

# **BBA COMMON – 1<sup>st</sup> YEAR - SEM-I – SYLLABUS**

**Course Name: PRINCIPLES OF MANAGEMENT**

**Course Code:**

**Course Objectives:** At the end of the semester the students would be able to-

- Explain & understand management, evolution of management thought, social and ethical responsibilities of management, span of control and various functions management in the organization.

## **Module I: Introduction of Management**

- Definition of Management
- Need of Management Principles
- Management Science or Art
- Management as an Art
- Management as Science
- Management as both Science and Art
- Functions of Management
- Needs of Levels of Management
- Levels of Management
- Managerial Skills
- Managerial Roles

## **Module II: Evolution of Management Thought**

- Early Approaches to Management
  - Robert Owen: Human Resource Management Pioneer
  - Charles Babbage
  - Andrew Ure & Charles Dupin
  - Henry Robinson Towne
- Classical Approach
- Scientific Management
  - 4 Steps of Scientific Management
  - Taylor's Approach to Management
  - Limitation of Scientific Management
- Administrative Theory
  - Fayol Outlined 14 Principles of Management
- Bureaucratic Management
  - Mary Parker Follet: Focusing on Group Influences
  - Elton Mayo: Focusing on Human Relations

- Four Parts of Hawthorne Studies / Experiments
  - Conclusions of Hawthorne Studies / Experiments
  - Criticism of Hawthorne Studies / Experiments
  - Abraham Maslow: Focusing on Human Needs
  - Douglas McGregor
  - Chris Argyris
- Quantitative Approach
  - Management Science
  - Operations Management
- Modern Approaches to Management
  - Systems Theory
  - Contingency Theory

### **Module III: Social and Ethical Responsibilities of Management**

- Social Responsibilities of Management
- Arguments for Social Responsibilities of Business
- Arguments Against Social Responsibilities of Business
- Social Stakeholders
- Measuring Social Responsiveness
  - Social Audits
- Managerial Ethics
  - Factors that Influence Ethical Behavior
  - Stages of Moral Development
  - Ethical Guidelines for Managers
  - Geographic Segmentation

### **Module IV: Span of Control**

- Meaning of Span of Control
- Importance of Span of Control
- Factors Affecting Span of Control
- Graicuna's Formula

### **Module V: Managerial Decision Making**

- Introduction
- Significance of Rational Decision Making
- Limitations of Rational Decision Making
- Managers as Decision Makers
  - The Rational Model
  - Non-Rational Model
- Decision Making Process
- Types of Managerial Decisions
  - Decision Making Under Certainty
  - Decision Making Under Risk
  - Decision Making Under Uncertainty
  - Modern Approaches to Decision-making under Uncertainty
- Management Information System Vs Decision Support System
- The Systems Approach to Decision Making
- Group Decision Making

- List of the advantages of Group Decision Making
- List of the disadvantages of Group Decision Making
- Forms of Group Decision Making
- Decision Making Techniques

## **Module VI: Fundamentals of Organizing**

- Introduction
- Definitions of Organizing
- Modern Organization vs. Traditional Organization
- Closed Systems Vs Open Systems
  - Characteristics of Open Systems
  - Developing an Open System Model
- Formal vs. Informal Organization
- Span of Management
- Factors Determining an Effective Span
- Use of Objective Standards
- Uses of Staff Assistance

## **Module VII: Strategic Organization Structure**

- Introduction
- Strategy or Structure
- Factors Influencing Organization Design
- Major Structural Alternatives
  - Functional Structure
  - Divisional Structure
  - Matrix Structure
  - Hybrid Structure
- Other Bases for Departmentation
  - Departmentation by simple numbers
  - Departmentation by time
  - Departmentation by process or equipment
- Strategic Business Units
- Choosing the Pattern of Departmentation

## **Module VIII: Group Decision Making**

- Introduction
- Developing a Culture for Group Decision Making
- Advantages of Group Decision Making
- Disadvantages of Group Decision Making
- Effective Practices in Group Decision Making
  - Deal with Conflict as it Arises

## **Module IX: Conflict Negotiation and Intergroup Behavior**

- Introduction
- Sources of Conflict
- Classification of Conflict
- The Conflict Process

- Negotiation
  - Distributive Bargaining
  - Integrative Bargaining
- Negotiation Process
- Issues in the Negotiation Process
- Intergroup Relations
  
- **Reference Books:**
- Principles of Management, By Tripathi, Reddy Tata McGraw Hill
- Principles & practice of management - Dr. L.M.Parasad, Sultan Chand & Sons - New Delhi

## **Course Name: PRINCIPLES OF MICRO ECONOMICS**

### **Course Code:**

**Course Objectives:** To familiarize the students with the basic concept of microeconomics.

To make student understand the demand and supply analysis in business applications. To understand the pricing and output decisions under various market structure.

### **Module 1: Introduction Micro Economics**

- Definition of Micro-Economics
- Difference between Micro and Macro-economics
- Introduction to Micro-Economics
- Circular flow

### **Module 2: Consumer Equilibrium & Demands**

- Law of demand
- Difference between demand and quantity demanded
- Demand curve
- Equilibrium

### **Module 3: Producer Behavior & Supply**

- Law of supply
- Difference between supply and quantity supplied
- Supply curve
- Equilibrium

### **Module 4: Form of Marketing**

- What is market
- Market structure
- Types of market
- Perfect competition and its features
- Monopoly and its features
- Monopolistic competition and its features
- Oligopoly and its features

### **Module 5: Price Determination**

- Price determination under perfect competition
- Price determination under monopoly
- Price determination under oligopoly

## **Module 6: Economics of Consumer Analysis**

- Law of diminishing marginal utility
  - Law of substitution and consumer analysis
  - Price elasticity of demand
  - Income elasticity of demand
  - Gross elasticity of demand
  - Total revenue elasticity of demand
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- ***Reference Books:***
  - Microeconomics: For BBAT. R. Jain
  - Principles of Microeconomics, 7th Edition (Mankiw's Principles of Economics) by N. Gregory Mankiw
  - Microeconomics: Principles, Problems, & Policies (McGraw-Hill Series in Economics) by Campbell McConnell, Stanley Brue, and Sean Flynn

**Course Name: BUSINESS ACCOUNTING- I**

### **Course Code:**

**Course Objectives:** To impart to the learners the basic accounting knowledge. To train in the accounting process from entering business transactions to Journal, understand ledger posting, cash book and preparation of trial balance.

### **Module 1: Introduction –Accounting:**

- Accounting & Accountancy
- Advantages of Accounting
- Origin of Accounting
- Distinction between Accounting & Accountancy
- Accounting– An Art or Science

### **Module 2: Journal:**

- Introduction, Features,
- Advantages, Performa
- Journalizing & Journal Entry
- Problems on Journalizing

### **Module 3: Ledger:**

- Introduction, Importance of Ledger
- Distinction Between journal & ledger
- Format of ledger
- Ledger posting and steps involved in posting
- Balancing of ledger accounts

### **Module 4: Subsidiary Books:**

- Introduction, Subsidiary Books & IT features
- Advantages of subsidiary books
- Types of subsidiary books

### **Module 5: Trial Balance:**

- Introduction, features of trial Balance
- Preparation of trial Balance

### **Module 6: Bank Reconciliation Statement**

- Bank Reconciliation statement – Meaning & need
- Need of preparing Bank Reconciliation Statement
- Preparation of Bank Reconciliation statement
  
- **Reference Books:**
  - Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
  - Khatri, 'Financial Accounting', Tata McGraw Hill
  - Libby, 'Financial Accounting', Tata McGraw Hill
  - S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.
  - Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing

**Course Name: BUSINESS COMMUNICATION**

**Course Code:**

**Course Objectives:** To make students knowledgeable of communication skills.

### **Module 1: Fundamentals of Communication**

- The importance of communication
- The basic forms of communication
- The process of communication
- Barriers to communication
- Dealing with communication barriers

### **Module 2: Group Communication**

- Definition of Group Communication
- Advantages of Group Communication
- The Do's and Don'ts of participating in a GD
- Essential Traits & Skills for GD
- Characteristics of GD
- Language for Group Discussion

### **Module 3: Interpersonal Skills**

- Building Positive Relationships
- Giving praise
- Dealing with criticism
- Managing conflict

### **Module 4: Interviewing**

- Introduction
- Different Types of Interview
- Planning for the Interview
- Conducting an Interview
- Ethics of an Interview

- Interview Skills

### **Module 5: Letter Writing**

- An Introduction to Letter Writing
- objectives of letters writing
- Types of Letter
- Main Elements of a Letter
- Key Points of Better Letter Writing
- Elements of a Letter at a Glance

### **Module 6: Presentation Skills**

- Definition
- Features of Presentation Skill
- Types of Presentation Skill
- Preparing Slides for Presentation
- How to Improve Your Presentation Skills

### **Module 7: Negotiation Skills**

- Definition
- Types of Negotiation
- BATNA in Negotiation
- Negotiation Techniques
- Body Language for Negotiation
- Negotiation Skills

### **Module 8: Nonverbal Communication**

- Nonverbal Communication Skills
- Nonverbal Communication Forms
- Para Language

➤ **Reference Books:**

- Business Communication Paperback – 1 Dec 2009 by R. C. Bhatia
- Business Communication by Pal Rajendra & Korlahalli : Publication - Sultan Chand & Company
- Business Communication by M.J. Mathew : Publication - RBSA Publications
- Business Communication by Pandey H.S, Neelima Pareek, Avantika Srivastava, Rakhi Gulati, Neha Sharma : Publication - RBD Publications

**Course Name: COMPUTER FUNDAMENTAL**

**Course Code:**

**Course Objectives:** Computers are a part of life-personal, social and professional. Use of computers has pervaded all forms of activities and all aspects of human society. It has become inevitable for students of management to learn computers and its application. To introduce the students to the fundamentals of computers and familiarize them with the jargon commonly used by computer literates. To introduce the students with some basic tools and applications which will enable them in e-communicating effectively and analyze data for decision making using data of different kinds? To introduce the student to the internet and its applications and thereby empowering him to utilize e-sources for upgrading his knowledge base.

**Module 1: Computer fundamentals**

- Definition of Computers
- Characteristics of Computers
- Evolution of Computers
- Basic Anatomy of the Computers
- Types Of Computers
- Storage Unit (Primary and Secondary)
- Processing Unit
- Input Devices & Output Devices
- Computer Output Microfilm (COM)
- Computer softwares
  - High-level programming language – COBOL, Fortran, BASIC, PASCAL, ADA, LISP
- Disc operating system
- features of WINDOWS-95
- Unix, Linux
- Data Backup
- Relationship between hardware and software
- Software License

**Module 2: Data Communication and Networks**

- Data Communication Definition
- Network Definition
- Types of Network – LAN, MAN, SAN, WAN
- Network Structure - Server based network, client server network, Peer to Peer network, Star Network, Bus Network, Mesh Network
- Network Media
- Network Hardware
- Common Terms In Internet World: WWW



- Types of internet connection : Analog: Dial-up Internet Access, DSL – Digital Subscriber Line, ADSL - Asymmetric Digital Subscriber Line
- Cyber crime, Cyber terrorism, Cyber extortion
- Social Engineering

### **Module 3: Office Packages**

- What is Microsoft Word 2010?
- Starting Microsoft Word
- **Ribbon Menu system in MS WORD** : Home” Ribbon Menu, Insert” Ribbon Menu, Page Layout” Ribbon Menu, References” Ribbon Menu, Mailings” Ribbon Menu, Review” Ribbon Menu, View” Ribbon Menu
- **Primary Tasks in MS WORD**: Creating a New Document, Opening an Existing Document, Saving a Document for the First Time, Saving a Document, Working With Text, Formatting – Margins, Formatting – Headers and Footers, Formatting – Page Numbers, Closing Documents
- Mail merge, Macros
- Templates in MS-Word
- Presentation using PowerPoint
- MS EXCEL - Understanding the Ribbon in MS EXCEL
- Customization Microsoft Excel Environment
- Settings for formulas MS EXCEL
- Important Excel shortcuts

### **Module 4: Advance excel and Multimedia**

- Functions in Excel – Average, MIN;MAX, COUNT IF, Function arguments
- How to enter a function
- Logical operators in EXCEL
- What are Excel Formulas: SUM, IF, Percentage, Subtraction, Multiplication, Division, COUNT, AVERAGE
- Definition of Multimedia
- Components of Multimedia
- Applications of Multimedia
  
- **Reference Books:**
- Fundamental of Computers =V. Rajaraman B.P.B. Publications
- Fundamental of Computers = P. K. Sinha
- Fundamental of Computers = ReemaThareja
- Computer Today = Suresh Basandra
- MS- Office 2000 (For Windows) = Steve Sagman

## **BBA COMMON – 1<sup>st</sup> YEAR - SEM-II – SYLLABUS**

**Course Name: ORGANIZATION BEHAVIOR**

## **Course Code:**

**Course Objectives:** After reading this lesson, you should be able to:

- Understand The Nature Of Management
- Identify And Describe The Functions Of Management
- Understand The Social Responsibilities Of Business
- Appreciate The Interests Of Various Stakeholders In The Business.

## **Module 1: Nature of Management**

- Social Responsibility Ties of Business
- Manager and Environment Levels in Management
- Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning –Characteristics of a sound Plan
- Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation
- Decision Making - Techniques and Processes

## **Module 2: Organizing**

- Organization Structure and Design
- Authority and Responsibility Relationships
- Functional Departmentation
- Delegation of Authority and Decentralization
- Interdepartmental Coordination
- Emerging Trends in Corporate Structure, Strategy and Culture
- Impact of Technology on Organizational design
- Mechanistic vs. Adoptive Structures
- Formal and Informal Organization

## **Module 3: Perception and Learning**

- Perception Definition
- Perception affects learning: Need Patterns
- Factors Influencing Perception - – the perceiver, the perceived and the situation
- Learning Theories - Classical Conditioning, Operant Conditioning
- Individual Differences and Impact on Behaviour
- Locus of Control
- Introversion and Extroversion
- Self – Monitoring
- Motivation and Job Performance - Values, Attitudes and Beliefs
- Importance of Values, Sources of Values, Types of Values
- Sources of Attitudes
- Types of Attitudes: job satisfaction, job involvement, and organizational commitment.
- Stress Management : Managing Work-Related Stress
- Employee Assistance Programmes, Receive Social Support
- Communication- Definition- Types-Process - Barriers - Making Communication Effective

## **Module 4: Group Dynamics**

- Group Dynamics – definition
- Types of Groups : Formal, Informal Group, Command and Task Groups, Interest and Friendship Groups
- Leadership - Styles - Approaches - Power and Politics
- Organizational Structure - The Horizontal Dimension of Organisational Structure , Vertical Dimension of Organisational Structure
- Modern Organisational Structures
- Organizational Climate and Culture - Organizational Change and Development

## **Module 5: Comparative Management Styles and approaches**

- Management Styles – Controlling Style, Supporting Style, Leadership style
- Management by walking around
- Unique Features of Japanese Management
- Techniques of Japanese Management
- Creativity and Innovation : The Creativity Process
- Organizational Creativity and Innovation: Climate for Organizational Creativity.
- Factors Hamper Innovation
- Entrepreneurship
- Entrepreneurship vs. Managership
- Characteristics of Entrepreneurial Managers
- Benchmarking : Types of Benchmarking
- Management of Diversity : Meaning , Reasons for Diversity
- Individual Strategies for Dealing with Diversity
  
- **Reference:**
- Drucker, Peter, F., 1981. Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi.
- Hodgets, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.
- Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.
- Katz R.L., 1974. Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

**Course Name: MACRO ECONOMICS**

**Course Code:**

**Course Objectives:** To understand the functioning of economy at the macro level. To understand how the economy is regulated through monetary and fiscal policies. To study the important indicators of the economy and their significance.

On completion of this course, the students will be able to: To explain the concept of macroeconomics. To apply the circular flow of income and expenditure. To analyze the income determination through classical and Keynesian economics. To integrate the role of fiscal and monetary policies in regulating economy.

**Module 1: Basic Concepts of Macro Economics**

- Definition and Nature of Macro economics
- Issues Addressed by Macroeconomists : Long-Run Economic Growth, Increased Output, Rates of Growth of Output, Business Cycles, Recessions, Unemployment, Inflation , The International Economy, Exports and Imports, Trade Imbalances, Budget Deficits, The Exchange Rate
- Macroeconomic Policy
- Effects of Inflation
- What Macroeconomists Do : Macroeconomic forecasting, Macroeconomic analysis, Macroeconomic research, Data development
- Economic Theory: The Classical Approach, The Keynesian Approach
- Evolution of the Classical Keynesian Debate

**Module 2: National Income Accounting**

- Scope of Economic Territory
- Related aggregates of national income
- Domestic Aggregates, National Aggregates
- Methods of Estimation of National Income: National Income at Current Price, National Income at Constant Prices, Value of Output, Value added
- Problem of Double Counting in National Income
- Components of Final Expenditure in National Income
- Components of Domestic Income in National Income
- Net Factor Income from Abroad NFIA
- Net National Disposable Income (NNDI)
- Gross National Disposable Income
- Net National Disposable Income
- Concept of Value Added of One Sector or One Firm
- Personal Disposable Income from National Income

### **Module 3: Money & Banking**

- Introduction
- Money: Meaning and Functions : Primary and Secondary Function
- Classification of Money : Full Bodied Money, Credit Money, Fiat Money
- Supply of Money/ Money Supply
- Banking : bank Definition
- Central Bank : Definition, Features, Functions
- Supervision of Central Banks
- Credit Control Measures/Measures of Monetary Policy : Quantitative & Qualitative measures
- Money Creation by the Commercial Bank (Credit Creation)

### **Module 4: Determination of Income and Employment**

- Aggregate Demand: Components of aggregate demand
- Aggregate Supply: Components of Aggregate Supply(AS) or National Income(Y)
- Consumption Function (Propensity to Consume)
- Types of Propensities to consume
- Difference Between APC and MPC
- **Saving Function (Propensity to save):** Average Propensity to Save & Marginal Propensity to consume
- Investment function, Induced Investment & Autonomous investment
- When Aggregate Demand is more than Aggregate Supply, When AD is less than AS
- **Saving and Investment Approach :** When Saving is more than Investment, When Saving is less than Investment
- Full Employment Equilibrium, Underemployment Equilibrium, Over Full Employment Equilibrium
- Multiplier, Working of Multiplier,
- Excess of Demand, Inflationary Gap, Reasons for Excess Demand, Impact of Excess Demand
- Deficient Demand, Deflationary Gap, Reasons for Deficient Demand, Impact of Deficient Demand
- Measures to correct Excess Demand: Quantitative Instrument & Qualitative Instrument
- Measures to correct Deficient Demand: Quantitative Instrument & Qualitative Instrument

### **Module 5: Balance of payments**

- Introduction
- BoP Surplus and Deficit
- THE FOREIGN EXCHANGE MARKET
- Determination of the Exchange Rate
- Flexible Exchange Rates
- Fixed Exchange Rates
- Managed Floating

- Exchange Rate Management: The International Experience
- THE DETERMINATION OF INCOME IN AN OPEN ECONOMY
- TRADE DEFICITS, SAVINGS AND INVESTMENTS

### **Module 6: Government budget and Economics**

- Introduction
- COMPONENTS OF THE GOVERNMENT BUDGET
- Revenue Budget; Capital Budget
- FISCAL POLICY : Changes in Government Expenditure, Changes in Taxes

#### **➤ Reference Books:**

- Ackley G. – Macro Economics: Theory and Policy, Macmillan Publishing Company, New York. 1978
- Ahuja H.L. – Macro Economics: Theory and Policy, S. Chand & Co. Ltd. New Delhi.2006
- Gupta S.B. – Monetary Economics, S. Chand & Co. Ltd. New Delhi.2002
- Shapiro E. – Macro Economic Analysis, Galgotia Publications, New Delhi. 1996 5th Ed.
- Jhingan M. L. – Macro Economic Theory: Vrinda Publications, New Delhi. 2006
- William Branson – Macro Economics: Theory and Policy.1988 2nd Edn.
- Dr. T. G. Gite& others: “SthulArthshastra”, AtharvPrakashan, Pune. 2005.
- J. Harvey and H. Johnson – Introduction to Macro Economics
- D. N. Dwivedi – Macro Economics – Tata McGrew Hill, New Delhi-2006
- Samuelson, Nordhaus – Economics, Tata McGraw Hill, New Delhi-2007

## **Course Name: BASIC ACCOUNTING - II**

### **Course Code:**

**Course Objectives:** The objective of the course is to equip the students with the ability to analyze, interpret and apply the basic concepts and theories of accounting in business management. To understand Data Entry system of Book- Keeping, Petty Cash book. Preparing Final and branch Accounts.

### **Module 1: Depreciation:**

- What is Depreciation?
- How to calculate depreciation in small business?
- Types of depreciation
- Straight-line depreciation method
- Unit of Production method
- Double declining method

### **Module 2: Final Accounts**

- Definition of Final Accounts
- Components of Final Accounts : Trading Account, Profit and Loss Account, Balance Sheet
- Trading Account: Study of Debit side of Trading Account, Format of Trading Account
- Profit and Loss Account
- Balance Sheet : Assets & Liabilities

### **Module 3: ADJUSTMENT TO FINAL ACCOUNTS**

- Adjustment Entries in Final Accounts
- Usual adjustments

### **Module 4: CAPITAL AND REVENUE EXPENDITURE**

- Expenditure:
- Capital & Revenue Expenditure

### **Module 5: INTERNAL AUDITING**

- Internal Audit: Meaning,
- Internal Audit: Objectives
- Internal Audit: Advantages

### **➤ Reference Books:**

- Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
- Khatri, 'Financial Accounting', Tata McGraw Hill
- Libby, 'Financial Accounting', Tata McGraw Hill
- S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.

- Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing
- Accounting Made Simple – Accounting Explained in 100 Pages or Less by Mike Piper
- Financial Accounting -P. C. Tulsian
- Advance Accounting -Dr. Shukla&Dr Grewal
- Modern Accountancy Volume - A Mukherjee&M. Hanif

## **SEM- III**

**Course Name: HUMAN RESOURCE MANAGEMENT**

**Course Code:**

**Course Objectives:** After completing this course, the student should be able to –

- To have an understanding of the basic concepts, functions and processes of human resource management.
- To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, etc.

### **Module I: Introduction and Scope**

- Concept of HRM
- Characteristics of HRM
- Scope of HRM
- Objectives of HRM
- Importance of HRM
- Functions of HRM
- Roles of HRM
- Origin, Evolution and Development of HRM

### **Module II: Human Resource Planning (HRP)**



- Concept of HRP
- Factors affecting HRP
- Process of HRP

## **Module III: Job Design and its Techniques**

- Concept of Job Design
- Approaches to Job Design
- Factors affecting Job Design
- Techniques of Job Design

## **Module IV: Job Analysis and Description**

- Job Analysis
- Significance of Job Analysis
- Process of Job Analysis
- Methods of information collection for Job Analysis
- Job Description
- Components of Job Description
- Job Specification

## **Module V: Human Resource Procurement**

- Concept of Recruitment
- Importance of Recruitment
- Recruitment Process
- Sources of Recruitment
- Meaning of Employee Selection
- Selection Procedure

- Meaning of Employee Placement
- Meaning of Induction
- Induction in Indian companies
- Conducting Effective Induction Programme
  
- **Reference Book:**
- Human Resource Management by Dr. T. K. Jain, Dr. Preeti Chugh
- Organization Effectiveness and Change Management by V.G. Kondalkar
- O.D. Interventions and Strategies edited by S Ramanarain, T.V. Rao and Kuldeep Singh
- Human Resource Management by Gary Dessler

**Course Name: MARKETING MANAGEMENT**

**Course Code:**

**Course Objectives:** Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices

### **Module I: Introduction to marketing**

- Introduction to marketing
- Marketing concepts
- Marketing process
- Marketing environment
- Buyer Behavior
- Market segmentation, targeting and positioning
- Introduction to marketing mix

### **Module II: Product Marketing**

- Product Decisions
- Concept Of A Product
- Product Mix Decisions
- Brand Decision
- New Product Development Strategies
- Product Life Cycle Strategies

### **Module III: Pricing**

- Pricing Decisions
- Pricing Objectives and Approaches
- Pricing Policies and Constraints
- Pricing Methods

### **Module IV: Place (Marketing Channels)**

- Nature of marketing channels
- Structure and design of marketing channels
- Retailers and Wholesalers

### **Module V: Advertising and Promotion**

- Promotion Decision
- Promotion Mix
- Advertising Decision
- Objective And Campaign
- Ad Effectiveness
- Sales Promotion And Publicity
- Sales Force Decision

### **Reference Book:**

- Sales and Marketing Management (Mathur Prakash)
- The Practical Guide to Sales & Marketing Management Gene Garofalo

**Course Name: LEGAL ASPECTS OF BUSINESS**

**Course Code:**

**Course Objectives:** The objectives of the course are: To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions.

## **Module 1: Indian**

## **Contract Act – 1872**

- Introduction – Definition of contract – agreement – offer – acceptance – consideration
- Contractual capacity – contingent contract – Quasi contract – performance – Discharge –
- Remedies to breach of contract.

## **Module 2: Partnership & Sale of Goods Act**

- Essentials of partnership,
- Rights and duties of partner
- Types of partners.
- Dissolution of partnership.
- Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees,
- Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller

## **Module 3: Contract of Agency**

- Essentials of Contract of Agency – Creation of Agency
- Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor
- Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent
- Duties and Rights of the Principal – Delegation of authority by an Agent –
- Sub Agent Position of Principal and Agent in relation to third Parties
- Termination of Agency.

## **Module 4: Company – Formation**

- Memorandum – Articles – Prospective Shares – debentures
- Directors – appointment – Powers and duties.
- Meetings – Proceedings – Management
- Accounts – audit – oppression & mismanagement – winding up.

## **Module 5:**

## **The Consumer Protection Act, 1986**

- Object – Rights of Consumers –Important Terms
  - Consumer Complaint - Consumer Protection Councils
  - Redressal Machinery – District Forum – State Commission - National Commission.
  - Cyber Law -Need for Cyber laws
  - Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime –
  - Types of Cyber Crimes – Preventing of Computer Crime
- 
- **Reference Book:**
  - Law of Business contracts in India by Sairam Bhat, Sage, [www.sagepublications.com](http://www.sagepublications.com)
  - Company law, Ashok K Bagri, Vikas publishing House.
  - Business Law, chandra Bose, PHI learning India PVT Ltd.

**Course Name: COST AND MANAGEMENT ACCOUNTING**

**Course Code:**

### **Course Objectives**

1. To impart basic knowledge of both financial and cost accounting.
2. To understand financial statements and reports to make decisions.

### **Module I: Overview of Cost Management Accounting and Introduction to cost Terms**

- Definition, Scope and functions of Management Accounting
- Difference between Management Accounting and Financial Accounting
- The Management Accountant: Strategic Decisions, Decision making, Planning and control, Cost-Benefit Approach
- The Chief Financial Officer and The Controller
- Costs and Cost Terminology: Direct Costs and Indirect Costs, Cost Allocation, Variable Costs and Fixed Costs, Cost Drivers, Relevant Range, Total Costs and

Unit  
Costs, Inventoriable Costs and Period Costs, Prime Cost and Conversion Cost  
➤ Relationship Of Types Of Costs

## **Module II: Cost concepts**

- Introduction
- Determination of costs
- Elements of Cost
- Cost classification

## **Module III: Overheads**

- Introduction
- Allocation, Apportionment, Absorption
- Control over Factory
- Administration
- Selling and distribution overheads

## **Module IV: Marginal costing**

- Introduction
- Characteristics/Features of Marginal Costing
- Need for Marginal Costing
- Advantages & Disadvantages of Marginal Costing
- Distinction between absorption costing and marginal costing
- Cost volume profit (CVP) Analysis
- Break Even Analysis
- Margin of safety

## **Module V: Budget and budgetary control**

- Introduction
- Objectives

- Advantages and limitations
- Production budget
- Sales budget
- Cash budget
- Flexible budget
- **Reference Book:**
  - Management Accounting – My Khan & P K Jain. Tata Mcgraw hill.
  - Management Accounting – A. Murthy and S. Gurusamy – By Tata Mcgraw Hill.
  - Management Accounting – Paresh shaw – Oxford University Press.
  - Management Accounting – NM Singhvi and Ruzbeh J. Bodhanwala PHI learning PVT Ltd.
  - Management Accounting, Principles and Applications – HUGH Coombs, David Hobbs and Ellis Jenkuis – By Sage [www.sagepublications.com](http://www.sagepublications.com)
  - Managerial Accounting – Indian Edition Ronald W. Hicton, G. Ramesh and M. Jayadev by Tata Mcgraw Hill.

**Course Name: CONFLICT MANAGEMENT & NEGOTIATION SKILLS**

**Course Code:**

**Course Objectives:** To enhance and improve the techniques and skills in conflict management; To manage interpersonal disputes among parties; To understand and acquire different negotiation skills.

## **Module 1: Introduction to Conflict Management**

- Meaning and Source of Conflict
- Types of Conflict
- Levels of Conflict

- Traditional and Modern Approaches to Conflict
- Functional and Dysfunctional Conflicts
- Conflict Process
- Management of conflict Resolution & Stimulation Techniques
- Dual Concern Model of Conflict

## **Module 2: Conflict Handling Styles**

- Four Myths about Conflict
- Team Conflict
- Understanding individual styles for handling Inter Personal Conflict
- Cross Cultural differences in Approaches to Conflict
- Importance of Emotional Intelligence

## **Module 3: Overview of Negotiation**

- Elements of Negotiation
- Multiparty Negotiations
- Stages of Negotiation Process
- Issues for Negotiation
- Preparation for Negotiations
- Types of Negotiation
- Strategies and Tactics in Negotiation
- Bargaining & Negotiation- Differences and similarities
- BATNA
- Context of Mediation
- Conciliation
- Arbitration
- Principles of Persuasion
- Persuasion Strategy and its Effectiveness

## **Module 4: Effective Negotiations Skills**



- Need for Developing Negotiation Skills
- Breakdown of Negotiation- Causes and Consequences
- Third Party Intervention
- Impasse and Alternative Dispute Resolution (ADR)
- Intractable Negotiations, Characteristics that make a Negotiation more intractable
- Effective Negotiation- Mutual Trust and Understanding
- Challenges for Effective Negotiators

## **Module 5: Cultural Dimensions in Negotiation**

- Understanding Cultural Differences in Negotiation
- Hofstede's Cultural Dimensions
- Seven Pillars to Negotiational Wisdom
- International Negotiations
- Best Practices in Negotiations

➤ **Reference Book:**

- Booth, A., Crouter, A. C., & Clements, M. (Eds). Couples in Conflict. Mahwah, NJ: Lawrence Erlbaum.
- Casing a Promised Land by Goodall: Carbondale: Southern Illinois University Press.
- Conflict Management & Organization Development by Willem F.G. Mastenbroe: John Wiley & Sons.
- Coser, L. The Functions of Social Conflict. New York: Free Press.
- Cupach, W.R. & Canary, D.J (1997). Competence in Interpersonal Conflict. Prospect Heights, IL: Waveland.
- International Journal of Conflict Management by Jones, T.S., Remland, NonVerbal Communication and Conflict Escalation: An attribution Based Model.
- Leading Through Conflict, How Successful Leaders Transform Differences into Opportunities by Mark Gerzon: Harvard Business School Press.
- Nagy, M. Philosophical Issues in the Psychology of C.G. Jung. Albany: SUNY Press.  
"Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts" by Malhotra

## **SEM- IV**

**Course Name: ENTREPRENEURSHIP DEVELOPMENT**

**Course Code:**

**Course Objectives:** The students develop and can systematically apply

an **entrepreneurial** way of thinking that will allow them to identify and create business opportunities that may be commercialized successfully. process; protection of intellectual property involving patents, trademarks, and copyrights.

## **Module I: Introduction**

- Meaning, Definition And Concept Of Entrepreneur
- Entrepreneurship And Entrepreneurship Development
- Factors Affecting Entrepreneurship
- Characteristics And Skills Of An Entrepreneur
- Entrepreneur V/S Manager
- Concepts Of Intrapreneurship
- Types Of Entrepreneurs, Functions Of Entrepreneur
- Advantages Of Becoming An Entrepreneur
- Entrepreneurial Decision-Process, Challenges Faced By Entrepreneurs
- Common Mistakes In Entrepreneurship, And Changing Role Of Entrepreneur
- Women Enterprises
- Social Entrepreneurship
- Rural Entrepreneurship

## **Module II: Entrepreneurial Finance & Development Agencies**

- Estimating Financial Funds Requirement
- Sources of finance – Banks VIEW
- Various Financial institutions (including IFCI, ICICI, IDBI and SIDBI)
- Financing of small scale industries in Developing Countries
- Role of Central Government and State Government in Promoting Entrepreneurship with Various incentives, Subsidies, Grants
- Export Oriented units – Fiscal & Tax Concessions
- Role of Agencies Assisting Entrepreneurship:
- DICs, SSIs
- NSICs, EDII
- NIESBUD, NEDB
- Entrepreneurship Development Institute (EDI)
- New initiatives taken by Government to Promote Entrepreneurship in India at Larger Scale

## **Module III: Developing Entrepreneurial Mind-set**

- Idea Generation-Sources and Methods
- Identification and Classification of ideas
- Individual Creativity: Roles and Process
- idea to Business opportunity
- Entrepreneurial Motivation, Meaning of Entrepreneurial Competencies
- Major Entrepreneurial Competencies
- Developing Entrepreneurial Competencies
- Opportunity Assessment
- Business opportunities in Various Sectors
- Challenges of New Venture Start-Up
- Reasons for failure of New Venture
- How to begin with Low investment

## **Module IV: Developing a Business Plan**

- Environmental Scanning and SWOT analysis
- The Business Plan as an Entrepreneurial Tool
- Business Planning Process:
  - Elements of Business Planning
  - Preparation of Project Plan
- Components of an ideal Business Plan:
  - Market Plan, Financial Plan
  - Operational Plan
  - Feasibility Analysis Aspects
  - Economic Analysis
  - Financial Analysis
  - Market and Technological feasibility

## **Module V: Launching a New Venture**

- Steps involved in launching a business (Process Charts)
- Various Forms of business ownership
- Registration of business units
- Start-up to going IPO
- Revival, exit and end to a Venture

### **➤ Reference Book:**

1. "Entrepreneurial Development" by Khanka S S
2. "Entrepreneurial Development and Small Business Management" by Dr P T Vijayashree & M Alagammai
3. "Entrepreneurial Development" by Desai

**Course Name: LEADER SKILLS AND MANAGERIAL EFFECTIVENESS**

**Course Code:**

**Course Objectives:** After completing this course, participants should be able to:

1. Understand the fundamental aspects of managing and leading organizations
2. How to practice effective leadership and management
3. How to create Team giving best output.
4. How to Manage Change, Communication and Action Plan

## **Module 1: Introduction to Leadership & Management**

- Differentiating between Management and Leadership
- Factors of Leadership
- Leadership challenges at work
- Management challenges at work

## **Module 2: Practicing Effective Leadership**

- Recognising Leadership Styles:
- Effective delegation and situational leadership
- The Managerial Grid: Blake and Mouton
- Four development levels of followers
- The four situational leadership styles
- Adapting your leadership style
- Influencing and motivating your team
- The Art of Persuasion and Negotiation
- The Speed of Trust – The Heart of Leadership

## **Module 3: Practicing Effective Management**

- The Essentials of Management: Planning, Organising, Controlling
- The Top Ten Qualities of an Excellent Manager
- Interviewing and Selection Skills
- Running Effective Meetings
- Making Effective and Impactful Presentations
- Managing Performance
- Decision Making and Delegation Skills

## **Module 4: Creating High Performanc e Teams**

- Teamwork in Action
- Team Learning and Performance
- Team Evolution Stages
- Managing Remote Teams
- Coaching and Mentoring Skills for Managers
- Managing of Challenging Behaviors
- Managing Pressure: Urgency vs Important
- Strategies for Different Quadrants on the Matrix

## **Module 5: Managing Change, Communication and Action Plans**

- Understanding Change and How Teams Respond
  - The content and process dimensions of change
  - Why do Organisations Resist Change?
  - Overcoming Resistance
  - Managing Change Effectively
  - Effective Communication Skills
  - Improving internal communications
  - Getting Things Done: Practical Action Planning
- 
- **Reference Book:**
  - Bass, B.M. (1990). Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications. 3rd Ed. New York: Free Press.
  - Bing, John W. (2004, February).—Hofstede's Consequences: The impact of his work and on consulting and business practices. The Academy of Management Executive. Briarcliff Manor: February 2004. Vol.18, No. 1: pp. 80-87.
  - Black, J. Stewart & Porter, Lyman W. (1991) Managerial Behaviours and Job Performance: A Successful Manager in Los Angeles May Not Succeed in Hong Kong. Journal of International Business Studies, 1991, 22(1): 99-114., Journal of International Business Studies, 22(1), 99-114
  - Bolman, Lee G., and Deal, Terrence E. (2003). Reframing Organisations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass Publishers.

**Course Name: PROJECT MANAGEMENT**

**Course Code:**

**Course Objectives:** 1. To develop critical thinking and knowledge in project Management's theory and

practice.

- To help students develop the competence of analyzing the feasibility of the project.
- To provide the student with analytical skills for solving problems relating to project management..

## **Module 1: Introduction to Projects**

- Definition of Project Management
- Project Management
- Project Manager and his Responsibilities
- PM as a Profession
- Selection of a Project Manager
- Fitting Projects into Parent Organization
- Project Management Team
- Phases of Project Management
- Project Environment
- The 7S of Project Management

## **Module 2: The Project Life Cycle**

- Concept of Project Management
- Project Life Cycle
- Project Classification Extended and Project Life Cycle

## **Module 3: Strategic Management and Project Selection**

- Selection Process of Project
- Project Selection and Criteria
- Nature of Project Selection Models
- Types of Project Selection Models
- Analysis under Certainty

## **Module 4: Project Analysis and Selection**

- Project Initiation and Resource Allocation
- Why is Resource Allocation needed?
- Market Analysis and Demand Analysis
- Criteria for a Good Forecasting Method
- Technical Analysis
- Material Inputs and Utilities
- Basis of Government Regulatory Framework
- Project Proposal and Project Portfolio Process

## **Module 5: Functions of a Project Manager**

- Functions of a Project Manager
- Roles and Responsibilities of a Project Manager
- Delegation of Authority
- Building Project Team
- Project Organisation
- Matrix Organisation
- Project Team and Human Factors

### **➤ Reference Books:**

- Clements/Gido, Effective Project Management, Thomson
- Clifford F. Gray and Erik W. Larson, Project Management, Tata McGraw Hill
- Dennis Lock, Project Management, Ninth Edition, Gower
- K. Nagarajan, Project Management, Third Edition, New Age International
- P.C.K. Rao, Project Management and Control, Sultan Chand & Sons
- Prasanna Chandra, Projects – Planning, Selection, Financing, Implementation, and Review, Sixth Edition, Tata McGraw Hill
- Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House

**Course Name: SMALL BUSINESS MANAGEMENT**

### **Course Code:**

**Course Objectives:** To enable the students to know the importance of small scale business in a developing economy like India and motivate the students to start small scale business.

## **Module 1: Basics of Small Business Enterprise**

- Small Business – Definition – Features
- Role of Small Business in Economic Development
- Reasons for Establishing Small Business
- Quality of Small Businessmen
- Advantages and Disadvantages of Small Business
- Reasons for Failures of Small Business
- Characteristics of Successful Small Businessmen
- Different Stages of Small business



- Steps in Setting up a Small Business
- Crisis Management in Business
- Relationships between Small and Large Units
- Small Sector in India
- A note on Family Business.

## **Module 2: Dynamics of Small Business**

- Concepts and Definitions of Small Scale Industries (SSIs)
- Role of SSIs –
- Government Policy and Development of SSIs
- Growth and Performance –SSI
- Reservation of items for SSI
- Problems of SSI
- Sickness of SSI: Causes, Symptoms and Cures

## **Module 3: Institutions Supporting Small Business**

- Central, State and Other Institutional Support for SSI
- Technological Upgradation and Institutional facility for SSI
- Incentives and Subsidies for SSI.

## **Module 4: Management of Small Business**

- Production Management in Small Business Enterprises
- Financial Management in Small Business Enterprises
- Marketing Management in Small Business Enterprises
- Strategic Management in Small Business Enterprises
- Personal Management in Small Business Enterprises
- Office Management in Small Business Enterprises

## **Module 5: International Small Business**

- Preparing to go International
- International Business Plan
- Establishing Business in Another Country
- Exporting & Importing
- Financial Mechanisms for Going International
- The International Challenge
  
- **Reference Books:**
- Small Business Management Hardcover – 26 September 2013 by Leslie Palich (Author), Frank Hoy (Author), Justin G. Longenecker (Author), J. Petty (Author).

**Course Name: DIGITAL MARKETING & E-COMMERCE**

**Course Code:**

**Course Objectives:** The Course aims to provide an insight into the dynamic and exciting industry that is digital marketing and e-commerce.

### **Module 1: Introduction to E-commerce**

- E-Commerce – Meaning, Features of E-Commerce, Categories of E-Commerce, Advantages and Limitations of E-Commerce, Traditional Commerce and E-Commerce
- E-Commerce Environmental Factors: Economic, Technological, Legal, Cultural and Social
- Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce.
- Impact of E-Commerce on Business, E-Commerce in India
- Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education
- Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce

### **Module 2: 2 E-Business and Applications**

- E-Business: Meaning, Launching an E-Business, Different Phases of Launching an E-Business
- Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning.
- Bricks and Clicks Business Models in E-Business: Brick and Mortar, Pure Online,

Bricks and Clicks, Advantages of Bricks and Clicks Business Model, Superiority of Bricks and Clicks, E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.

- Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.
- Website: Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website

### **Module 3: Payment, Security, Privacy and Legal Issues in E-Commerce**

- Issues Relating to Privacy and Security in E-Business.
- Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-Cash, E-Cheque, E-Wallet, Electronic Fund Transfer.
- Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.
- Types of Transaction Security.
- E-Commerce Laws: Need for E-Commerce laws, E-Commerce Laws in India, Legal Issues in E-Commerce in India, IT Act 2000

### **Module 4: Digital Marketing**

- Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.
- Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing and Content Influencer Marketing, Campaign Marketing, E-mail Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts and Vodcasts.
- Digital Marketing on Various Social Media Platforms.
- Online Advertisement, Online Marketing Research, Online PR.
- Web Analytics.
- Promoting Web Traffic.
- Latest Developments and Strategies in Digital Marketing.

### **Module 5: Managing your career**

- What do Digital Marketers do?
- Where to work in Digital Marketing : Client-side, Vendor, Agency
- Digital Disciplines
- Preparing for Job in Digital Marketing & E-commerce

### **➤ Reference Books:**

- Risk Management for meeting and events by Julia Rutherford silvers
- Event Risk Management and Safety (The Wiley Event Management Series) by Peter. E. Tarlow

# **Bachelors for Business Administration in Sports Management**

## **CURRICULUM & COURSE CONTENT FOR SPORTS**

### **MANAGEMENT – Third YEAR**

#### **SEM-V**

**Course Name:** INTRODUCTION TO SPORTS MANAGEMENT

**Course Code:**

**Course Objectives** The subject will allow you to gain a greater understanding of the global sport marketplace and insight into areas of sport management you may wish to pursue in your career.

#### **Module I: Introduction to Sports Management**

- History of Modern Sports and other Forms of Organized Physical Activity
  - A Historical Overview of Sports
- Evolutionary Processes of Modern Sports
- Relation between Physical education and Sports
- Exercise Physiology
- Roles and Functions of National/International Sports Organisations :
  - Roles Of IFA, FIFA, BCCI, ICC, CAB, Sports Authority Of India (SAI)
  - National Hockey Association
  - Bengal Volley Ball Association
  - Bengal Tennis Association
- Professional Team Sports:
- Sports based on Team Performance –
  - Football, Volleyball, Basket Ball, Cricket, Hockey, Rowing
- Guiding Principles for Conduct of Team Sports,
- Organisation of Tournaments, Leagues, Knock-out
- Individual Sports:
  - An Overview of Individual Sports,
  - Emerging Trend, Future Potential
  - studies related to Governance of Individual Sports like Golf, Tennis, Badminton, Auto Racing, Track Race.

#### **Module II: Retail Planning and Development**

- Understanding the Retail Customer
- Research for Retailing
- Strategic Retail Planning Process
- Location Decisions
- Growth Strategies

#### **Module III: Store Operations**

- Introduction
- Store Layout
- Store
- Store Procedures
- Store Maintenance

#### **Module IV: Billing, Transport and Delivery**

- Introduction

- Billing Procedures
- Elements of Transportation
- Delivery Procedures
- Laws in Record Maintenance

## **Module V: Security Operations & Housekeeping in Retail**

- Introduction
- Security Points in Retail Store
- Role and Functions of Security Personnel
- Material Handling in Housekeeping
- Procedure in Housekeeping

### ***Reference Book:***

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

**Course Name: SPORTS MARKETING & MERCHANDISING**

**Course Code:**

**Course Objectives:**

By the end of this course, students should understand:

The marketing tools (e.g., research, segmentation) for sports marketing. The perspectives of participants and spectators as sports consumers. The marketing mix options for sports products. To recognize strategies in promotions, pricing, place, and production distribution, public relations (5 p's). To learn the cross impacts of the marketing mix and the legal aspects of the sports marketing. To recognize the importance of sport sponsorship. Students will be able to look towards the future of sports marketing

## **Module 1: Introduction to Sports Marketing**

- Describe what sports marketing is
- Describe the idea of marketing mix
- Understand the importance of sports marketing
- Learn the concept of sports economics
- Describe managing risks.
- Understand the importance of ethics in sports marketing.
- Learn the importance of financing
- Corporate Sponsorship
- Licensing
- Endorsement of Products by Athletes

## **Module 2: The World Wide Sports Industry, Customer Service and Marketing College Sports**

- Explain the different segments of sports industry
- Describe the concept of international marketing
- Understand international sports trends
- Learn the marketing concept
- Understand the buyer behaviour.
- Describe the gathering information process.
- Explain target markets and market segmentation.
- Describe the importance of customer service

### **Module 3: The Marketing Information Management, Marketing Plan and Marketing the Professional Realm**

- Explain marketing research.
- Understand careers options with marketing research.
- Explain the process of marketing research.
- Describe data mining.
- Explain the different marketing tactics.
- Understand the steps to a marketing plan.
- Importance of a shop-planning sequence

### **Module 4: The Sports Marketing of products and distribution**

- Understand the product mix.
- Explain the components of a product mix.
- Describe what is meant by the bottom line for sports.
- Explain the cost of success.
- Understand the product life cycle.
- Describe the distributions system of sports.

### **Module 5: Supply and Demand of Sports**

- Supply Demand of sports
- Sports Promotion
- Sports image

### **Module 6: Careers in Sports Marketing**

- Understand the different career options.
- Learn the needed skills.
- Understand the importance of networking.
- Explain the importance of professional development.
- Understand the challenges to working in the industry

### **Module 7: Promotional Planning, Selling, Minor League Sports and NASCAR**

- Understand the steps in a promotional plan.
- Describe the trends with promotions.
- Learn the importance of sponsorships and endorsement.
- Describe the process of selling. Learn the selling of tickets.
- Understand how minor league baseball and arena football have made a successful product.
- Explain what minor league baseball and arena football does differently.
- Describe how NASCAR has been so productive.
- Explain the different techniques used by minor league sports and NASCAR

### **Module 8: Legal issues within sports marketing**

- Describe the impact of laws on sports marketing.
- Understand Copyright Laws

- Learn how labour unions work.
- Explain the importance of agents to sports marketing.
- Understand the process of creating, owning and operating a business.

### ***Reference Book:***

- Goldman, R. and Papson, S. Nike Culture-Core Cultural Icons. California: Sage Publications, 1998.
- Helitzer, M. The Dream Job: Sports, Publicity, Promotion, and Public Relations. Athens: University Sports Press, 1992.
- Irwin, Richard. Sport promotion and sales management. Champaign: Human Kinetics, 2002.
- Macdonald, Mark. Cases in Sport Marketing. Sudbury: Jones and Bartlett, 1999.
- Mullin, Bernard. Sport Marketing. Champaign: Human Kinetics, 2000.
- Pitts, Brenda. Case Studies in Sport Marketing. Morgantown: Fitness Information Technology Inc., 2003.
- Shank, Mathew. Sports Marketing-A strategic perspective. New Jersey: Prentice Hall, 1998.
- Spoelstra, Jon. Marketing Outrageously. Austin: Bard Press, 2001.
- Stedman, Graham, Neirotti, L., and Goldblatt, J. The Ultimate Guide to Sports Marketing. New York: McGraw-Hill, 2001.
- Stotlar, David. Developing successful sport marketing plans. Morgantown: Fitness Information Technology, 2001.

**Course Name: MEDIA RELATION & COMMUNICATION OF SPORTS**

**Course Code:**

**Course Objectives:** After successful completion of this course, students should be able to:

- (1) Demonstrate an understanding of the basic skills necessary to effectively carry out day-to-day responsibilities in sports communications and sports information professions
- (2) Demonstrate ability to generate content, including effective writing, from a sports perspective
- (3) Demonstrate ability to effectively integrate communications strategies with a sports organization's goals
- (4) Distinguish between sports communication perspectives and sports journalism
- (5) Distinguish in and among sports communication operations, issues and challenges in professional, intercollegiate and Olympic sports
- (6) Demonstrate understanding and skill strategies in handling negative publicity and communications crises in sports organizations
- (7) Demonstrate skill for assisting athletes, coaches, sports executives and owners to effectively handle media interviews
- (8) Demonstrate ability to manage use of social media by the organization, staff members and athletes
- (9) Demonstrate understanding of the ethics and values of sports communications

### **Module 1: Intro to Sports Communication and Media Relations**

- Intro to Sports Communication
- Journalism Principles and Practices
- Journalistic Writing
- Strategic Communication Overview



- Applied Media Aesthetics: Sight, Sound and Story

## **Module 2: Introducing Sport Public Relations with Strategic Management**

- Introduction
- Materials and Methods
- Findings
- PR as a management tool
- stakeholders and constituents
- issues management
- organizational reputation
- Conclusions

## **Module 3: Developing Writing & Interviewing Skills**

- Forms of Writing
- Types of Releases
- Audience Awareness
- Common Errors and Distribution
- Before and After the Interview

## **Module 4: The Print Media, Broadcast Media, Social Media and Technology**

- Print media history, relating with content providers for athletes
- Relating with content providers for audiences, old and new models of covering a story
- Radio and TV (national, regional and local)
- Social and New Media

## **Module 5: Sports Information Specialists**

- CoSIDA, Essential Skills
- Responsibilities of SID, Pros and Cons
- Creating Promotional Guides

## **Reference Books**

- Business Research Methods – Donald Cooper & Pamela Schindler, TMGH, 9th edition
- Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
- Research Methodology – C.R.Kothari

**Course Name: SPORTS EVENT MANAGEMENT**

**Course Code:**

**Course Objectives:** To give formal instructions and training to students to be future managers of the Event Industry. So that, they technical proficiency to effectively adjust, grow and excel in the field of Event Management.

## **Module 1: Principles of Event Management**

- Historical Perspective
- Introduction to event Management,
- Size & type of event
- Event Team
- Code of ethics
- Principles of event Management
- Concept & designing

- Analysis of concept
- Logistics of concept
- Feasibility
- Keys to success
- SWOT Analysis

## **Module 2: Event Planning & Team Management**

- Aim of event
- Develop a mission
- Establish Objectives
- Preparing event proposal
- Use of planning tools
- Protocols
- Dress codes
- Staging, staffing
- Leadership, Traits and characteristics

## **Module 3: Event Marketing & Advertising**

- Nature of Marketing, Process of marketing
- Marketing mix
- Sponsorship
- Image, Branding, Advertising
- Publicity and Public relations

## **Module 4: Event Leadership & Communication**

- Leadership skills
  - Managing team
  - Group development
  - Managing meetings
- Written communications, (Official, demi-official, Invoice).
- Verbal communications

## **Module 5: Event Safety & Security**

- Security
  - Occupational safety
  - Crowded management
- Major risks and emergency planning
  - Incident reporting
  - emergency procedures

## **Module 6: Basic Event Accounting**

- Budget
- break-even point
- cash flow analysis
- Profit & loss statement
- balance sheet
- panic payments
- financial control system

## **Reference Book:**

- Strategic Sports Event Management: Third edition by Guy Masterman  
Routledge, 16-May-2014 - Sports & Recreation - 408 pages

**Course Name: FACILITIES, TECHNOLOGY & PLANNING**

**Course Code:**

**Course Objectives:**

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

### **Module 1: Facility Planning Process**

- Master Planning Process
- Funding for Facility Construction
- The Law as it Pertains to the Design and Operations of Facilities
  - Architectural Barriers Act
  - Section 504
  - Americans with Disabilities Act
- Physical Facilities
  - Computer Assisted Design
  - Reading of Blueprints
  - Bid Documents

### **Module 2: Indoor Facilities & Outdoor Facilities**

- Indoor facilities
  - Gymsnasiums, Weight Room, Cardio-theatre
  - Aerobics Area, Racquetball Courts, Matted area
  - Classroom, Laboratories, and Offices
  - Locker Rooms and Restrooms
  - Natatorium, Field house
  - Public Assembly Facilities, Floor Surfaces, Light Fixtures
- Outdoor facilities
  - Track and Field
  - Softball Field, Baseball Field
  - Football Field, Soccer Fields
  - Tennis Courts, Playing Surfaces,
  - Lighting

### **Module 3: Policies and Procedures involved in Management of Facilities**

- Usage Policies and Procedures
- Personnel Policies and Procedures
- Safety and Security Policies and Procedures
- Maintenance Policies and Procedures
- Facility Safety Audit
  - Concepts of Facility Safety Audit
  - Development of Facility Safety Audit Checklist

### **Module 4: Urban Planning Of Sports Facilities**

- Sports facilities plans
- Strategic thought in relation to the role sports facilities play in a local sports system
- Functional aspects in the design of a sports facility

- Management Models
  - Types and management models for sports facilities
  - Factors that affect the sports facilities feasibility
  - Types and management models for sports facilities from professional sport
- Management Plan of Sports activity
  - Potential demand and activities offer analysis
  - Organizational structure of a sports facility
  - Management of human resources
  - Maintenance management
  - Communication and commercialization plan
  - Economic and financial study

## **Module 5: Different Sports Facilities Model in International Market**

- Sports facilities models: US market.
- Sports facilities models: EU market.
- Sports facilities models: the rest of the world.
- Latest market trends: the future of stadiums and arenas.

## **Module 6: Sports Technology**

- Introduction to Sports Technology
- Technology in Sports Equipments and Product Design
- Technology in Sports Stadiums and Facilities
- Technology in Mega Events
- Technology in Sportswear and Performance Apparel
- Technology in Athlete Performance Analysis and Sports Science
- Technology in Fan Engagement
- Application of Sports Analytics
- Sports software

## **Reference Books**

- Benjamin Alamar, Dean Oliver (2013). Sports Analytics: A Guide for Coaches, Managers, and Other Decision Makers
- Ghent, g., & Kluka, D. (2002). Sport and information technology. Budapest: Meyer & Meyer Sport.
- Dabnichki, P. (2008). Computers in the sport. Southampton: WIT Press.
- Stewart Ross (2010). Sports Technology. Evans brothers limited
- Franz Konstantin Fuss, Aleksandar Subic, Sadayuki Ujihashi (2008). The Impact of Technology on Sports II. Taylor and Francis
- Geoff Thompson (2001). Sports Technology
- Fuss, F. (2015). Routledge handbook of sports technology and engineering. Routledge

# SEM-VI

**Course Name: SPORTS FUNDING & FINANCIAL MANAGEMENT**

**Course Code:**

**Course Objectives:** The main objective of the Course in Financial Management in Sport Organizations is to understand the basic principles of financial management applied to the sports sector. You'll be educated in the use of financial planning tools that will help you in your responsibility as an executive/director of a sports organization.

## **Module I: Economic – Financial management of Sports Organization**

- Finance and sport management
- Interpretation of financial reports
- Analysis of financial statements

## **Module II: Investment & Financing Mechanism**

- Financial planning
- Project investment and assessment
- Financing

## **Module III: Sport Funding: Commercial Context**

- The metamorphosis of sport
- The business of sport
- Financing professional sport
- Loss prevention & control
- Wealth creation in sport organizations
- Sport cartels and wealth creation

## **Module IV: Sport Funding: Financial Management**

- Sport finance foundations
- Setting up the accounts
- Understanding the accounts
- Financial analysis

## **Module V: Sport Funding: Financial Planning and Evaluation**

- Budgeting and costing
- Pricing
- Cost-benefit analysis
- Feasibility studies
- Sport Funding: Financial Futures
  - Sport funding and performance measurement in the future

## **Reference Books:**

- Sport Funding and Finance by Bob Stewart
- Managing Sport Finance by Robert Wilson

**Course Name: SPORTS & GLOBALIZATION****Course Code:****Course Objectives:**

To understand the meaning of Globalization. To understand the relationship of International Sport to Globalization. To understand the organizational structure of Globalized International Sport. To understand the impact of Globalization on the FIFA and the IOC. To understand (Human) Agency in relationship to the Globalization of International Sport. To understand the role of corruption in Globalized Sport. To understand the impact post-2008 global economic and geo-political instability has had on FIFA and the IOC. To understand the prospects for the future of FIFA and the IOC. To understand the prospects for the future of Globalization

**Module 1: International Sport and Globalization**

- Introduction
- Globalization: A Definition
- The History of Modern Organized Sport
- Physical Activity, Play, Recreation
- Organized Sport Origins and History of Modern Organized Sport, 1750- 1970

**Module 2: The Meaning of Globalized International Sport**

- Origins of Globalized International Sport
- Outline of the Structure of Globalized International Sport
- Globalized Sport, Politics, Identify and Society

**Module 3: Globalization and FIFA**

- Background History of FIFA
- FIFA, Joao Havehange and Globalization
- FIFA's Revenue Streams and Distribution
- FIFA, Sepp Blattner, Corruption and Institutional Crisis

**Module 4: Globalization and the IOC**

- Background History of the IOC
- The IOC, Juan Antonio Samaranch and Globalization
- The IOC's Revenue Streams and Distribution
- The IOC, Corruption and Reform
- Jacque Rogge, Thomas Bach, the IOC and Institutional Stability

**Module 5: Globalization, Crises and International Sport**

- Brazil, Political Crisis and the Rio de Janeiro Olympic Games,
- The "New Cold War," Russia and the 2018 FIFA World Cup
- The Future of Globalization and International Sport

**Reference Book**

- Heidi Blake and Jonathan Calvert (2015) The Corruption of FIFA and the Qatari Plot to Buy the World Cup.
- Jean-Loup Chappelet and Brenda Kubler-Mabbott (2008) The International Olympic Committee and the Olympic System: the Governance of World Sport.
- John Forster (26 January 2016) "Global Sports Governance and Corruption," Palgrave Communications.

- Richard Giulianotti and Roland Robertson, eds. (2007) Globalization and Sport.
- David Harvey (2005) Neoliberalism: A Brief History.
- Ankie Hoogvelt, (1997) Globalization and the Postcolonial World: The New Political Economy of Development.
- Helen Jefferson Lenskyj (2000) Inside the Olympic Industry: Power, Politics, and Activism.
- Andrew Jennings (1996) The New Lords of the Rings: Olympic Corruption and How to Buy Gold Medals.
- Richard Pound (2004) Inside the Olympics: A Behind-the-Scenes Look at the Politics, the Scandals, and the Glory of the Game.
- George H. Sage (2010) Globalizing Sport: How Organizations, Corporations, Media, and Politics are Changing Sports.
- Manfred B. Steger (2013) Globalization: A Very Short Introduction.
- Alan Tomlinson (2014) FIFA: The Men, The Myths and the Money
- George Wright (November-December, 1999) "Globalization and Sport," Olympic Review.
- George Wright (2014) "The IOC's Ruling Class," Socialist Register 2015

**Course Name: SPORTS HEALTH & NUTRITION**

**Course Code:**

- **Course Objectives:** The key concepts of exercise physiology and sports nutrition science
- Important nutritional aspects of exercise including energy, carbohydrates & fats, protein metabolism and fluid balance
- Why certain nutritional strategies can enhance exercise and sports performance
- The role of micronutrients and supplements in exercise and sports
- The relationship between Exercise, Nutrition and Health, also during ageing
- Develop a critical mind-set in the field of Nutrition, Exercise and Sports

**Module 1: Introduction to Sport Nutrition (Science)**

- Introduction, an Overview of the Indian Rural Market, Challenges and Opportunities in Indian
- Rural Market
  - Rural Marketing-Meaning, Importance
  - Rural marketing Environment, social
- Environment
  - economic environment
  - technological environment, innovations
  - political environment and development initiatives

**Module 2: Skeletal Muscle, Exercise and Sports**

- An introduction into Skeletal muscle anatomy & physiology, including contraction and energy transfer.
- Exercise capacity: Power & Endurance.
- Cardiopulmonary system during Exercise

**Module 3: Energy and Fluid balance**

- Energy requirement, energy availability
- Thermoregulation
- Fluid balance, (de)hydration & rehydration strategies

**Module 4: Macronutrients**

- Carbohydrates & fats as energy source
- Nutritional strategies
- Skeletal muscle protein metabolism

- dietary protein intake.

## **Module 5: Micronutrients and ergogenic supplements**

- Function of micronutrients and recommendations:
  - Iron
  - Magnesium
  - Calcium
  - Vitamins D and B.
- Ergogenic supplements and sports performance

## **Module 6: Exercise and Nutrition during ageing**

- Skeletal muscle and ageing
- Protein & Exercise in older adults
- Intervention strategies
- *Reference Book*
- Advanced Sports Nutrition Paperback – 27 December 2011 by Dan Benardo
- Complete Guide to Sports Nutrition (Complete Guides) Paperback – November 7, 2017

## **Course Name: SPORTS ETHICS, DRUG USE & LAW OF CONTRACT**

### **Course Code:**

**Course Objectives:** This course is an introduction to the study of philosophy and ethics, and their application to physical education, recreation and sport. Students will acquire an awareness of ethical conduct in sport and cultivate an effective deliberative process for dealing with ethical issues in sport. The course will begin by briefly considering the practice of philosophy, especially argument and critical thinking. Students will next learn about ethical theories and their application to specific issues in sport, including some of the following: sportsmanship as an ethical category; the ethics of competition; fair play as respect and reciprocity; cheating, self-deception and the use of performance enhancing drugs; the problem of racial and gender equality in sport. Students will be afforded the opportunity to assess theoretical frameworks that can serve as the basis for comprehensive ethical decisions, and to develop the practical facility to implement those decisions in specific, concrete situations.

### **Module 1: Introduction**

- An introduction to reasoning and philosophical practice
- including some consideration of the basic features of argumentation and critical thinking.

### **Module 2: An introduction to the foundation of ethics**

- Distinction between normative and critical ethics;
- the scope and nature of morality;
- the distinction between judgments of moral obligation, judgments of moral value, and non-moral judgments; the is/ought distinction.
- An introduction to difference ethical theories,
  - Hedonism
  - Egoism
  - virtue ethics
  - deontology (e.g., Kantian or moral intuitionism)
  - utilitarianism
  - social contract ethics



- ethics of care.

### **Module 3: Consideration of moral ideas and concepts**

- Character, practical virtues (phronesis), the mean,
- weakness of will, compassion, beneficence, self-sacrifice, self-love, selfishness, enlightened self-interest,
- pleasure, means and ends,
- intrinsic and extrinsic worth, duty, motive and intention, universalizability, obligation, rational freedom,
- conscience, autonomy and agency, principle, ideals, rights, public welfare, happiness,
- consequences, maximization, equality, paternalism, responsibility.

### **Module 4: The application of moral reasoning to sport**

- the moral significance of sport
- intimidation, competition, and sportsmanship
- gamesmanship and the moral ideal of fair play
- cheating and strategic fouling
- violence in sport
- eligibility in sport
- commercialized sport
- exploitation of student athletes
- gender and racial equity in sport

### **Module 5: Application of moral reasoning in other physical activity settings**

- ergogenic aids for sport performance and health problems
- genetic technology in sport
- sport science, physical education and research
- the ethics of supporting sports teams
- disability rights in sports
- codes of ethics

### **Module 6: Sports Law**

- Sports Agents and Contracts
- Public Nature of Sports Contracts
- The Occupation of "Athlete"
- General Contract Law Principles
  - Agreement
  - Competent Parties
  - Assent or Consent
  - Supported by Consideration
  - Made for a lawful objective;
  - In the form required by law.
- Interpretation of a Contract
- Categories of Contracts
  - professional services contracts (sometimes called standard player contracts)
  - endorsement contracts, and
  - Appearance contracts
- Team Contracts versus Individual Contracts
- Drafting the Sports Contract

➤ **Reference Book:**

- Rachels, J. & Rachels, S. (2008). The Elements of Moral Philosophy (7th ed.) New York: McGraw-Hill.
- Simon, R. L. (2004). Fair Play: The Ethics of Sport (3rd ed.) Boulder, CO: Westview.
- Modern Sports Law: A TextBook by Jack Anderson
- Essentials of Sports Law Book by Glenn Wong

**Course Name: SPORTS IN CONSUMER CULTURE**

**Course Code:**

**Course Objectives:** . Become conversant in the language(s) of diversity and social change in the sports world.

2. Become conversant in theories of social inquiry developed in the fields of cultural studies, communication, and sociology & their subsequent application to the field of sports studies.
3. Become aware of the interconnectedness of sports culture to other, seemingly disparate, arenas of cultural, social, political, and economic change.
4. Demonstrate proficiency in critically examining social issues and social change within sports culture.
5. Become aware of the historical precedent for discussions of sports and social change.

**Module 1: Sports, Cultural Studies and The Benefits of Critical Thinking**

- Critical Thinking concept
- Critical thinking and the study of sport
- What is an Argument?
  - Evaluating an Argument's Structure: Deductive Arguments
  - Evaluating an Argument's Content: Truth, Evidence and Credibility    Assumptions, Generalisations and Hypotheses
  - Evaluating Arguments: Fallacies
  - Evaluating Arguments: Examples

**Module 2: Sports and Social Class**

- Socio Economic status and social class;
- Class Relations;
  - Societal Factors
  - Organizational Factors
  - Individual Factors
- Social Mobility through sports

**Module 3: Sports, Race, Activism**

- Unpacking Fan and Athlete Activism
- The Economic Dream of the Black Athlete
- Football as the New African Slave Trade
- The Role of Harry Edwards in Raising the Bar as a Public Servant
- Social Entrepreneurship as Social Activism

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

- Gender and Sports
- Historical Developments and the Gendering of Sport
- Sport, Gender, and Contested Ideology
- Concept of Masculinity and of gender Transgressions in sports among Adolescent boys
- A Review of Gendered Consumption in Sport and Leisure
- Transforming Gender Norms on the Playing Field

#### **Module 5: Sexuality and Sports**

- Introduction
- Sex and gender
- Gender and sport participation
- Sexual orientation
  - Experience of LGB Participants
  - Role of Organisation
- Sexual harassment and abuse
- Programs and policies to combat sexual harassment, abuse and discrimination
- Exploitation in sport

#### **Module 6: Sports and Violence**

- Introduction
- Theories that Explain Violence in Sports
  - Psychological theory
  - Social learning theory
- relationship between societal and sport violence.
- Sports Violence on and off the field
- in-game violence and peripheral violence
- Violence in Sports
  - examples of and contributing factors to spectator violence
  - Effects
  - Preventing Violence in Sports
- ways that athletes, coaches, and administrators can break the cycle of violence in sport.
  - ways that player/spectator violence can be reduced
- Conclusion

#### **Module 7: Sports and Social Change – Progressive and Regressive**

- Social inclusion through sports
- Sports for women empowerment
  - Role of companies in women empowerment through sports development programs
  - Role of companies in women empowerment through sports development programs
- Gender equality using sports development projects
- Sports for child development
  - Role of NGOs in improving children lives through sports development programs
- Sports to spread awareness of social issues
- Sports for job development
  - Role of NGOs in enabling job seekers through sports development programs
- Sports for refugee rehabilitation
  - Role of NGOs in aiding refugee rehabilitation through sports development programs

➤ ***Reference Book:***

- Sport, Race, Activism, and Social Change: The Impact of Dr. Harry Edwards' Scholarship and Service Paperback – June 22, 2011 by Fritz G Polite
- Sport In Consumer Culture Book by John H. Tooke and John Horne