIE= 40 mks (Draft Report) SEE = 60 mks (Final Report , Presentation , VIVA =60)
<b>(Any one) *</b> Sanskrit Personality Development Skills	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)

***Syllabus of Courses of  
Master of Sports Management  
at Semester I***

**1. Fundamentals of Sports & New Age Dynamics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	History of Modern Sports and other Forms of Organized Physical Activity	12
Module 2	Roles and Functions of National/International Sports Organizations	12
Module 3	Professional Team Sports	12
Module 4	Individual Sports	12
Module 5	Contemporary Issues	12
	<b>Total</b>	<b>60</b>

**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 - Identify the role and functions of National and International Sports Organizations. (Cognitive level: Understand)

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

CO4 - Identify and explain the governance of Individual Sports. (Cognitive level: Understand)

CO5 – Identify and explain the contemporary issues in sports. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>History of Modern Sports and other Forms of Organized Physical Activity</b>	<b>12</b>
	<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>	
<b>2</b>	<b>Roles and Functions of National/International Sports Organisations</b>	<b>12</b>
	<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>	
<b>3</b>	<b>Professional Team Sports</b>	<b>12</b>
	<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>	
<b>4</b>	<b>Individual Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● An Overview of Individual Sports, Emerging Trend</li> <li>● Future Potential, studies related to Governance of Individual Sports like Golf, Tennis, Badminton, Auto Racing, Track Race</li> </ul>	
<b>5</b>	<b>Contemporary Issues</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What does it mean, what is an issue, what are some contemporary issues- Match Fixing, Doping, Racism, issues raised for betterment of sports in remote regions (in India)</li> <li>● Encouragement provided by government to the poor for participating in sports at a national level. The initiatives taken by Sports bodies – FIFA in Racism, ICC in Match Fixing, Doping</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

***Syllabus of Courses of  
Master of Sports Management  
at Semester I***

**2. Management of Sports Leagues & Teams**

**Modules at a Glance**

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

**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 – Define 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 Sports Circuits. (Cognitive level: Understand)

CO4 – Discuss the strategic management principles in Sports. (Cognitive level: Understand)

CO5 – Describe the performance management model appropriate for sports. (Cognitive level: Understand)

## 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</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>Strategic Management Principles</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Strategic Management Principles</li> <li>● Importance of Strategic Management in Sports; Strategic Sports Management</li> <li>● The Strategic Sports Management Process- Strategic Analysis</li> <li>● Strategic Direction, Strategy formulation, Strategy implementation and Strategy Evaluation</li> </ul>	
<b>5</b>	<b>Performance Management</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Overview; Sport and performance; Developing a performance management model from the perspective of a stakeholder</li> <li>● An Input- Output Approach to performance management; A balanced and multidimensional approach to performance management</li> <li>● Costs and benefits of a performance management system; Designing a performance management model appropriate for sports</li> </ul>	

**Reference Books:**

1. Fred Luthans - Organizational Behaviour : McGraw Hill International(February 2001)
2. S P Robins - Organizational Behaviour : Prentice Hall India Ltd.(May 2006)
3. Ghanekar - Behaviour Concept & Cases: EPH Organizational

***Syllabus of Courses of  
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**3. Sports Facilities Planning & Management  
Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Facility Planning, Site and Design	12
Module 2	Facility construction	12
Module 3	Facility systems operation	12
Module 4	Facility Maintenance	12
Module 5	Event operation at the sports facility	12
	<b>Total</b>	<b>60</b>

**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 fundamentals of facility planning. (Cognitive level: Remember)
- CO2 – Explain the phases of facility construction. (Cognitive level Understand)
- CO3 – Discuss the systems required while planning for facilities. (Cognitive level: Understand)
- CO4 – Summarize the responsibilities of facilities managers. (Cognitive level: Understand)
- CO5 – Explain the requirements and basics of event planning and production at sports facility. (Cognitive level: Understand)



## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Facility Planning, Site and Design</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Fundamentals of planning</li> <li>● Planning for existing facilities, planning for future facilities, site location, site cost, site selection, facility design</li> </ul>	
<b>2</b>	<b>Facility construction</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Construction planning, pre-construction phase, construction elements, Project costs, competition and analysis, summary</li> </ul>	
<b>3</b>	<b>Facility systems operation</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Heating, ventilation, air-conditioning, air quality, energy systems, plumbing, interior systems, exterior systems, combined interior and exterior systems</li> </ul>	
<b>4</b>	<b>Facility Maintenance</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Space management, Maintaining grass fields, maintenance and repair programs, basic maintenance, maintenance audits, maintenance department, facility repair management</li> <li>● Responsibilities of facilities managers, essential knowledge and skills required for operating a sport facility: Soft Skills (Interpersonal and PR Skills) &amp; Hard Skills</li> </ul>	
<b>5</b>	<b>Event operation at the sports facility</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Operational structure, Crowd and Alcohol Management, House Keeping and Maintenance, booking and scheduling, Business operations, Box Office management, concessions and merchandise, event planning and production</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 (1 Mar. 2010)

***Syllabus of Courses of  
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**4. Leadership Principles in Sports  
Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to leadership Principles in Sports	12
Module 2	Defining Leadership	12
Module 3	Understanding the role of Leadership in sports	12
Module 4	Decision making, leadership and sports	12
Module 5	Power politics in leadership and Sports	12
	<b>Total</b>	<b>60</b>

**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 the concept of leadership in Sports. (Cognitive level: Remember)
- CO2 – Restate the traits of good leadership. (Cognitive level: Understand)
- CO3 – Explore the relationship between team and sports. (Cognitive level: Understand)
- CO4 – Recognize the importance of leadership in sports. (Cognitive level: Remember)
- CO5 – Explore the relationship between good decision making, leadership and sports. (Cognitive level: Understand)
- CO6 – Identify the moral practices in sports. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to leadership Principles in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Concept of leadership in sports , the nature and characteristic of leadership in sports</li> <li>● Leadership as a tool in sports, leadership strategies</li> <li>● The spirit of game and leadership, role and importance of leadership in sports</li> </ul>	
<b>2</b>	<b>Defining Leadership</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Defining an effective leader, what makes a good leader, Traits of good leadership, Leadership v/s authority</li> <li>● Understanding the influence and impact of a leader on the team and the vision of the team</li> <li>● Understanding leadership principles, leadership qualities and traits Good leaders &amp; bad leaders (case study), power and leadership.</li> </ul>	
<b>3</b>	<b>Understanding the role of Leadership in sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Exploring the relationship between team and sports,</li> <li>● Importance of leadership in sports, need for strong leadership in sports</li> <li>● Implementing leadership principles in sports</li> <li>● Dynamics of leader and his team, role of leader, decision making and leadership.</li> </ul>	
<b>4</b>	<b>Decision making, leadership and sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Taking decisions, planning and Identifying problem, chain of command importance of decision making</li> <li>● Steps in decision making, decision making and leadership, decisions making in sports</li> <li>● Relation between good decision making , leadership and sports</li> </ul>	
<b>5</b>	<b>Power politics in leadership and Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Sources of power, use of power in sports, moral practices &amp; ethical leadership</li> </ul>	

	<ul style="list-style-type: none"><li>● Ethics in sports, concepts of idealism individualism in leadership and sports, maintaining balancing between leadership and authority</li><li>● Misuse and abuse of power in sports</li></ul>	
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**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)

***Syllabus of Courses of  
Master of Sports Management  
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**5. Sports Equipment & Technology Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction – Equipment & Technology in Sports	12
Module 2	Role of Equipment in Sports	12
Module 3	The Procurement Process, Sales and After Sales Service	12
Module 4	Storage and Maintenance	12
Module 5	Storage Safety	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To identify the category of products under sports equipment
2. To understand the standards of equipment management.
3. To Describe concepts of direct purchase, bid purchase, sponsorship, return and refund policy
4. Apply learning of Quality and manufacturing standards of equipment procured
5. Understand the significance of tagging and its ease in utilization of equipment, maintenance of records and financial analysis

**Course Outcome**

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

CO1 – Identify objectives, guidelines, goals of equipment management in sports. (Cognitive level: Remember)

CO2 – State the advantages, standards and importance of equipment management. (Cognitive level: Remember)

CO3 – Explain the procurement process, sales and after sales services of equipment. (Cognitive level: Understand)

CO4 – Explain the storage, maintenance and safety of equipment. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction – Equipment &amp; Technology in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Guidelines, Goals, objective of equipment management in sports</li> <li>● Sports equipment management in early times</li> <li>● Sports equipment management in modern lives</li> <li>● Category of products under sports equipment</li> </ul>	
<b>2</b>	<b>Role of Equipment in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Importance of equipment and equipment management</li> <li>● Sociological and financial influence (role of govt, media, technology), Psychological influence</li> <li>● Proper use of equipment, proper size of equipment,</li> <li>● Advantages of equipment management, Standards of equipment management</li> </ul>	
<b>3</b>	<b>The Procurement Process, Sales and After Sales Service</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Direct Purchase, Bid Purchase, Placing advertisement for purchase, Damaged good return to supplier, Inventory maintenance (Software and website)</li> <li>● Hosting online sale web portal, updating website with latest inventory, offering discounts in slow moving products, Hosting events for promoting sales, organizing games and tournaments</li> <li>● Sponsoring, Taking feedback survey of quality of sales, quality of service, Return/ Refund policy</li> </ul>	
<b>4</b>	<b>Storage and Maintenance</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Space requirement, Storage units - location selection,</li> <li>● Easy access to transport facility – easy shipment (roads, rail), Required indoor / outdoor space</li> <li>● Types of storage, Items kept for display – Maintenance of such items</li> </ul>	
<b>5</b>	<b>Storage Safety</b>	<b>12</b>

	<ul style="list-style-type: none"> <li>● (INTRO) Adherence to NBC – national building code (in India) or storage facility rules &amp; regulations of respective country to be complied, Safety from theft</li> <li>● Surveillance of the unit (appointing the right security force, installing cameras with DVR, etc.), Fire safety of warehouse and equipment, Fire safety (installation of fire protection safety and fire fighting systems, smoke detectors, sprinklers, fire alarm system, Safety from natural calamities – (Quake proof construction of the facility, availability of large outdoor safe assembly areas for staff and customers),</li> <li>● Entry restricted areas (for authorized personnel only), Heavy equipment’s handling &amp; maintenance (storage, arranging internally, crane) Regular inspection of store &amp; equipment’s</li> </ul>	
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### Reference Books:

1. Sports Equipment Management By Marcia L. Walker - Jones & Bartlett Publishers; 1<sup>st</sup> edition (July 22, 1992)
2. International Sport Management, By Ming Li, Eric MacIntosh, Gonzalo Bravo; - Human Kinetics (1 Oct. 2011)

***Syllabus of Courses of  
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**6. 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 stronger by their involvement in the making of Live 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 Events they have participated.

**Course Outcome**

- CO1- Apply theoretical concepts learnt so far to practical grounds in the sports industry.  
(Cognitive level: Apply)
- CO2 – Compose a Report. (Cognitive level: Create)



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**6. Research Methodology for Business**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction	7
Module 2	Data Collection & Processing	8
Module 3	Data Analysis and Interpretation	7
Module 4	Techniques in Report Writing	8
	<b>Total</b>	<b>30</b>

**Course Objectives**

1. To understand concepts and applications of research methods.

**Course Outcome**

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

1. Plan, design and carry out business research using scientific methods and prepare research reports or research papers.

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction</b>	<b>7</b>
	<p>Meaning and Objectives of Research</p> <p>2 Types of Research – (a) Pure, Basic and Fundamental (b) Applied (c) Empirical (d) Scientific &amp; Social (e) Historical (f) Exploratory (g) Descriptive (h) Causal</p> <p>3. Concepts in Research: Variables, Qualitative and Quantitative Research</p> <p>4. Stages in Research Process</p> <p>5. Characteristics of Good Research</p> <p>6. Hypothesis - Meaning, Nature, Significance, Types of Hypothesis, Sources</p> <p>7. Research Design – Meaning, Definition, Need and Importance, Steps in Research Design, Essentials of a Good Research Design, Areas/Scope of Research Design and Types - Descriptive, Exploratory and Causal</p> <p>8. Sampling – (a) Meaning of Sample and Sampling, (b) Methods of Sampling - (i) Non Probability Sampling – Convenient, Judgement, Quota, Snow ball (ii) Probability – Simple Random, Stratified, Cluster, Multi Stage.</p>	
<b>2</b>	<b>Data Collection &amp; Processing</b>	<b>8</b>
	<p>1. Types of Data and Sources - Primary and Secondary Data Sources</p> <p>2. Methods of collection of primary data</p> <p>(a) Observation - (i) structured and unstructured, (ii) disguised and undisguised, (iii) mechanical observations (use of gadgets)</p> <p>(b) Experimental - (i) Field, (ii) Laboratory</p> <p>(c) Interview – (i) Personal Interview, (ii) focused group, (iii) indepth interviews - Method</p> <p>(d) Survey – Telephonic survey, Mail, E-mail, Internet survey, Social Media, and Media Listening</p> <p>(e) Survey Instrument – (i) Questionnaire designing, (ii) Types of questions – (a) structured/ close ended and (b) unstructured/ open ended, (c) Dicotomous, (d) Multiple Choice Questions</p> <p>(f) Scaling techniques - (i) Likert scale, (ii) Semantic Differential scale</p>	
<b>3</b>	<b>Data Analysis and Interpretation</b>	<b>7</b>

	(a) Processing of data – i) Editing - field and office editing, ii) coding – meaning and essentials, iii) tabulation – note (b) Analysis of data- Meaning, Purpose, types. (c) Interpretation of data- Essentials, importance and Significance of processing data (d) Multivariate analysis – concept only (e) Testing of hypothesis – concept and problems – (i) chi square test, (ii) Z and t-test (for large and small sample)	
<b>4</b>	<b>Techniques in Report Writing</b>	<b>8</b>
	Report Writing – (i) Meaning, Importance, Functions of Reports, Essential of a Good Report, Content of Report, Steps in writing a Report, Types of Reports, Footnotes and Bibliography 2. Ethics and Research 3. Objectivity, Confidentiality and Anonymity in Research 4. Plagiarism	

### Reference Books:

1. C R Kothari, Vishwa Prakashan , Research methodology,2002
2. Donald R. Cooper & Pamela s Schindler Business research methods., TMH/9e/2007
3. Naresh K Malhotra, Marketing research, Pearson Education /PHI/5e/2007
4. SL Guptah and Hetesh Guptha, Business research methods, McGraw hill – 2012

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**7. Sanskrit**

**Module at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Structure of Language	2
Module 2	Nouns and various cases	2
Module 3	Ten conjugations	2
Module 4	Voices	2
Module 5	Causal	2
Module 6	Absolute Locative	2
Module 7	Frequentatives	2
Module 8	Desideratives	2
Module 9	Sandhis	2
Module 10	Compounds	3
Module 11	Gerunds	3
Module 12	Infinitives	3
Module 13	History of Sanskrit Literature	3
	<b>Total</b>	<b>30</b>

**Course Objective**

- To build the vocabulary of students by equipping them in etymological aspects as per the text

**Course Outcome**

After the successful completion of course, the learners will be able to:

- CO1: Explain the complex Vedic language and literature. (Level: Remember)

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**7.Soft Skills & Personality Development  
Module at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Self-Analysis and Goal Setting	6
Module 2	Attitude and Creativity	6
Module 3	Motivation and Leadership	6
Module 4	Decision Making	6
Module 5	Stress Management	6
	<b>Total</b>	<b>30</b>

**Course Objective**

- To become self-confident individuals by mastering inter-personal skills.

**Course Outcome**

After the successful completion of course, the learners will be able to:

- CO1: Explain the concept of decision making (Level: Remember)
- CO2: Discuss the types of decision-making styles. (Level: Understand)
- CO3: Develop effective communication skills (spoken and written). (Level: Create)

### Detailed Syllabus

Modules	Topics	No. of Lectures
Module 1	<b>Self-Analysis and Goal Setting</b>	6
	<ul style="list-style-type: none"> <li>● Analyse your personality and ambitions, and figure out how these features can help you find jobs that are perfectly suited for you</li> <li>● How to start the Goal Setting process.</li> <li>● How to set a 10-20 year plan consisting of smaller goals that will help you achieve your lifetime goals.</li> <li>● How to set a 5 year, 1 year, 6 month and a 1 month plan to achieve the smaller goals.</li> <li>● How to easily incorporate your goals into your daily activities.</li> <li>● How to make your goals positive and inspirational.</li> <li>● How to be clear and precise about what you want to achieve.</li> <li>● How to create SMART goals.</li> <li>● Goal setting metrics that will keep you focused when motivation is low.</li> </ul>	
Module 2	<b>Attitude and Creativity</b>	6
	<ul style="list-style-type: none"> <li>● Values and Attitudes</li> <li>● Personality traits and its effect on our attitudes</li> <li>● Problem solving tools: <ul style="list-style-type: none"> <li>● Problem Identification: SWOT Analysis, Pareto Principle</li> <li>● Problem Solving: Problem re-statement (5-Whys)</li> <li>● Brainstorming</li> <li>● Decision making tools</li> </ul> </li> <li>● Understanding the process of creativity and problem solving</li> <li>● Role of creativity and innovation in problem solving</li> <li>● Attitude that kill creative ideas</li> <li>● Removing barriers and blocks to finding the best solution</li> <li>● Looking at problem solving in 2 steps: problem identification and problem solving</li> <li>● What is attitude and importance of positivity?</li> <li>● How can we change our attitude and be more positive</li> </ul>	
Module 3	<b>Motivation and Leadership</b>	6

	<ul style="list-style-type: none"> <li>● Understand how to build a team</li> <li>● Leadership Styles</li> <li>● Characteristics of groups and teams</li> <li>● Tuckman’s theory of group formation</li> <li>● How to identify team roles</li> <li>● Building a balanced team to achieve objectives</li> <li>● Theories of Motivation</li> <li>● Sources of Challenges</li> <li>● Coping with Challenges</li> <li>● Factors affecting motivation levels in the workplace</li> <li>● How our individual differences affect motivation in the workplace</li> <li>● Impact on organisational performance when motivation levels are low and what to do about it</li> <li>● Motivational models and how to use them to improve performance</li> <li>● Use employee engagement to increase motivation levels</li> <li>● Understand how to develop and maintain effective working relationships</li> </ul>	
Module 4	<b>Decision Making</b>	6
	<ul style="list-style-type: none"> <li>● Introduction to Decision Making</li> <li>● Steps of Decision Making</li> <li>● Decision Making Style</li> </ul>	
Module 5	<b>Stress Management</b>	6
	<ul style="list-style-type: none"> <li>● Introduction to Stress</li> <li>● Sources of stress</li> <li>● Impact of stress</li> <li>● Coping Mechanisms</li> <li>● Stress Reduction Techniques</li> </ul>	

**Reference Books:**

- Wentz, F., 2012. *Soft skills training*. [Charleston, SC]: [CreateSpace].

***Syllabus of Courses of  
Master of Sports Management  
at Semester II***

**1. Sports & Entertainment Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Sports Entertainment Product and Distribution	12
Module 2	Promotions	12
Module 3	Key Concepts	12
Module 4	Marketing Game Plan	12
Module 5	Licenses, Rights and Legalities	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand and describe key basics of Sports marketing
2. To determine how to market products and services through sports including promotions, sponsorships and endorsements.
3. To identify and understand different pricing strategies and factors affecting price.
4. To understand legal issues involved in sports and entertainment industry including laws and contracts, licensing and unions.
5. To identify distribution channels for the sports and entertainment industry.
6. To understand the marketing functions relatable to sports and entertainment industry

**Course Outcome**

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

CO1 - List down the channels of distribution in sports and distribution. (Cognitive level: Remember)

CO2 - Outline the marketing functions relatable to sports and entertainment industry (Cognitive level: Understand)

CO3 – Distinguish between media and non-media promotions. (Cognitive level: Understand)

CO4 – Define the key concepts of Sports Marketing. (Cognitive level: Remember)



CO5 – Explain the components of Marketing game plan. (Cognitive level: Understand)

CO6 – Explain the concepts of trademarks, copyrights, and royalties in sports.  
(Cognitive level : Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Sports Entertainment Product and Distribution</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Sports and Entertainment product mix and marketing strategies; Product decisions in sports marketing; Channels of distribution</li> <li>● Difference in Sports and Entertainment Distribution; Technology and Distribution media</li> <li>● Sports Logistics – logistics mix and channel management; issues in channel management; Sports Goods retailing</li> </ul>	
<b>2</b>	<b>Promotions</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Promotional mix in sports and entertainment marketing; Use of technology; Content Marketing</li> <li>● Compare media and non-media promotions; Importance of reaching diverse markets; Sponsorships and endorsements</li> </ul>	
<b>3</b>	<b>Key Concepts</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Segmentation, Targeting, Positioning, Product Line and product mix; Product Life Cycle</li> <li>● Developing and extending sports brands, Direct, database and online marketing in sport- types and application; Programming</li> <li>● Location based entertainment; Brand Identity and Brand marks</li> </ul>	
<b>4</b>	<b>Marketing Game Plan</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Marketing Research – Process, Methods, use of primary and secondary data, identify demographics, market, venue;</li> <li>● Market Segmentation – definitions and types of segments; Mapping the marketing plan – Demographic, Targeting and Positioning</li> <li>● Pricing strategies – definitions, determining the prices, methods of setting price and understanding factors affecting price</li> <li>● Marketing Plan – Introduction, Components, implementation, Control; Financial Analysis</li> </ul>	
<b>5</b>	<b>Licenses, Rights and Legalities</b>	<b>12</b>

	<ul style="list-style-type: none"> <li>● Types of brands and brand equity; Product licensing; Role of merchandising in sports and entertainment; Trademarks and Copyrights; Royalties; Intellectual Property; Laws and Labour Unions; Labor Relations; Agents and contracts; sports Associations; Players Rights</li> <li>● Sports Laws in India</li> </ul>	
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**Reference Books:**

1. Sport Marketing, Volume 13 By Bernard James Mullin, Stephen Hardy, William Anthony Sutton- Human Kinetics; 3 edition (March 20, 2007)
2. Sports and Entertainment Marketing By Ken Kaser, Dotty Oelkers- Cengage Learning; 3 edition (March 29, 2007)

***Syllabus of Courses of  
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**2. Sports Funding & Financial Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Budgeting and Valuation in sports	12
Module 2	Business structures in sports	12
Module 3	Capital structuring	12
Module 4	Fund raising through sponsorships	12
Module 5	Sport funding through Broadcasting and Endorsements	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. Understand different sources of funding in Sports.
2. Understand the basics of Budgeting in Sports.
3. Understand different methods of constructing budgets.
4. Understand different methods for setting prices for sports goods and services.
5. Understand the process and strategies of Fundraising.
6. Identify the differences between different business structures.

**Course Outcome**

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

- CO1 – Identify different types of budgets. (Cognitive level: Remember)  
CO2 – Differentiate between different types of business structure. (Cognitive level: Understand)  
CO3 – Identify and explain different types of funding. (Cognitive level: Understand)  
CO4 – Explain the phases of sponsorship. (Cognitive level: Understand)  
CO5 – List down the benefits of endorsements. (Cognitive level: Remember)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Budgeting and Valuation in sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What makes sports profitable?; what makes sports valuable – market capitalization, market multiples, book value of assets v/s market value of assets, impact of expected future earnings; profit or wealth?</li> <li>● The basics of budgeting, Types of budgets - operational budgets, variance analysis, capital budgeting</li> <li>● Budgeting for a sports event Breakeven analysis; pricing strategies- demand based, elasticity pricing, discriminatory pricing, competition pricing, penetration pricing;</li> </ul>	
<b>2</b>	<b>Business structures in sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Non – profit organizations; sole proprietorships; Limited Liability Partnerships; Corporations and Private Limited Companies</li> <li>● Difference between each business structure; taxation issues in sports business; bankruptcy law</li> </ul>	
<b>3</b>	<b>Capital structuring</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Types of funding – short term borrowing, long term borrowing, Common Stock, Preferred Stock, Corporate bonds; cost of issuing bonds; loan repayment methods;</li> <li>● Short term Financing management – review of current assets and current liabilities, cash management, credit management, collections management</li> </ul>	
<b>4</b>	<b>Fund raising through sponsorships</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What is fund raising; sources of funds; fund raising alternatives; the fundraising process – strategies, internal fund raising, fund raising committee; planning for sponsorship</li> <li>● The phases of sponsorship, planning phase, selling phase, servicing phase; preparation of sponsorship proposal, evaluating the sponsorship deal, how to attract sponsors</li> </ul>	
<b>5</b>	<b>Sport funding through Broadcasting and Endorsements</b>	<b>12</b>

	<ul style="list-style-type: none"> <li>● What is broadcasting, the basics of sports broadcasting rights, where does the money go, sports Leagues and their broadcasting rights, benefits to the broadcaster; What is an endorsement</li> <li>● Sports and celebrity endorsement, Sportspersons and their recent endorsements</li> <li>● Endorsement strategy, Marketing and endorsement, Benefits of endorsements</li> </ul>	
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**Reference Books:**

1. Sport Funding and Finance, By Bob Stewart- Routledge; 2 edition (July 31, 2014)
2. International Sport Management, By Ming Li, Eric MacIntosh, Gonzalo Bravo; Human Kinetics (1 Oct. 2011)

***Syllabus of Courses of  
Master of Sports Management  
at Semester II***

**3. Sports Media, Broadcasting & Journalism**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Sports News and Reporting on various platforms	12
Module 2	Ethics in Sports Journalism	12
Module 3	Writing Sports Stories and Feature Articles	12
Module 4	Journalism at mega sporting events	12
Module 5	Sports Studio TV and Production and Technical Skills in Sports Camera Handling	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To be able to explain the concept of Sports News and Reporting on various platforms
2. To be able to explain the code of conduct followed by a sports journalist.
3. To be able to create titles that not only add interest to a piece, but communicate what a story is about
4. To be able to explain concept of sports media and journalism
5. To be able to explain the importance of business and media in today's society.

**Course Outcome**

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

CO1 - List down the points that will be helpful in covering important sport conferences.

(Cognitive level: Remember)

CO2 – Identify traits of perfect sports journalist. (Cognitive level: Remember)

CO3 - Use the titles that add interest to a piece and communicate the story of sports and articles itself. (Cognitive level: Apply)

CO4 – Identify and learn the reporting of different story. (Cognitive level: Understand)

CO5 – Demonstrate an understanding of the production and technical skills required in sports broadcasting. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Sports News and Reporting on various platforms</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Print, Broadcast, Radio, Internet, etc: How to decide what is your news?, Lay your groundwork for the event you are reporting</li> <li>● How to decide who shall be in your team when you cover a major sporting spectacle? , Sports reporting for a newspaper</li> <li>● How to cover important sport conferences</li> <li>● How to roll out sports news on different platforms , Broadcast Production , Podcasting , Radio News Story Production , Radio News Voice Presentation ,Radio News Package Production and Broadcasting</li> </ul>	
<b>2</b>	<b>Ethics in Sports Journalism</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Journalism ethics and standards</li> <li>● Evolution of ethics in sports journalism , Codes of practice for ethical sports journalism , Self-Regulation , Ethics and Standards in practice, Freedom of Press , Criticism , Traits of a perfect Sports Journalist</li> </ul>	
<b>3</b>	<b>Writing Sports Stories and Feature Articles</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Find your story , Learn more about your story , Decide on what type of feature you want to write</li> <li>● Organize your feature article by thinking of it as a three-act play, Introduction-Body-Conclusion , Think about the best style for a feature article , Add details/stats to keep a feature article interesting</li> <li>● Create titles that not only add interest to a piece, but communicate what a story is about. , The Straight-Lede Game Story , The Feature-Lede Game Story , Profiles , Season Preview and Wrap-up Stories , Columns , Interviews</li> </ul>	
<b>4</b>	<b>Journalism at mega sporting events</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Build Up stories to the event, including the city where it is held , Stories on Preparation for the event , Stories on the budget of the event , Reporting from the venue of the event</li> </ul>	



	<ul style="list-style-type: none"> <li>● Taking interviews of officials involved , Taking interviews and opinions of the people and their expectations in the build up to the event , Reporting a different story every time</li> <li>● Updates with results and which team looks the favorite , Create a talk show at the event</li> </ul>	
<b>5</b>	<b>Sports Studio TV and Production and Technical Skills in Sports Camera Handling</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Five skills you need to have to be a TV Broadcaster: Presentation Skills, Research Skills, Interview Skills, Flexibility and Technical Skills</li> <li>● Key television reporting skills, PTC's and Voiceovers, TV Show Production, post production, scripting and writing ,Technical Skills – Sound and Lighting , Production Management , Live Broadcast Essentials of a professional sports camera , Best sports cameras in the world , Parts of the camera</li> <li>● Different movements of the camera , Different angles of the camera , Different shots of the camera , Light, sound and White Balance , The exposure angle – ISO, Shutter Speed and Aperture , Depth of field , Framing, Composition, Lighting and THE STORY</li> </ul>	

### Reference Books:

1. Sports Journalism – Phill Andrews (Sage Publication) - SAGE Publications Ltd; Second Edition edition (22 Oct. 2013)
2. International Sport Management, By Ming Li, Eric MacIntosh, Gonzalo Bravo; - Human Kinetics (1 Oct. 2011)

***Syllabus of Courses of  
Master of Sports Management  
at Semester II***

**4. Public Relations, Sponsorship & Advertising in Sports**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to PR in Sports	12
Module 2	Introduction to Sponsorship	12
Module 3	Introduction to Advertising	12
Module 4	Advance Sports PR concepts	12
Module 5	Advanced Sponsorship concepts	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the concept of Sports Public Relations
2. To learn the process of developing and selling a Sponsorship Proposal
3. To understand the steps required to develop an advertising strategy
4. To understand ethical dilemmas present in sport public relations
5. To learn different methods of post-evaluation of sponsorship

**Course Outcome**

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

CO1 - Outline the characteristics and value of sports PR. (Cognitive level: Remember)

CO2- Identify the key components of a sponsorship proposal, developing and selling a proposal. (Cognitive level: Understand)

CO3- List down the objectives of Advertising. (Cognitive level: Remember)

CO4 – Explain the advantages and disadvantages of PR. (Cognitive level: Understand)

CO5- Discuss different methods of post-evaluation of sponsorship. (Cognitive level: Understand)

CO6 - Prepare advertising strategies that can be helpful in creating advertising messages and conducting the selection of advertising media. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to PR in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Beginning / evolution of PR in sports, definition of sports PR,</li> <li>● Characteristic of sports PR, the value of PR, sports PR as a form of business</li> <li>● PR as strategic management tool, organizational stakeholders and constituents</li> <li>● Issues management, organizational reputation, distinguishing between program and campaign, planning and executing campaigns</li> <li>● Working with PR firms, how to get started in sports PR, networking and volunteering, different types of sports PR</li> </ul>	
<b>2</b>	<b>Introduction to Sponsorship</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Definition of sponsorship, the sponsorship market, the objectives of sponsorship the components of sponsorship, limitations of traditional sponsorship, components of sponsorship plan</li> <li>● Key components of sponsorship proposal, developing and selling a proposal</li> </ul>	
<b>3</b>	<b>Introduction to Advertising</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Definition of advertising, Objectives of advertising, setting advertising budget</li> <li>● Developing advertising strategies - creating advertising message and selecting the advertising media</li> <li>● Evaluating advertising effectiveness, return on advertising investment; Agency vs in-house advertising</li> </ul>	
<b>4</b>	<b>Advance Sports PR concepts</b>	<b>12</b>

	<ul style="list-style-type: none"> <li>● Developing network in sports PR, press conference, crisis management, agencies and magazines, broadcast publicity, employing new media tactics, use of internet in sports PR – evaluating web use, developing website, structuring websites for specific stakeholders, legal and ethical dimensions of sports PR</li> <li>● Advantages and disadvantages of PR, future of sports PR, sports PR in India</li> </ul>	
<b>5</b>	<b>Advanced Sponsorship concepts</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Post-Evaluation of sponsorship – Identify success or failure, different methods of post-evaluation – meeting ROI objectives, calculate measures of market response, calculate value of exposure etc., improvement of measurement process, need for post event fulfillment report, reasons why sponsorships fail</li> <li>● Venue naming rights – components of a venue naming rights plan, calculate value of naming rights contract; Endorsements – concept of matching, delineate selection process, Q scores, problems with celebrity endorsement;</li> <li>● Licensing – history of licensing, trademark, calculate compensation, compliance issues, benefits for the licensor and licensee, infringement and market surveillance, licensing plan, Sports sponsorship in India</li> </ul>	

### Reference Books:

1. Sport Public Relations: Managing Stakeholder Communication, By G. Clayton Stoldt, Stephen Dittmore, Scott Branvold- Human Kinetics; 2nd edition (18 Mar. 2012)
2. Sports Sponsorship: Principles and Practices, By John A. Fortunato- McFarland & Co Inc (30 Aug. 2013)

***Syllabus of Courses of  
Master of Sports Management  
at Semester II***

**5. Sports Event Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Sports Event Management	12
Module 2	Event Conceptualization and Planning Process	12
Module 3	Event Management Commercials	12
Module 4	Risk Management	12
Module 5	Post Event Analysis	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the origins and importance of sports events.
2. To understand the role of event organizations and sports event manager
3. To understand different planning components of an event.
4. To learn and understand the event planning process
5. To identify ways to serve customers in a sports event
6. To learn basics of serving media at event site

**Course Outcome**

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

CO1 – Define Sports Events and Sports Festivals. (Cognitive level: Remember)

CO2- Describe the planning process and components required for a sports event. (Cognitive level: Understand)

CO3- Explain the commercial components of a sports event. (Cognitive level: Understand).

CO4- Prepare a budget for a sports event. (Cognitive level: Apply)

CO5 – Identify crowd control and management plans at a sports event. (Cognitive level: Remember)

CO6- Explain the post event promotions and media coverage. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Sports Event Management</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Evolution of Sports Events Marketing; Meaning of Sports events and Sports festivals</li> <li>● Role of Event organizations and sports event manager; Understanding stakeholders objective;</li> <li>● Challenges of event management; Sports events vs. Non-sports events</li> <li>● Sports Tourism; Sports events in India - growth, challenges and future of sports events in India</li> </ul>	
<b>2</b>	<b>Event Conceptualization and Planning Process</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● SWOT Analysis; Defining and developing objectives for the event; Planning components – type of sport requirements, concept and design, event flow, setting operational imelines</li> <li>● Creating Checklists, Logistics plans, safety and security planning; Selecting and soliciting host City / Venues – understanding and managing expectations; Event planning process – finding the right people, identify and analyze management tasks for Staff, Vendors and Volunteers, building support organization</li> <li>● Identify Sponsors and teaming up with them – understand event-sponsor relationship and managing expectations, Designing sponsorship programme and finalize the deal; Promotion planning – media partnerships, campaign for the event, media coverage and media partners; Designing the execution of the event marketing plan</li> </ul>	
<b>3</b>	<b>Event Management Commercials</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Stages of Budgeting Process; Identifying costs – Facility cost, Event operations cost, Marketing expenses, sponsor fulfillment expenses, Guest Management and Hospitality expenses, event presentation expenses, capital investment and amortization, miscellaneous expenses; Cash Flow and Management; Controlling costs and Contingency planning;; Identifying revenue streams – Ticket Sales, Hospitality partnerships</li> </ul>	

	<ul style="list-style-type: none"> <li>● Sponsorships and Advertising; Merchandising and Barter; Broadcasting, tournament and participation fees, Media partnerships; Grants and Donations, miscellaneous revenues</li> </ul>	
<b>4</b>	<b>Risk Management</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Risk Assessment and Management; Analyzing risk exposure and possible outcomes</li> <li>● Security procedures and training; Crowd control and Management plans; Athlete protection</li> <li>● Emergency management programme; analyzing past events from a risk management perspective; Insurance; Legal Counsel</li> </ul>	
<b>5</b>	<b>Post Event Analysis</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Reviewing the games – Post games review; Post-event promotions and media coverage</li> <li>● Following-up with Sponsors; Post-event debriefing; Evaluating objectives and outcome</li> <li>● Measuring impact and ROI – Media, Associations, Economic</li> </ul>	

### Reference Books:

1. Managing Sporting Events – Jerry Solomon (Human kinetics)
2. Sports Journalism – Philip Andrews (Sage Publication)
3. Managing Major Sports Events: Theory & Practice, By Milena M. Parent, Sharon Smith-Swan

***Syllabus of Courses of  
Master of Sports Management  
at Semester II***

**6. Basics of Practical Sports Management - II**

**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. Student needs 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**

CO1 - Demonstrate good working practices to show a developing maturity and sense of responsibility. (Cognitive level: Apply)



***Syllabus of Courses of  
Master of Sports Management  
at Semester II***

**7. Sanskrit**

**Module at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Selected portion from Taittiriyaopanishad	4
Module 2	An extract from drama Pratima by Bhasa	3
Module 3	A story from Panchtantram	4
Module 4	An extract from Mricchakatikam by Shudraka	3
Module 5	A dialogue based on Meghadutam	4
Module 6	An extract from drama Malavikagnimitram	6
Module 7	Spy system in Kautiliya Arthashastra ( 5 types of stationary spies)	6
	<b>Total</b>	<b>30</b>

**Course Objective**

- To give holistic and comprehensive understanding of the subject.

**Course Outcome**

After the successful completion of course, the learners will be able to:

- CO1: Describe the cultural perspective on the language. (Level: Understand)

***Syllabus of Courses of  
Master of Sports Management  
at Semester II***

**7. Selling Skills  
Module at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Sales Environment	7
Module 2	Sales Techniques & Process	8
Module 3	Sales Targets	7
Module 4	Sales Presentations, Demonstrations and Customer Service	8
	<b>Total</b>	<b>30</b>

**Course Objective**

- To teach customer interaction skills that enable students to lead mutually beneficial sales conversations with customers—even those who are indifferent or express concerns.

**Course Outcome**

After the successful completion of course, the learners will be able to:

- **CO1:** Explain the products and services in a way that is meaningful and compelling to customers. (Level: Remember)
- **CO2:** Discuss the sales calls in a positive and customer-focused manner. (Level: Understand)
- **CO3:** Explain the sales process. (Level: Understand)

## Detailed Syllabus

Modules	Topics	No. of Lectures
<b>Module 1</b>	<b>The Sales Environment</b>	7
	<p>Understand the sales market – Characteristics, Features &amp; Benefits, Unique selling propositions, Organisations market position, Competitors</p> <p>Different types of business focus in sales and marketing - Product focus, Production focus, Sales focus, Customer focus, Barriers to customer focus</p> <p>Manage time in the sales environment - Importance of effective time management, Business objectives, Urgent tasks, Routine tasks, Time management tools and techniques</p> <p>Use of IT in sales IT systems, Sales-related data and information, Information searches, Data audits, Implication of inaccurate sales data, Sales-related data issues and trends, Confidentiality, and security requirements:</p> <p>Communicate information in a sales environment - Sales environment, Characteristics of communication, Importance and uses of non-verbal communication, Importance of checking understanding, Customer needs, Colleague needs, Different media used to communicate, Advantages, Disadvantages</p>	
<b>Module 2</b>	<b>Sales Techniques &amp; Process</b>	8
	<p>The sales cycle - Characteristics of the sales cycle, Affecting the approach to the sale, Sales contacts</p> <p>The buyer-decision making process - Dealing with buyers, Achievement of targets, Consumer buyer decision making, Business-to-business decision making, Pressures on customers</p> <p>Generate and quality sales leads - Customer segmentation, target the market, source and gather market information, Qualifying the sales contact, Accurate record keeping:</p> <p>Sell by inbound telephone call - Characteristics, Advantages, Disadvantages, Characteristics of reactive selling, Manage customer behaviour</p> <p>Sell by outbound telephone call – Preparations, Characteristics, Advantages, Disadvantages</p>	

	<p>Selling face-to-face - Characteristics, Advantages, Disadvantages, Importance of preparing for the contact, Overcome barriers to closing the sale, Identify further potential add-on, up-selling or cross-selling opportunities, USP, Different methods of closing sales:</p> <p>Process sales orders - Ordering products and/or services, Payment methods</p> <p>Despatch function, Order completion service standards, Discounts and special offers, Importance of keeping the customer informed of developments relating to their order</p>	
<b>Module 3</b>	<b>Sales Targets</b>	7
	<p>How sales targets are calculated - Forecasting sales processes, Factors that affect the setting of sales targets, Volume and value of the sales, Products and/or services pricing structure, Formula for calculating sales values over a period of time</p> <p>Use of sales targets - Importance of sales targets for performance purposes, Past sales targets and future targets</p> <p>How to collect sales-related data - Potential sources of sales-related data, Collection methods for obtaining quantitative and qualitative information, How data can be used to support sales activities</p> <p>How to evaluate sales performance - Monitor sales performance against targets, evaluate performance against targets, Factors that can cause variances of performance from target, Actions to be taken if sales targets are not met</p>	
<b>Module 4</b>	<b>Sales Presentations, Demonstrations and Customer Service</b>	8
	<p>How to prepare for a sales presentation or demonstration - Organisational sales strategies, plans and activities, Meeting related to sales targets, Features and benefits of the products and/or services to be promoted, Setting up the venue and equipment,</p> <p>How to deliver a sales presentation or demonstration - Provide audience with opportunities to raise questions, How to gain sales commitment:</p> <p>Role of evaluating sales presentations/demonstrations: Evaluating effectiveness of presentation or demonstration, Using evaluative information to enhanced sales performance:</p> <p>Customer Service in Sales - build long term relationships with customers, approaches to managing customer accounts,</p>	

	importance of customer loyalty, importance of the brand and organisational reputation, how to meet the customers' after sales service needs.	
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### Reference Books:

1. Denny R — Selling to Win (Kogan Page, 2006) ISBN 8780749444341
2. Schiffman S — The 25 Sales Habits of Highly Successful Salespeople (Adams Media Corporation; 3rd Revised edition, 2008) ISBN 1598697579
3. Fleming P – Retail Selling, 2nd Edition (Mercury Business Books, 2007) ISBN 1852525541
4. Roberts L – Structured Selling: Sales Strategy and Tactics with a Target Marketing Purpose (Rogers Publishing and Consulting, 2009) ISBN 981744230
5. Miller S – How to Get the Most Out of Trade Shows (McGraw-Hill, September 2000) ISBN 065800939
6. Siskind B – Powerful Exhibit Marketing: The Complete Guide to Trade Shows, Exhibitions and Conferences (John Wiley & Sons, April 2005) ISBN 0470834692
7. Abrams R and Bozdech B – Trade Show in a Day: Get It Done Right, Get It Done Fast! (Planning Shop, November 2006) ISBN 0974080179

**Syllabus and Question Paper Pattern  
of Courses of**

**Master of Sports Management**

**Second Year  
*Semester III and IV***

**Under Choice Based Credit, Grading and Semester  
System**

***Syllabus of Courses of***  
**Master of Sports Management**  
**SECOND YEAR**

Sr. No	Semester III	Subject code	Credits	Sr. No.	Semester IV	Subject code	Credits
	<b><i>Core Course (CC)</i></b>				<b><i>Core Course (CC)</i></b>		
1	CC-11 Media Management	1931PSMMT	4	1	CC-16 Tourism Marketing	1941PSMTM	4
2	CC-12 Ethics & Governance	1932PSMEG	4	2	CC-17 Sports Psychology	1942PSMSP	4
3	CC-13 Sports Law & Risk Management	1933PSMLR	4	3	CC-18 International Sports Management	1943PSMIM	4
4	CC-14 Global Sports Tourism	1934PSMGT	4	4	CC-19 Entrepreneurship & Project Management	1944PSMEP	4
5	CC-15 Sports Health & Nutrition	1935PSMHN	4	5	CC-20 Sports Training & Tactics	1945PSMTT	4
	<b><i>Discipline Specific Compulsory Course (DSC)</i></b>				<b><i>Discipline Specific Compulsory Course (DSC)</i></b>		
6	DSC-3 Professional Practical Training/Internship*	1936PSMTI	4	6	DSC-4 Practical Training/Internship Report*	1946PSMTI	4
		<b>TOTAL</b>	<b>24</b>			<b>TOTAL</b>	<b>24</b>

# ***Syllabus of Courses of Master of Sports Management***

## ***at Semester III***

### **1. Media Management**

#### **Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction – Media Business	15
Module 2	Print-Media-Newspaper	15
Module 3	Broadcast Media	15
Module 4	An overview of Media planning	15
	<b>Total</b>	<b>60</b>

#### **Course Objectives**

1. To understand Media Planning, Strategy and Management with reference to current business scenario.
2. To know the basic characteristics of all media to ensure most effective use of advertising budget.
3. To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the different Media Buys.

#### **Course Outcome**

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

CO1 – Identify different types of media. (Cognitive level: Remember)

CO2 - Explain the characteristics of media and establish media objectives. (Cognitive level: Understand)

CO3 – Chart out a media plan. (Cognitive level: Apply)



## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction – Media Business</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Media Classification- Mass Media –Niche Media-Addressable</li> <li>● Media and Interactive Media-Media-Intrusiveness</li> </ul>	
<b>2</b>	<b>Print-Media-Newspaper</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Principles of Newspaper Business-Classified Ads, Display Ad's Display</li> <li>● Ad's – Coverage and Audience Measurement-Sales and Pricing-magazines Directories</li> </ul>	
<b>3</b>	<b>Broadcast Media</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Radio-Television-out of Home Media-outdoor Advertising-Cinema and Video –</li> <li>● Non-Traditional Media.</li> </ul>	
<b>4</b>	<b>An overview of Media planning</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Problems of media planning –Developing media plan – Market Analysis and Target - Interactive and Digital Media</li> <li>● Establishing media objectives – Developing and Implementing –Evaluation and Follow up-Computers in</li> <li>● Media Planning- Characteristics of Media.</li> </ul>	

### Reference Books:

1. Principles of Advertising and IMC|| – Tom Duncan-Tata McGraw-Hill-Second Edition
2. Advertising and Promotion|| – an IMC Perspective – Kruti shah and Alan D'souza – Tata McGraw –Hill
3. Mehrall- Newspaper Management
4. Rucker and Williams||- Newspaper Organization and Management

***Syllabus of Courses of  
Master of Sports Management  
at Semester III***

**2. Ethics & Governance**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Ethics	15
Module 2	Ethics in Marketing	15
Module 3	Concept, History of Corporate Governance in India, Need for Corporate Governance	15
Module 4	Meaning of CSR, Evolution of CSR, Types of Social Responsibility	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To enable students to understand the significance of ethics and ethical practices in businesses which are indispensable for the progress of a country.
2. To make students learn the applicability of ethics in functional areas like marketing, finance and human resource management.
3. To make students understand the emerging need and growing importance of good governance and CSR by organisations.
4. To make the students study the ethical business practices, CSR and Corporate Governance practiced by various organisations.

**Course Outcome**

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

CO1 - Define the concept of Ethics, evolution of Ethics and nature of Ethics. (Cognitive level: Remember)

CO2- Outline the myths about ethical performance in Businesses in India. (Cognitive level: Understand)

CO3 – Summarize various ethical issues in Marketing, Finance & HR (Cognitive level: Understand)

CO4 – Explain the concept of Corporate Governance and CSR. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Ethics</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional,</li> <li>● Managerial - Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition –</li> <li>● Business Ethics - Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders</li> <li>● Role of Government in Ensuring Business Ethics - Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences</li> <li>● Myths about Business Ethics -Ethical Performance in Businesses in India</li> </ul>	
<b>2</b>	<b>Ethics in Marketing</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing</li> <li>● Ethics in Advertising and Types of Unethical Advertisements</li> <li>● Ethics In Finance: -Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower</li> <li>● Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India</li> <li>● Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992 c)</li> <li>● Ethics in Human Resource Management: -Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership</li> </ul>	
<b>3</b>	<b>Concept, History of Corporate Governance in India, Need for Corporate Governance</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance</li> <li>● Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</li> <li>● Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</li> </ul>	
<b>4</b>	<b>Meaning of CSR, Evolution of CSR, Types of Social Responsibility</b>	<b>15</b>

	<ul style="list-style-type: none"> <li>● Aspects of CSR Responsibility, Accountability, Sustainability and Social Contract</li> <li>● Need for CSR – CSR Principles and Strategies - Issues in CSR</li> <li>● Social Accounting - Tata Group’s CSR Rating Framework - Sachar Committee Report on CSR</li> <li>● Ethical Issues in International Business Practices - Recent Guidelines in CSR</li> <li>● Society’s Changing Expectations of Business With Respect to Globalisation - Future of CSR</li> </ul>	
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**Reference Books:**

1. Laura P. Hartman, Joe DesJardins, Business Ethics, McGraw Hill, 2nd Edition
2. A. C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
3. Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2<sup>nd</sup> Edition
4. Richard T DeGeorge, Business Ethics, Pearson, 7th Edition
5. Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008
6. S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010
7. Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998

***Syllabus of Courses of  
Master of Sports Management  
at Semester III***

**3. Sports Law & Risk Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Court of Arbitration for Sport (CAS)	12
Module 2	Sports Law and Regulation in India	12
Module 3	Indian Contract Act' 1872	12
Module 4	Law of Torts	12
Module 5	Insurance	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To learn the legalities related to Sports
2. To learn about various sports authorities and its functions

**Course Outcome**

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

CO1 - Identify and list down the legalities related to Sports (Cognitive level: Remember)

CO2 - Summarize the importance of contract act, legal terms, valid essentials, discharge and breach of contracts in sports (Cognitive level: Understand)

CO3 – Explain the application of torts in sports, legal maxims and case laws. (Cognitive level: Understand)

CO4 – Demonstrate an understanding of different types of insurance. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Court of Arbitration for Sport (CAS)</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● The initiation of Court of Arbitration for sport</li> <li>● Scope, intervention, functions, procedures, mediation and cost of such mediation.</li> </ul>	
<b>2</b>	<b>Sports Law and Regulation in India</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Present and Preview of sports law in India</li> <li>● Authorities in India for Sports</li> <li>● Ministry of Sports and its functions, Contemporary Issues and disputes in Indian Sports.</li> </ul>	
<b>3</b>	<b>Indian Contract Act' 1872</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Importance of contract act in sports, legal terms, valid essentials, discharge and breach of contracts</li> <li>● Essentials of a Contract, Offer and Acceptance, Capacity of Parties, Minor's Contract, Void Agreements and Voidable Contracts, Consequences of breach of Contract</li> </ul>	
<b>4</b>	<b>Law of Torts</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Introduction to sports, understanding the application of torts in sports, legal maxims and case laws</li> </ul>	
<b>5</b>	<b>Insurance</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● An explanation of the types of insurance and steps for a sustainable insurance program</li> </ul>	

### Reference Books:

1. Sports law in india, by Mohammed Naseem, - Kluwer Law International -(1 November 2011)
2. Risk Management in Sport and Recreation, By John Otto Spengler, Daniel Connaughton, Andrew T. Pittman - Human Kinetics; 1 edition (January 2006)

***Syllabus of Courses of  
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**4. Global Sports Tourism**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to sports tourism	12
Module 2	Designing Sports Tourism Events	12
Module 3	Sports tourism destination branding & marketing	12
Module 4	Adventure tourism	12
Module 5	Sports Tourism Development	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To gain a holistic understanding of the sports tourism system
2. To display an understanding of the production, implementation and impacts of sports tourism development locally, nationally and internationally

**Course Outcome**

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

CO1 - Define sports tourism, the supply side and the sport tourism system. (Cognitive level: Remember)

CO2- Explain the characteristics of Sport tourist destination areas (Cognitive level: Understand)

CO3 – Identify challenges and benefits of destination branding. (Cognitive level: Remember)

CO4 – Demonstrate an understanding of risk management in adventure tourism. (Cognitive level: Apply)

CO5- Discuss tourist motivations and ways to build visitor experience. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to sports tourism</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Defining sports tourism; sports tourism - the supply side; the sport industry; the sport tourism system</li> <li>● Opportunities &amp; challenges of providing sports tourism services</li> <li>● Sport Tourist – behavior&amp; motivations; characteristics of sports tourism market</li> </ul>	
<b>2</b>	<b>Designing Sports Tourism Events</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What is sports tourism events?; Importance of research; Informal and formal assessment of need to host an event; feasibility study; Considerations when planning the event; Values, attitudes and lifestyles;</li> <li>● Characteristics of Sport tourist destination areas; setting and location considerations; free v/s paid admissions; factors related to poor events</li> </ul>	
<b>3</b>	<b>Sports tourism destination branding &amp; marketing</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Defining tourism destination; 10 A's of successful destination; stake-holders in destination management; consumer behavior&amp; segmentation – motivation for travel, destination selection, influence of destination images, travel purchase behavior process</li> <li>● Destination branding – positioning, image &amp; branding approach, benefits of destination branding, challenges of destination branding, steps in destination branding</li> </ul>	
<b>4</b>	<b>Adventure tourism</b>	<b>12</b>



	<ul style="list-style-type: none"> <li>• What is adventure tourism; the commoditization of adventure tourism</li> <li>• Importance of technological developments the role of the guide</li> <li>• Risk management in adventure tourism; adventure tourism business administration</li> </ul>	
<b>5</b>	<b>Sports Tourism Development</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>• Sport Locations, location hierarchies and tourism;</li> <li>• Sport tourism in built environment &amp; in natural landscapes; studying tourist motivations</li> <li>• Capitalizing on the influence of culture, place &amp; identity through sport tourism; building visitor experiences; ecollection and visitor satisfaction; seasonal pattern and issues in sport tourism; nostalgia sport tourism</li> </ul>	

### **Reference Books:**

1. Introduction to Sports Tourism and Event Management, edited by M. Saayman- Institute for Tourism and Leisure Studies and Leis (December 31, 2001)
2. Sport Tourism Destinations: Issues, Opportunities and Analysis, edited by James E. S. Higham- Routledge (November 8, 2004)
3. Sports Tourism, By Chris Bull, Mike Weed - Routledge; 1 edition (May 23, 2012)
4. Sport Tourism Development, By Tom Hinch, James Higham - Channel View Publications; 2 edition (July 15, 2011)

***Syllabus of Courses of  
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**5. Sports Health & Nutrition**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Basic Nutrition	12
Module 2	Exercise physiology	12
Module 3	Sports Injuries	12
Module 4	Sports Nutrition	12
Module 5	Diet planning in Sports	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the health aspects related to sports
2. To learn to interpret and apply nutrition concepts to evaluate and improve the nutritional health

**Course Outcome**

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

CO1 – Memorize the role & importance of nutrition. (Cognitive level: Remember)

CO2 – Explain the effect of training on heart and lung performance. (Cognitive level: Understand)

CO3 – Identify and explain the basic principles of sports injuries. (Cognitive level: Understand)

CO4 – Explain the importance of various nutrients. (Cognitive level: Understand)

CO5 - Prepare a diet chart for Athletes and design a weight maintenance plans (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Basic Nutrition</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Role &amp; importance of nutrition ,Basic food groups</li> <li>● It's Uses &amp; its importance., Food pyramid ,Macronutrients in Detail , Micronutrients in detail , Interrelation between Nutrients</li> </ul>	
<b>2</b>	<b>Exercise physiology</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Effect of training on heart &amp; lung performance</li> <li>● Importance of heart rate monitoring, Index of training, over training &amp; detraining</li> </ul>	
<b>3</b>	<b>Sports Injuries</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Basic Principles, Various sports injury, Body's response to the injury, Goal of treatment</li> </ul>	
<b>4</b>	<b>Sports Nutrition</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Carbohydrates in Sports Nutrition</li> <li>● Protein in Sports Nutrition</li> <li>● Lipids in Sports Nutrition</li> <li>● Nutrients in Sports Nutrition</li> </ul>	
<b>5</b>	<b>Diet planning in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Like Marathon Runs, Cricket etc. : Strength Sports: Boxing, Weight Lifting etc</li> <li>● Athletes Diet and eating disorders, Weight maintenance plans</li> </ul>	

### Reference Books:

1. Steven Ray, Irvin Richer - Sports Medicine - Prentice Hall,1983
2. Sports Injuries - Vinger and Roerner - PSG Publishing Co. Inc., 1981 William JGP,
3. Sports medicine - London Edwar - Arnold Publications Morehouse and Rash,
4. Sports medicine for Trainer by W.B.Saunders.
5. Armstrong and Tucker, Injuries and Sports, London Scamples Press

# ***Syllabus of Courses of Master of Sports Management at Semester III***

## **6. Professional Industry Engagement (Practical Training)**

### **Goals:**

1. To enable students to make a carefully guided transition into the world of work.
2. To create an interface between learning and practice.
3. To provide students with an environment that facilitates knowledge building and enhancing skills/competencies.
4. To provide opportunities for experiential learning in varied areas of their disciplines and enhance their professional growth
5. To enable students to identify their own strengths and skills needing improvement and upgrade them in line with their career goals.
6. To enable students to strengthen their commitment towards becoming responsible, well trained, ethical professionals

### **Objectives:**

Internship is introduced with a cohesive plan of action to realise the following learning outcomes: After going through the Internship the student will be able to :

- Facilitate cross- disciplinary learning and development of new skills.
- Integrate knowledge obtained through in-class teaching with a hands-on approach and become familiar with Professional Practices and the world of work
- Pursue responsible roles in an organization
- Develop a road map for future career

### **Course Outcome**

CO1 – Evaluate the working style and culture of different companies in the industry.

(Cognitive level: Evaluate)

CO2 – Create a training report. (Cognitive level: Create)

### **Duration:**

Each student shall undergo an Internship of four weeks approx. in relevant industry or any other business. The objective of this training is to make the students acquainted with the industrial / business working environment.

### **Report:**

After completion of the training they will have to submit a training report.

### **Marks & Evaluation:**

The internship/project reports will carry 100 marks. It will be evaluated by the examiner. It is to be submitted on or before the date fixed by the Institute.

The students will also have to submit a performance certificate from the company where he/she undertook the training/internship. This report will also be considered while evaluating the training report by examiners.

Alternatively, if it is not possible to do an industrial internship the students will prepare a project report on a topic assigned to him/ her by the Institute. This allows students to undertake experiential learning by working with organisations/ in the industry to critically examine a major aspect of their operation.

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**7. Sanskrit**

**Module at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Vedic Sukta of concord Samjnanasukta	4
Module 2	Ten verses describing rainy season from Ramayana	3
Module 3	Selected verses from the second chapter of Bhagavadgeeta	4
Module 4	Twenty verses from Raghuvamsha by Kalidasa	3
Module 5	Ashtapadi by Jayadev	4
Module 6	Ten chitrashlok verses	4
Module 7	Ten verses related to health from Ayurveda	4
Module 8	Fifteen verses from modern Sanskrit literature – Vainayakam	4
	<b>Total</b>	30

**Course Objective**

- To give holistic and comprehensive understanding of the subject.

**Course Outcome**

After the successful completion of course, the learners will be able to:

CO1: Explain the basic skills of understanding Sanskrit literature. (Level: Understand)

***Syllabus of Courses of  
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**7. Effective Presentation Skills**

**Module at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Planning Presentations	7
Module 2	Preparing Presentations	8
Module 3	Enhance to Engage and prepare for Q & A	7
Module 4	Craft to impact	8
	<b>Total</b>	<b>30</b>

**Course Objective**

- To provide comprehensive understanding for delivering effective presentations.

**Course Outcome**

After the successful completion of course, the learners will be able to:

- **CO1:** Explain the key elements of impactful presentations. (Level: Remember)
- **CO2:** Prepare the audience research to create targeted presentations. (Level: Understand)
- **CO3:** Demonstrate the best practices for designing visuals. (Level: Apply)
- **CO4:** Prepare a report through effective question and answer sessions with the audience. (Level: Apply)
- **CO5:** Develop a visual narrative. (Level: Create)

## Detailed Syllabus

Modules	Topics	No. of Lectures
Module 1	Planning Presentations	7
	<ul style="list-style-type: none"> <li>• Apply tools to analyze the audience and customize our delivery</li> <li>• Understand the challenges associates with not knowing the audience</li> <li>• List the 4 basic purposes of a presentation</li> </ul> Introduce ourselves with confidence and credibility <ul style="list-style-type: none"> <li>• Identify strengths and opportunities for self-development</li> </ul>	
Module 2	Preparing for presentations	8
	Increase effectiveness through appropriate voice techniques <ul style="list-style-type: none"> <li>• Leverage gestures and expressions to emphasize our message</li> <li>• Capture and retain audience attention through the use of storytelling</li> </ul> Understand the fundamental elements of impactful presentations <ul style="list-style-type: none"> <li>• Plan and prepare a roadmap for the presentation</li> <li>• Structure presentations for logical, productive outcomes</li> <li>• Prepare evidence to give presentations more impact</li> </ul>	
Module 3	Enhance to Engage and prepare for Q & A	7
	Reinforce our information using visual impact <ul style="list-style-type: none"> <li>• Open and close sessions with impact</li> <li>• Understand the variety of support tools that strengthen a Message</li> </ul> Establish credibility with our audience through Q&A <ul style="list-style-type: none"> <li>• Handling and maintaining control of Q&amp;A sessions</li> <li>• Learn how to confidently facilitate Q&amp;A sessions</li> </ul>	
Module 4	Craft to impact	8
	Small groups to apply the learnings of the workshop and craft one presentation basis <ul style="list-style-type: none"> <li>o Audience</li> <li>o Purpose</li> <li>o Tools and Techniques</li> </ul> Set Individual Action plans <ul style="list-style-type: none"> <li>• Feedback using recording of presentations</li> </ul>	

### Reference Books:

- Effective Presentation Skills – Robert Dilts, Meta Publication 2. Business Communication Today - Bovee and Thill: Tata McGraw Hill,



***Syllabus of Courses of  
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at Semester IV***

**1. Tourism Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Basic concepts of Tourism services	15
Module 2	Product planning and Development	15
Module 3	Marketing Information system for Tourism	15
Module 4	Promotion mix for Tourism product	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

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

**Course Outcome**

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

CO1 – Define the basic concepts of Tourism Services. (Cognitive level: Remember)

CO2 – Discuss the growth and problem areas of tourism services in India. (Cognitive level : Understand)

CO3- Chart out a marketing mix for a tourist organization. (Cognitive level: Apply)

CO4 – Demonstrate an understanding of promotion mix for tourism product. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Basic concepts of Tourism services</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Tourism marketing- meaning – components of Tourism product</li> <li>● Users of Tourism services – Behavioral profile of users- Thrust</li> <li>● areas of Tourism</li> </ul>	
<b>2</b>	<b>Product planning and Development</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Market segmentation for Tourism –Bases</li> <li>● Growth of Tourism services in India</li> <li>● Problems and prospects of tourism services</li> </ul>	
<b>3</b>	<b>Marketing Information system for Tourism</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Tourist organization – marketing mix –product mix formulation of marketing mix for the Tourist organization</li> <li>● Tourism product- Features- designing a package Tour-Brand Decisions launching new product</li> </ul>	
<b>4</b>	<b>Promotion mix for Tourism product</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Price mix – place mix – channel distribution people – Travel Agents- guides- channel distribution - people- Travel agents- Guides- Airline services</li> <li>● Travel Service- Seven Cs of Travel Service Marketing- (Marketing Challenges for services)</li> <li>● Railway Services Marketing – Factors influencing passenger fares and freight rates.</li> </ul>	

### Reference Books:

1. Services Marketing- S.M. Jha – Himalaya Publishing House
2. Services Marketing – Ravishankar – Excel Books.

***Syllabus of Courses of  
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at Semester IV***

**2. Sports Psychology**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Psychology in Sports	12
Module 2	Attitudes to Sport	12
Module 3	Aggression in Sport	12
Module 4	Personality and sport	12
Module 5	Arousal, anxiety and stress	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To explain the role of sport psychology
2. To elaborate the concept of nature of attitude, measurement of attitude and formation of attitude on sports.
3. To explain the situational factors affecting aggression in sport.
4. To explain the situational factors affecting aggression in sport.
5. To understand the techniques of Stress Management

**Course Outcome**

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

CO1 – Define Sports Psychology. (Cognitive level: Remember)

CO2- Explain the formation of attitudes to sport. (Cognitive level: Understand)

CO3- Identify and distinguish different theories of aggression. (Cognitive level: Understand)

CO4- Demonstrate an understanding of various trait theories. (Cognitive level: Understand)

CO5 – Discuss the application of social learning theory to sport. (Cognitive level: Apply)

CO6 – Identify the factors inducing anxiety and stress. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Psychology in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Understanding sport psychology</li> <li>● Definition of sport psychology, a brief history of sport psychology and understanding is to who is a sport psychologist?</li> </ul>	
<b>2</b>	<b>Attitudes to Sport</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● The nature of attitudes, measuring attitudes, the formation of attitudes to sport</li> <li>● Attitudes to sport and sporting behavior, changing people's attitudes to sport.</li> </ul>	
<b>3</b>	<b>Aggression in Sport</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Defining aggression, Theories of aggression, Situational factors affecting aggression in sport</li> <li>● The big question: does sport increase or reduce aggression? The reduction of aggression</li> </ul>	
<b>4</b>	<b>Personality and sport</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Introduction to personality and sport, Understanding Trait theories, other measurable personality variables, applying trait and narrow-band theories to sport, situational and interactional approaches</li> <li>● Applying the interactional model to sport, social learning theory and application of social learning theory to sport</li> </ul>	
<b>5</b>	<b>Arousal, anxiety and stress</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Definitions of arousal, anxiety and stress, Factors inducing anxiety and stress</li> <li>● The relationship between arousal and performance, the relationship between anxiety and performance, Stress management</li> </ul>	

### Reference Books:

1. Cratty, B. Perceptual and Motor Development in Infants and Children, Prentice Hall, 1989
2. Dick. F.W. Sports Training Principles, Lepus, London, 1990
3. Jenson, C.R. Fisher, A. G. Scientific Basis of Athletic Conditioning, Lea and Febiger, Philadelphia, 1992

***Syllabus of Courses of  
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**3. International Sports Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Strategic Management in international sports	12
Module 2	Sport in North America	12
Module 3	Sport in Europe	12
Module 4	Governance in international sports	12
Module 5	International Sport Business Strategy	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the strategic management process as it relates to global market entry and management
2. To understand the structure and governance of sport in United States
3. To understand about European Sport Law
4. To understand the structure of international sport
5. To understand the role of governing bodies in the governance of international sports

**Course Outcome**

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

CO1 -Outline the reasons for Strategic Management to enter the global marketplace.  
(Cognitive Level: Understand)

CO2 – Identify the structure and governance of sports in North America and Europe.  
(Cognitive Level: Remember)

CO3 – Explain the structure, governance, revenue sources of Professional Sports Leagues.  
(Cognitive Level: Understand)

CO4 – Demonstrate an understanding of marketing and sponsorship in global economy.  
(Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Strategic Management in international sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Reasons to enter the global marketplace; global expansion and comparative advantage; strategic management process;</li> <li>● Global strategies in the Sport Industry; trend analysis in the sport industry</li> <li>● Social responsibility guidelines</li> </ul>	
<b>2</b>	<b>Sport in North America</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Economic impact of US Sport</li> <li>● Structure and Governance of sport in United States;</li> <li>● Professional Sport in United States</li> <li>● Amateur sport in United States; Structure of sport in Canada; Professional, Elite, and amateur sport in Canada</li> </ul>	
<b>3</b>	<b>Sport in Europe</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Geography and background of Europe; the European Sport model</li> <li>● Economics of sport in Europe; European sport Law</li> <li>● Sport in Eastern Europe</li> </ul>	
<b>4</b>	<b>Governance in international sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Olympic and Paralympics sports- organization structure and governance, historic and commercial development, staging the Olympic Games; fair play on and off the field; International sports federation</li> <li>● Professional Sports Leagues- Structure, Governance, revenue sources, Competition among Leagues</li> </ul>	
<b>5</b>	<b>International Sport Business Strategy</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● International Sport Marketing- the international Sport consumer, marketing and sponsorship in a global economy, international Brand management;</li> <li>● New media in International sport- new media technologies, new media and sport content, new media dimensions and challenges</li> </ul>	

**Reference Books:**

1. International Sport Management, By Ming Li, Eric MacIntosh, Gonzalo Bravo – Human Kinetics; 1 edition (August 11, 2011)
2. International Cases in the Business of Sport edited by Simon Chadwick, Dave Arthur- Routledge; 1 edition (November 30, 2007)



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**4. Entrepreneurship & Project Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Meaning of Entrepreneurship	15
Module 2	Leadership	15
Module 3	Great leaders, their style, activities and skills	15
Module 4	Project Management	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the need, objectives, phases and evaluation of Entrepreneurship Development Programmes
2. To explain the meaning of charisma along the qualities, characteristics and types of Charismatic Leaders
3. To describe the contemporary issues in leadership
4. To describe the meaning, concepts and categories of Project and Project Management

**Course Outcome**

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

CO1- List down the characteristics, functions and types of entrepreneurship. (Cognitive level: Remember)

CO2- Classify the role of entrepreneurship in economic development. (Cognitive level: Understand)

CO3 – Demonstrate an understanding of different leadership styles. (Cognitive level: Apply)

CO4 – Demonstrate an understanding of components of project management. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
1	<b>Meaning of Entrepreneurship</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Characteristics, functions and types of entrepreneurship Intrapreneur</li> <li>● Role of entrepreneurship in economic development. Factors affecting entrepreneur growth - economic –non-economic.</li> <li>● Entrepreneurship Development programmes - need - objectives – phases - evaluation. Institutional support to entrepreneurs</li> </ul>	
2	<b>Leadership</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Meaning, Traits and Motives of an Effective Leader, Styles of Leadership</li> <li>● Theories – Trait Theory, Behavioural Theory, Path Goal Theory</li> <li>● Transactional v/s Transformational leaders</li> <li>● Strategic leaders – meaning, qualities</li> <li>● Charismatic Leaders – meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)</li> </ul>	
3	<b>Great leaders, their style, activities and skills</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump)</li> <li>● Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein)</li> <li>● Contemporary issues in leadership – Leadership roles, team leadership, mentoring, self leadership, online leadership, finding and creating effective leader</li> </ul>	
4	<b>Project Management</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Meaning of project - concepts - categories - project life cycle phases - characteristics of a project – project manager - role and responsibilities of project manager</li> <li>● Project identification - selection - project formulation – contents of a project report – planning commission guidelines for formulating a project - specimen of a project report</li> <li>● Source of finance for a project - Institutional finance supporting projects project evaluation - objectives - types - methods</li> </ul>	

## **Reference Books:**

1. Entrepreneurial Development :S.S.Khanka
2. Entrepreneurial Development :C.B.Gupta& N.P. Srinivasan
3. Project Management :S.Choudhury
4. Project Management : Denis Lock
5. Stephen P. Robbins, Timothy A. Judge (Author) - Organizational behaviour (15th Edition),
6. Prentice Hall Publication.
7. Niraj Kumar- OrganisationalBehaviour: A New Looks (Concept, Theory & Cases),
8. Himalaya Publishing House
9. Strategic Leadership – Sahu&Bharati – Excel Books
10. Organization Development, Behavioral Science Interventions for Organization

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**5. Sports Training & Tactics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to sports training	12
Module 2	Conditional Abilities	12
Module 3	Motor Abilities	12
Module 4	Technical & Tactical Training and Periodization	12
Module 5	Fitness and Performance	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To explain the concept of sports training
2. To explain the conditional ability of strength, speed & endurance in detail.
3. To explain the concept of motor ability, coordinative ability, flexibility in sports.
4. To understand the concept of tactical & technical training and the preparation required for it
5. To recognize the benefits and modes of fitness

**Course Outcome**

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

CO1- List down the aims and tasks of Sports Training. (Cognitive Level: Remember)

CO2- Describe the factors determining strength and outline general guidelines for strength training. (Cognitive Level: Understand)

CO3 – Classify the forms of flexibility, factors determining flexibility and the training methods for flexibility improvement. (Cognitive level: Understand)

CO4 – Demonstrate an understanding of technical and tactical training. (Cognitive level: Understand)

CO5 - Show the skill set required by a Personal trainer. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to sports training</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Meaning and definition of Sports Training; Aims and tasks of Sports Training;</li> <li>● Characteristics of Sports Training; Principles of Training; Training Means; Training Methods</li> </ul>	
<b>2</b>	<b>Conditional Abilities</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Strength: Meaning, Forms of Strength, Factors determining strength, training methods for strength improvement, general guidelines for strength training;</li> <li>● Speed: Meaning, Forms of Speed, Factors determining speed; Training methods for speed improvement;</li> <li>● Endurance: Meaning, Forms of endurance, factors determining endurance; Training methods for endurance improvement</li> </ul>	
<b>3</b>	<b>Motor Abilities</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Flexibility: Meaning, Forms of flexibility, factors determining flexibility. Training methods for flexibility improvement</li> <li>● Coordinative Abilities: Meaning, forms of Coordinative Abilities, factors determining Coordinative abilities, Training Methods for Improvement of Coordinative Abilities</li> </ul>	
<b>4</b>	<b>Technical &amp; Tactical Training and Periodization</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Technical Training: Meaning, Tasks of Technique, Principles of Technical Preparation, Training for technique; Tactical Training: Meaning, Tasks of Tactics</li> <li>● Principles of tactical Preparation, Training for Tactics; Periodization: Meaning and types of Periodization, Contents of training for different period</li> <li>● Planning: Meaning, Principles of Planning, types of Training Plans; Competitions: Importance of Competition, Preparation for Competitions</li> </ul>	
<b>5</b>	<b>Fitness and Performance</b>	<b>12</b>

	<ul style="list-style-type: none"> <li>● Definition of fitness, Classification and components of fitness</li> <li>● Benefits of regular fitness, Modes of fitness, Exercise prescription, Fitness test at regular intervals, Personal Trainer- warm up, duration, motivation, encouragement</li> </ul>	
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**Reference Books:**

1. Cratty, B. Perceptual and Motor Development in Infants and Children, Prentice Hall, 1989
2. Dick. F.W. Sports Training Principles, Lepus, London, 1990
3. Jenson, C.R. Fisher, A. G. Scientific Basis of Athletic Conditioning, Lea and Febiger, Philadelphia, 1992
4. Matveyew. J.H. Athletic Training and Physical Fitness, Allynand Bacon, Inc. Sydney, 1987

# ***Syllabus of Courses of Master of Sports Management at Semester IV***

## **6. Capstone Project**

The capstone course is a method of summative evaluation in which the student is given an opportunity to demonstrate integrated knowledge and growth in Marketing Industry. The course will assess a student's cognitive and intellectual growth in their major and also the overall academic learning experience. The capstone provides an opportunity for students to integrate and apply knowledge from their academic studies; through the comprehensive evaluation of core curriculum of finance and accounting, economics, marketing, management, human resource, and all learned fields relevant to the Marketing Industry.

The Capstone functions as a bridge between the university and the world of employment. Students are expected to treat the Capstone course therefore as a professional work engagement.

The course is a rigorous team-based and project-oriented course. This course requires a high level of independence, intellectual curiosity, time and information management as well as an impeccable level of professionalism and work ethics.

A student must complete the Capstone Project, which serves as the exit requirement for the degree. This project is the final step in the degree process and must be completed in the student's final semester.

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## **7. Practical Training/Internship Report**

### **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

Each student needs to submit a project on the Topic allotted to them by their Mentor. Project Topics shall be related to the one of few types or segment of Sports Management. Student shall be mentored to come-up with unique ideas / concept for an event. They shall be made to undertake brain storm session to explore the various ideas generated and shall be logically driven to selecting a viable and feasible idea considering multiple constraints. Further to it a detailed report shall be prepared to highlight the various stages of delivering successful event.

### **Course Outcome**

- CO1 - Apply research, Conceptualization & Ideation ideas in project.  
(Cognitive level: Apply)
- CO2 – Compose a Project Report. (Cognitive level: Create)



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**8. Sanskrit  
Module at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Word Class	7
Module 2	Tenses, Concord, Voice	8
Module 3	Spelling and Punctuation	7
Module 4	Sentences	8
	<b>Total</b>	30

**Course Objectives**

- To familiarize students about compound constructions of Sanskrit words.

**Course Outcome**

After the successful completion of course, the learners will be able to:

- CO1: Compose long compound sentences with the sound knowledge of Sanskrit grammar. (Level: Create)

## Detailed Syllabus

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Word Class	7
	Articles, Prepositions, Verbs, Adverbs, Conjunctions, Interjections	
Module 2	Tenses, Concord, Voice	8
	Tense and Aspect, Subject and Verb Agreement, Person and Number, Active and Passive Voice	
Module 3	Spelling and Punctuation	7
	Rules of Punctuation, Basic Rules of Spelling	
Module 4	Sentences	8
	Types of Sentences, Conversion of Sentences	

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**8. Personality Development Skills  
Module at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Interpersonal Skills	7
Module 2	Phone Etiquette & Professional Communication	8
Module 3	Email Etiquette	7
Module 4	Time Management	8
	<b>Total</b>	<b>30</b>

**Course Objective**

- To facilitate an all-round development of personality

**Course Outcome**

After the successful completion of course, the learners will be able to:

- **CO1:** Identify and describe the ways to schedule time more effectively and stay on track and keep important goals top of mind. (Level: Understand)
- **CO2:** Develop interpersonal skills and handle communication in a better manner. (Level: Create)
- **CO3:** Write effective emails. (Level: Create)

## Detailed Syllabus

Modules	Topics	No. of Lectures
<b>Module 1</b>	<b>Interpersonal Skills</b>	7
	<ul style="list-style-type: none"> <li>● Hard Skills and Soft Skills</li> <li>● Effective Communication</li> <li>● Skills for successful interview</li> <li>● Leadership</li> <li>● Social Empathy</li> </ul>	
<b>Module 2</b>	<b>Phone Etiquette &amp; Professional Communication</b>	8
	<ul style="list-style-type: none"> <li>● Ways to make a good first impression.</li> <li>● Effective call handling</li> <li>● Major steps of outbound / inbound calls</li> <li>● Hold the process</li> <li>● off-air</li> <li>● Using the right voice of voice</li> <li>● Tips for good telephone etiquette</li> <li>● Avoid prohibited phrases</li> <li>● Physical language on the telephone</li> <li>● Tele-conferencing skills</li> </ul>	
<b>Module 3</b>	<b>Email Etiquette</b>	7
	<ul style="list-style-type: none"> <li>● Greeting Enclosures , Closing, CC &amp; BCC, Subject Line, Screen Appearance, Spacing, Font ,Replying, Signature</li> <li>● Sending effective messages</li> <li>● Structuring paragraphs and sentences</li> <li>● Punctuation, grammar and spelling</li> <li>● Tone of the messages</li> <li>● Softening a negative message</li> <li>● Responding to messages</li> <li>● Handling ‘Negative’ mails</li> </ul>	
<b>Module 4</b>	<b>Time Management</b>	8
	<ul style="list-style-type: none"> <li>● Shift Focus from Managing Time to Managing Self</li> <li>● Identify Typical Time Wasters</li> <li>● Identify Personal Strengths and Development Opportunities to Control Time</li> <li>● Define Goals Based on Your Role</li> <li>● Establish Important and Valid Priorities</li> <li>● Create a Realistic and Productive Schedule</li> <li>● Use a Robust Planning Process to Analyse and Review Plans</li> <li>● Attend Meetings with Purpose and Add Value</li> </ul>	

	<ul style="list-style-type: none"><li>● Set Clear Expectations with Colleagues, Customers, and Your Boss</li><li>● Manage Interruptions from Others</li><li>● Build both Productivity and Efficiency</li><li>● Re-evaluate Multitasking Strategies</li><li>● Overcome Procrastination</li><li>● Manage Technological Distractions</li><li>● Prioritize and Choose Activities to Balance Life and Work</li></ul>	
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