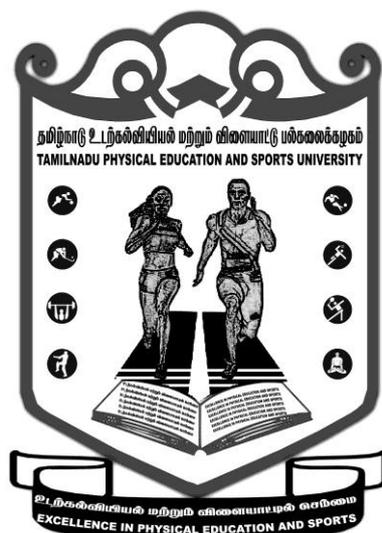


**TAMIL NADU PHYSICAL EDUCATION AND SPORTS UNIVERSITY**

**CHENNAI – 600 127**



**REGULATIONS FOR**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(SPECIALISATION IN SPORTS MANAGEMENT)**  
**UNDER CHOICE BASED CREDIT SYSTEM (CBCS)**  
**2023-2024 ONWARDS**

**DEPARTMENT OF SPORTS MANAGEMENT**  
**AND SPORTS PSYCHOLOGY & SOCIOLOGY**

## **Regulations for Master of Business Administration (M.B.A) with specialisation in Sports Management – Regular Mode under Choice Based Credit System (CBCS)**

The Choice Based Credit System (CBCS) and Learning Outcomes Based Curriculum Framework (LOCF) for the two years M.B.A Degree Programme with specialisation in Sports Management is implemented from the Academic Year 2023-2024 onwards.

### **1. INTRODUCTION:**

Sports is one such fast emerging industry in India. There is a growing demand for quality, talented sports management professionals to manage players and the business surrounding it as India is emerging as the hub for professional sports. The success of major leagues with corporate sponsorships, such as ISL, PBL, IHL, Pro Kabaddi offers abundant opportunities for economic growth and employment in the future. MBA in Sport Management is an exciting degree that will help the students to develop their career in sport industry. It has been designed to meet the industry's need for well-qualified managers who can combine management and financial skills with specialist knowledge of sport. The programme will help the students to acquire necessary knowledge and skills required for reflective management practice in a range of sport settings. Sports management includes business activities such as planning, organizing, directing, controlling, budgeting, client servicing, hospitality, marketing, sponsorships, endorsements, contract negotiations, Customer Relationship Management, analytics of data and more. The objectives of the programme are:

1. To explore current trends and key concepts in sport management.
2. To understand the dynamics of Sports Industry at the national and International Level.
3. To enable students to develop analytical and decision-making skills.
4. To inculcate essential business and marketing skills blended with specialized knowledge in sports management.
5. To aim for holistic development of the students by inculcating business ethics and values.
6. To identify and evaluate recent changes in sport participation and policies and their implications on sports development.

7. To inculcate the knowledge on sports governance for effectively managing sport organizations and

8. To conduct research into sport issues relevant to managing sports and sport organizations.

## **2. APPROVAL OF ALL INDIA COUNCIL FOR TECHNICAL EDUCATION (AICTE):**

The University has received approval from All India Council for Technical Education (AICTE) for the conduct of M.B.A programme from the Academic year 2009-2010 onwards.

## **3. ELIGIBILITY FOR ADMISSION:**

Candidates for admission to the first year of the Master of Business Administration Degree Programme shall be required to have the following qualifications under 10+2+3 or 10+2+4 pattern of Education:

- a) A pass with 50% of marks in any branch of study of a Bachelor Degree of Tamil Nadu Physical Education and Sports University or any other University recognized by the UGC/AIU or a qualification accepted by this University as equivalent thereto. A 5% of marks relaxation is given for candidates belonging to SC/ST category.
- b) A Professional Degree with 50% of marks in Engineering/Technology/Medicine/Architecture/Law. A 5% of marks relaxation is given for candidates belonging to SC/ST category.
- c) Professional Qualification with 50% of marks in Accountancy / Cost & Works Accountancy / Company Secretary ship. A 5% of marks relaxation is given for candidates belonging to SC/ST category.

## **4. ADMISSION CRITERIA:**

A separate entrance examination will be conducted for the candidates by the University and the admission will be purely based on the marks obtained by the candidates in the entrance examination. State Government Reservation Policy is implemented for admission.

## **5. DURATION OF THE PROGRAMME**

The normal duration of the M.B.A (Specialisation in Sports Management) Degree Programme shall be two years consisting of four semesters. A student who is unable to complete the program for whatever reasons within the minimum duration (two years) prescribed for the programme, may be allowed two years period of time beyond the normal

period to clear the backlog for qualifying for the Degree. In exceptional cases like major accidents or child birth, an extension of one more year shall be considered beyond maximum span of time. During the extended period, the student shall be considered as a Private Candidate and is not eligible for Ranking and Distinction

## 6. SEMESTERS:

An academic year is apportioned into two semesters:

**Odd Semester** – July to November

**Even Semester** - December to April

In each semester, the classes are conducted for 18 weeks with each week having 5 working days.

## 7. PROGRAM EDUCATIONAL OUTCOMES

**PEO 1 – Employability:** To develop students with industry specific knowledge & skills to meet the industry requirements and also join public sector undertaking through competitive examinations.

**PEO 2 - Entrepreneur:** To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

**PEO 3 – Research and Development:** To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

**PEO 4 – Contribution to Business World:** To produce ethical and innovative business professionals to enhance growth of the business world.

**PEO 5 – Contribution to the Society:** To work and contribute towards holistic development of society by producing competent management professionals.

## 8. PROGRAM OUTCOMES:

**PO1: Problem Solving Skill:** Application of tools and techniques relevant to management theories and practices in analyzing and solving any kind of business problems including sports business.

**PO2: Decision Making Skill:** Fostering analytical and critical thinking abilities for data-based decision making.

**PO3: Ethical Value:** Ability to develop value-based leadership attributes which will ensure better sports governance.

**PO4: Communication Skill:** Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

**PO5: Individual and Team Leadership Skill:** Ability to be self-motivated in leading and driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

**PO6: Employability Skill:** Foster and enhance employability skills through knowledge on sports industry.

**PO7: Entrepreneurial Skill:** Equipped with skills and competencies to become a sports entrepreneur.

**PO8: Contribution to Society:** Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

#### PEO – PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>PEO 1</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PEO 2</b>	Y	Y	Y	Y	Y	-	Y	Y
<b>PEO3</b>	Y	Y	Y	Y	Y	Y	-	Y
<b>PEO 4</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PEO 5</b>	Y	Y	Y	Y	Y	Y	Y	Y

Y – Yes

#### 9. CHOICE BASED CREDIT SYSTEM (CBCS):

The CBCS in M.B.A (Specialisation in Sports Management) Degree Programme would have five components and the total credit requirement for all components in two years is 102 credits. The following are the components:

Components	No of Courses	Credit Per Course	Total Credits
Core Courses	13	4	52
Core Elective Courses	7	3	21
Core Project Work	1	8	8

Internship	1	4	4
Generic Electives	2	3	6
Extra Disciplinary Course	1	3	3
Soft Skills Courses	4	2	8
<b>Total Credits</b>	<b>29</b>	<b>-</b>	<b>102</b>

### 10. CREDIT DISTRIBUTION:

The course wise credit distribution for all the four semesters of the programme is presented below:

#### FIRST SEMESTER

Components	Course Code	Name of the Courses	LH	Int	Ext	Total Marks	Credits
Core Courses	23PE1CT101	Management Principles and Business Ethics	4	25	75	100	4
	23PE1CT102	Quantitative Techniques and Research Methods in Business	4	25	75	100	4
	23PE1CT103	Managing Organizational Behaviour	4	25	75	100	4
	23PE1CT104	Accounting for Managers	4	25	75	100	4

	23PE1CT105	Managerial Economics	4	25	75	100	4
	23PE1CT106	Legal Systems in Business	4	25	75	100	4
<b>Soft Skills Course</b>	23PE1SS101	Soft Skills I – Executive Communication	2	40	60	100	2
<b>Generic Elective</b>	To be chosen from other Department		3	25	75	100	3
<b>Total Credits</b>							29

### SECOND SEMESTER

<b>Courses</b>	<b>Code</b>	<b>Name of the Courses</b>	<b>LH</b>	<b>Int</b>	<b>Ext</b>	<b>Total Marks</b>	<b>Credits</b>
<b>Core Courses</b>	23PE1CT201	Applied Operations Research	4	25	75	100	4
	23PE1CT202	Human Resource Management	4	25	75	100	4
	23PE1CT203	Marketing Management	4	25	75	100	4
	23PE1CT204	Operations Management	4	25	75	100	4
	23PE1CT205	Financial Management	4	25	75	100	4

	23PE1CT206	Strategic Management	4	25	75	100	4
<b>Soft Skills Courses</b>	23PE1SS201	Soft Skills II – Business Etiquette	2	40	60	100	2
	23PE1SS202	Soft Skills III – Computing Skills	2	40	60	100	2
<b>Generic Elective</b>	To be chosen from other Department		3	25	75	100	3
<b>Total Credits</b>							31

**Note:** A minimum of four weeks Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.

### THIRD SEMESTER

Courses	Code	Name of the Courses	LH	Int	Ext	Total Marks	Credits
<b>Core Course</b>	23PE1CT301	Information Systems for Business	4	25	75	100	4
<b>Core Elective Courses</b>	<b>Elective - 1</b>		3	25	75	100	3
	<b>Elective - 2</b>		3	25	75	100	3
	<b>Elective – 3</b>		3	25	75	100	3
	<b>Elective – 4</b>		3	25	75	100	3
	<b>Elective – 5</b>		3	25	75	100	3
	<b>Elective – 6</b>		3	25	75	100	3
	<b>Elective - 7</b>		3	25	75	100	3

<b>Extra Disciplinary Course</b>	23PE1ED301	<i>Entrepreneurship Development</i>	3	25	75	100	3
<b>Soft Skills Course</b>	23PE1SS301	<i>Soft Skills IV– Leadership and Team Building Skills</i>	2	40	60	100	2
<b>Internship</b>	23PE1CI301	<i>Summer Internship</i>	4 Weeks	100	-	100	4
<i>Total Credits</i>							34

**Note :** Students should choose seven Elective Courses from the specialization list in consultation with the Head of the Department.

#### FOURTH SEMESTER

<b>Courses</b>	<b>Code</b>	<b>Name of the Courses</b>	<b>Int</b>	<b>Ext</b>	<b>Total Marks</b>	<b>Credits</b>
<b>Core Project</b>	23PE1CP401	Project Work	25	75	100	6
		Viva – Voce	25	75	100	2
<i>Total Credits</i>						8

**Note:** The Project Work will be evaluated jointly by Two Examiners (i.e. one Internal and one External) for a Maximum of 100 Marks (6 Credits). The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the one External) for a Maximum of 100 Marks (2 Credits).

#### 11. LIST OF CORE ELECTIVES:

The following are the core electives offered for the students:

#### ELECTIVE COURSES : SPORTS MANAGEMENT

<b>Code</b>	<b>Name of the Subject</b>	<b>LH</b>	<b>Int</b>	<b>Ext</b>	<b>Total Marks</b>	<b>Credits</b>
<b>23PE1CE001</b>	Sports Organisation and Administration	3	25	75	100	3

<b>23PE1CE002</b>	Sports Management Principles and Practices	3	25	75	100	3
<b>23PE1CE003</b>	Sports Marketing	3	25	75	100	3
<b>23PE1CE004</b>	Sports Facility Management	3	25	75	100	3
<b>23PE1CE005</b>	Sports Psychology & Sociology	3	25	75	100	3
<b>23PE1CE006</b>	Sports Tourism	3	25	75	100	3
<b>23PE1CE007</b>	Advertising in Sports	3	25	75	100	3
<b>23 PE1CE008</b>	Sports Media Management	3	25	75	100	3
<b>23 PE1CE009</b>	Sports Event Management	3	25	75	100	3
<b>23 PE1CE010</b>	Sportsmanship and Ethics	3	25	75	100	3
<b>23 PE1CE011</b>	Sports Policy and Governance	3	25	75	100	3
<b>23 PE1CE012</b>	Sports Finance	3	25	75	100	3
<b>23 PE1CE013</b>	Sports Human Resource Management	3	25	75	100	3
<b>23 PE1CE014</b>	Sports Logistics and Supply Chain Management	3	25	75	100	3
<b>23 PE1CE015</b>	Schemes For Sports Development	3	25	75	100	3
<b>23 PE1CE016</b>	Sports Analytics	3	25	75	100	3

## 12. VALUE-ADDED COURSES OFFERED:

The Value-Added Courses are extra-credit courses and the credit for this course will not be included in the total CGPA. Instruction hours for these courses is 30 per course

during a semester. A student can opt only one course during his/her study period. The following are the Value Added Courses offered for the students of MBA Programme:

Code	Name of the Course	LH	Int	Ext	Total Marks	Credits
23PE1VA001	Total Quality Management (Odd Semester)	2	100	-	100	2
23PE1VA002	E-Commerce (Even Semester)	2	100	-	100	2

Assessment of Value Added Courses shall be internal. Two Assessments shall be conducted preferably one in the middle and the other at the end of the course by the Department concerned. The duration of assessment is one and a half hour each. The total marks obtained in the tests shall be reduced to 100 marks and rounded to the nearest integer. A committee consisting of the Head of the Department, staff handling the course and a senior Faculty member of the Department shall monitor the evaluation process. The list of students along with the marks and the grades earned may be forwarded to the Controller of Examinations by the Committee. The Head of the Department is responsible for maintaining and processing the records with regard to assessment marks and results.

The passing requirement for value added courses shall be 50% of the marks prescribed for the course. The grades obtained shall figure in the Mark sheet under the title 'Value Added Courses'.

### 13. GENERIC ELECTIVES OFFERED:

The following generic electives are offered for the students of Post Graduate programmes of other Departments during odd and even semesters:

Code	Name of the Subject	LH	PH	Int	Ext	Total Marks	Credits
23PE1GE001	Management Concepts (Odd Semester)	3	0	25	75	100	3

23PE1GE002	Event Management (Even Semester)	3	0	25	75	100	3
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#### 14. ASSESSMENT:

Assessment of a student's attainment will consist of Continuous Internal Assessment (CIA) and End Semester Examinations (ESE). The ratio between CIA and ESE will normally be 25:75.

##### a) Continuous Internal Assessment (CIA)

<b>Internal Marks 25 marks</b> (Minimum Passing marks :12)	Exam/Test	Marks
	First Internal Exam	5
	Second Internal Exam	5
	Model Exam	10
	Assignment	3
	Seminar	2
	<b>Total Marks</b>	<b>25</b>

##### b) End Semester Examinations (ESE)

Except in the case of project-work and exclusively practical/field placement/soft skills courses, the ESE will consist of a written examination of three hours duration for a maximum score of 75. The minimum pass marks for End Semester Examinations is 50% (38 marks out of 75).

#### 7. EVALUATION:

The following procedure is followed for evaluation:

- a) The answer scripts are evaluated by either internal or external examiners.
- b) The Question paper pattern under CBCS will include 1 mark, 2 marks, 5 marks and 10 marks questions.
- c) For a pass in each course, a candidate is required to secure at least 50% marks in the End Semester Examinations, i.e. 38 and a total of 50 marks including Continuous Internal Assessment.

#### 8. ATTENDANCE REQUIREMENTS:

- I. Students must have 75% of attendance in each semester to appear for the End Semester Examinations.

- II. Students who have attendance between 70% and 74% shall apply for condonation in the prescribed form with the prescribed fee.
- III. Students who have attendance between 65% and 69% shall apply for condonation in prescribed form with the prescribed fee along with the Medical Certificate.
- IV. Students who have attendance between 60% and 64% shall carry over the End Semester Examinations in the ensuing Semester.
- V. Students who have attendance below 60% are not eligible to appear for the End Semester Examinations. They shall re-do the semester(s) and therefore, they shall not move to the ensuing semester.
- VI. A student can avail condonation only once during the course of study.
- VII. Hall tickets will be issued to the eligible candidates only if they produce 'No Dues Certificate' from the Department, the Registrar's Office, the Library and the Hostel Warden at the time of issue of "Hall Ticket" for the End Semester Examinations.

## **9. SYLLABUS:**

A detailed syllabus for the courses of M.B.A (With Specialisation in Sports Management) Programme is given below:

## SEMESTER -I

### 23PE1CT101- MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

#### UNIT -I

**Introduction:** Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management.

#### UNIT -II

**Planning & Decision Making:** Steps in Planning Process – Scope and Limitations – Short Term and Long-Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management by Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models.

#### UNIT -III

**Nature of Organizing:** Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.

#### UNIT -IV

**Leadership and Control:** Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an organization – Management by Exception (MBE).

#### UNIT -V

**Business Ethics:** Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.

## 23PE1CT102- QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS

### UNIT -I

**Introduction:** Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.

### UNIT -II

**Research Methods:** Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.

### UNIT -III

**Data Preparation and Analysis:** Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing of Hypothesis Univariate and Bivariate Analysis -Parametric and Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.

### UNIT -IV

**Multivariate Statistical Analysis:** Exploratory and Confirmatory Factor Analysis - Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application in Marketing Problems -Application of Statistical Software for Data Analysis- SEM Analysis

### UNIT -V

**Report Writing and Ethics in Business Research:** Research Reports- Different Types - Report Writing Format- Content of Report- Need For Executive Summary- Chapterization - Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.

## 23PE1CT103- MANAGING ORGANIZATIONAL BEHAVIOUR

### UNIT -I

**Introduction to Organizational Behaviour:** Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour

### UNIT -II

**Individual Difference -** Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values:– Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.

### UNIT -III

**Group Dynamics** – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication

### UNIT -IV

**Leadership** – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.

### UNIT -V

**Work Stress:** Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.

**23PE1CT104- ACCOUNTING FOR MANAGERS****UNIT -I**

Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards – IFRS.

**UNIT -II**

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.

**UNIT -III**

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.

**UNIT -IV**

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.

**UNIT -V**

Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.

**23PE1CT105- MANAGERIAL ECONOMICS****UNIT -I**

Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.

**UNIT -II**

Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium

**UNIT -III**

The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.

**UNIT -IV**

Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning

**UNIT -V**

Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.

## 23PE1CT106- LEGAL SYSTEMS IN BUSINESS

### UNIT -I

**The Law of Contracts:** Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.

### UNIT -II

**Sale of Goods Act:** Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics.

### UNIT -III

**Partnership Act:** Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. **Company Law:** Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.

### UNIT -IV

**Labour Law:** Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child Labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.

### UNIT -V

Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.

## 23PE1SS101- SOFT SKILLS I – EXECUTIVE COMMUNICATION

### UNIT -I

**Communication:** Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.

### UNIT -II

**Business Correspondence:** Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.

### UNIT -III

**Business Reports and Proposals:** Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.

### UNIT -IV

**Conducting Meetings and Interviews:** Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.

### UNIT -V

**Non-verbal Communication:** Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.

**SEMESTER II****23PE1CT201- APPLIED OPERATIONS RESEARCH****UNIT -I**

**Introduction:** Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management.

**UNIT -II**

**Linear Programming Problem:** Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.

**UNIT -III**

**Transportation problem:** Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.

**UNIT -IV**

**Project Scheduling and Resource Management:** Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.

**UNIT -V**

**Game Theory and Strategies:** Games theory – two player zero sum game theory – Saddle Point – Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.

## 23PE1CT202- HUMAN RESOURCE MANAGEMENT

### UNIT -I

**Introduction:** Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.

### UNIT -II

**Human Resource Planning (HRP):** Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media.

Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management

### UNIT -III

#### **Training, Development & Career Management:**

Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.

### UNIT -IV

#### **Performance Management:**

Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.

### UNIT -V

**Compensation Management:** Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.

**23PE1CT203- MARKETING MANAGEMENT****UNIT -I**

**Introduction:** Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.

**UNIT -II**

Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.

**UNIT -III**

MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics

**UNIT -IV**

Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.

**UNIT -V**

Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.

## 23PE1CT204- OPERATIONS MANAGEMENT

### UNIT -I

**INTRODUCTION:** Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.

### UNIT -II

**FACILITY DESIGN:** Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.

### UNIT -III

**INVENTORY CONTROL & MAINTENANCE:** Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs- Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.

### UNIT -IV

**DESIGN OF WORK SYSTEMS AND QUALITY CONTROL:** Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study- Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen

### UNIT -V

**SERVICE OPERATIONS MANAGEMENT:** Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.

**23PE1CT205- FINANCIAL MANAGEMENT****UNIT -I**

Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.

**UNIT -II**

Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.

**UNIT -III**

Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT - EPS Analysis - Operating Leverage - Financial Leverage-problems.

**UNIT -IV**

Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.

**UNIT -V**

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.

**23PE1CT206- STRATEGIC MANAGEMENT****UNIT -I**

Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision – Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.

**UNIT -II**

Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.

**UNIT -III**

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.

**UNIT -IV**

Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS

**UNIT -V**

Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System.

## **23PE1SS201 - SOFT SKILLS II - BUSINESS ETIQUETTE**

### **UNIT -I**

Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios- Developing a culture of excellence the principles of exceptional work behaviour - What is the role of Good Manners in Business? -Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.

### **UNIT -II**

Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.

### **UNIT -III**

Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines

### **UNIT -IV**

Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.

### **UNIT -V**

Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China- Cultural Highlight: India.

**23PE1SS202 - SOFT SKILLS III – COMPUTING SKILLS****UNIT -I**

MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.

**UNIT -II**

MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical

**UNIT -III**

MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.

**UNIT -IV**

Cloud based apps – Google Drive, Google Sheets, Google Docs

**UNIT -V**

Cloud based apps - Google Forms, Google Slides – Google Cloud Print.

**SEMESTER III****23PE1CT301- INFORMATION SYSTEMS FOR BUSINESS****UNIT -I**

Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.

**UNIT -II**

Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System (KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.

**UNIT -III**

Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.

**UNIT -IV**

System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation- Evaluation and maintenance of MIS, Database System: Overview of Database- Components- advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.

**UNIT -V**

Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.

**23PE1ED301- ENTREPRENEURSHIP DEVELOPMENT****UNIT -I**

Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

**UNIT -II**

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

**UNIT -III**

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

**UNIT -IV**

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas

**UNIT -V**

Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

**23PE1SS301- SOFT SKILLS III – LEADERSHIP & TEAM BUILDING SKILLS****UNIT -I**

**Leadership Theories:** Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership

**UNIT -II**

**Leadership Styles:** Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.

**UNIT -III**

**Leadership Skills:** Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.

**UNIT -IV**

**Team Work:** Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.

**UNIT -V**

**Exploring team roles & processes:** mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.

**SEMESTER- III- PAPER CODE – 23PE1CI301**  
**INTERNSHIP– SUMMER INTERNSHIP**

**Internship**

At the end of Second Semester each student shall undertake a Summer Internship for a period of 4 weeks. It is mandatory for the students to seek written approval from the Faculty Guide and the Head of the Department about the topic and the Organization before commencing the Internship. The Summer Internship must be carried out compulsorily in any Sports Organization or Sports Related Organizations only. It can be a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector / Sports Academies. On Successful completion of the Summer Internship, the student shall submit a structured report based on work done during this period in a prescribed format provided. A report of the same should be submitted to the Department on or before the last working day of the third semester.

**Viva-Voce Examination**

The performance of the students for the Summer Internship will be evaluated for a total of 100 marks, by Internal Examiner only. The Viva-voce will be conducted by a panel consisting of the Faculty guide in the presence of the Head of the Department.

Students have to secure minimum 50% of marks to get a pass in the Summer Internship. Students who fail in the Summer Internship or who were absent for the Viva or who fail to submit the report before the due date will have to redo the Summer Internship during the subsequent year and attend the Viva-Voce during the subsequent academic year.

## **ELECTIVE COURSES: SPORTS MANAGEMENT**

### **23PE1CE101- SPORTS ORGANIZATION AND ADMINISTRATION**

#### **UNIT -I**

**Social Context for Modern Sports:** Need for New Structure in Sports Today. International Sports Environment: IOC and International Federations – National Sports Environment: National Olympic Committees – National Federations – Governmental and Quasi – Governmental Organizations – Sports Conflicts –Conflicts arising from Anti-Doping Tests.

#### **UNIT -II**

**Origin and Operations of Sports Organizations** Defining the Legal Status – Social Profile of the Sports Organization – Choosing a type of Organization: Environmental Indicators – Power and Authority – Delegation of Responsibilities – Organizational Charts – Sports Identity Vs Image – Establishing a Sports Identity.

#### **UNIT -III**

**Sports Organizations and their Environment:** The nature of the Organizational Environment – Research on Organizational Environments – Controlling Environmental Uncertainty: Other Perspectives on the Organizational Environment. Relationship between Organization's Environment and its Structure.

#### **UNIT -IV**

**Sports Organizations and Technology:** Technology – Research on technology and Organizations – Critiques of the Technology Imperatives – Micro-Electronic Technologies – Relationship Between technology and Organizational Structure.

#### **UNIT -V**

**Cases of Strategic Approaches by some Olympic Sports Organizations:** FIVB – FIH - IPC – WADA – ISC – ZOC – OCM – OS – Measuring the Performance of Olympic Sports Organizations.

## 23PE1CE102 - SPORTS MANAGEMENT – PRINCIPLES AND PRACTICES

### UNIT -I

**Managing Sports in the 21<sup>st</sup> Century:** Defining Sports and Sports Management – Nature and Scope of the Sports Industry – Unique Aspects of the Sports Management – Sports Management Competencies – Future Challenges and Opportunities for Sports Managers – Future of Sports Industry/Organizations.

### UNIT -II

**The Sports Manager:** Basics of Sports Management – Managing in the Sports Environment – Managing People and Administrative Units – Management Functions in sports – Motivating Abilities: Fundamentals.

### UNIT -III

**Planning in Sports Organizations:** Planning Process – preparing the Organization for Planning – Participatory Strategic Planning – Long Term Planning – Creating a Medium term National Plan.

### UNIT -IV

**Controlling in Sports Organizations:** Fundamentals of Budgeting – Preparing Budget – Allocating Resources – Control as Measurement and as Accountability – Financing and Budgeting Operations – Result – Oriented Budgeting – Controlling Deviations – The Challenges in Sports Today – Rising to New Challenges – Serving the Sports Organization's Clients.

### UNIT -V

**The Future of Sports Management:** Why Sports Managers need to understand Research – Commercial and Academic Researchers in Sports Management – Sports Management Research: Key Concepts – Research Process – Current Challenges in Sports Management Research – The Future of Sports Management Research.

## 23PE1CE103 - SPORTS MARKETING

### UNIT -I

**Sports marketing:** Definition – Marketing Myopia in Sport – Uniqueness of Sports Marketing – Model of the Sports Industry – Implementation of Sports Marketing Programme

### UNIT -II

**Perspectives in Sports Consumer Behavior:** Environmental Factors – Individual Factors – Decision Making for Sports Involvement – Role of Research in Sports Marketing: Types of Primary Market Research – Common Problems in Sports Marketing Research.

### UNIT -III

**The Sports Product:** Its Core and Extensions – Key Issues in Sports Product Strategy – Managing Sports Brands: Benefits and Development of Brand Equity – Sales: Definition – Typical Sales Approaches Used in Sports – Selling Sports to the Community.

### UNIT -IV

**Pricing Strategies:** The Basics of Pricing – Core Issues – Special Pricing Factors – Advertising Media for Sports – Promotional Concepts, Practices and Components – Sponsorship: Definition – Growth of Sponsorship – Evaluating and Ensuring Sponsorship Effectiveness – Selling the Sponsorship – Ethical Issues.

### UNIT -V

**Place/Product Distribution:** Placing Core Products and their Extensions – The Facility – Marketing Channels – The Product-Place Matrix – Electronic Media Landscape – Media Impact on Sport Public Relations – Integrating Sales, Promotion, Sponsorship, Media and Community Relations – Cross Impacts among the Five P's – the Legal Aspects of Sports Marketing.

## 23PE1CE104 - SPORTS FACILITY MANAGEMENT

### UNIT -I

**Facility Management:** Meaning – The Facility Manager – Constituents – Managerial Functions – Computer Aided Facility Management – Strategies – Leadership – Outsourcing.

### UNIT -II

**Facility Planning:** Fundamentals – Planning for Existing and Future Facilities – Facility Site and Design: Site Location – site Cost – Site Selection – Facility Design and Construction – Construction Planning and Elements – Project cost – Completion and Analysis.

### UNIT -III

**Facility Systems:** Heating, Ventilation and Air-Conditioning – Energy Systems – Interior and Exterior Systems – Space Management – Facility Repair Management: Maintenance and Repair Program – Basic Maintenance.

### UNIT -IV

**Facility Marketing:** Sales – Financial Concepts – Revenue and Expenses – Budgeting – New Facility Financing – Selling of a Facility – Sports Facility Jobs – Employment Management – Training – Risk Management and Insurance.

### UNIT -V

**Facility Preparation:** Attracting Events – Event Preparation Implementing a Security Plan: Crowd Management – Crisis Management – Event Management in the Facility: Marketing Efforts and Costs – Marketing for the Future.

**23PE1CE105 - SPORTS PSYCHOLOGY AND SOCIOLOGY****UNIT -I**

**Sports Psychology:** Meaning and Definition of Sports Psychology – The Need and Importance of Sports Psychology in Physical Education and Sports – General Factors Affecting Sports Learning and Performance – Development of Sports Psychology – Motivation of Children and Youth in Sports – Perception – Reaction Time – Movement Time – Reflex Time – Response Time.

**UNIT -II**

**Motor Learning:** Tension – Frustration – Depression – Stress – Anxiety – Motivation – Factors influencing Motivation – Achievement Motivation – Ways and Means of Motivation – Personality – Meaning – Traits of Sportsmen – Effect of Sports Participation on Personality.

**UNIT -III**

**Sports Sociology:** Meaning and Definition of Sports Sociology – Sports and Socialization of the Individual – Culture – Definition and Culture – Functions of Culture and Sports.

**UNIT -IV**

**Social Institutions:** Sports as a Social Institutions – Sports and its Relationship with Social Institutions – Growth of Commercial Sport – Sports and Politics – Sports and Religion – Sports and Social Stratification – Sports Participation and Career Success – Athletic Retirement and Social Mobility.

**UNIT -V**

**Women in Sports:** Sports Women in Our Society – Participation Pattern among Women – Gender Inequalities – Consequence of Sports Competition – Evaluation Processes.

## 23PE1CE106 - SPORTS TOURISM

### UNIT -I

**Sports and Tourism:** The Nature of Sport, Tourism and Sports Tourism - Classification Scheme for Sports Tourism - The Infrastructure of Sports, Tourism and Sports Tourism - The Characteristics of Participants.

### UNIT -II

**Sports in the Development of Tourism:** The influence of increased Sports Participation and Sports Tourism - Active and Passive Sports in the Holiday - active and Passive Sports during Non-holiday time - Tourism in the Development of Sports: Sports development based on available Tourism Resources and as a result of visiting Tourist Resources - Major Events used to stimulate Sports Development.

### UNIT -III

**The Economic Impact of Sport Tourism:** Sports and Tourism as Economic Activities - Sports Activity Holidays - Major Sports Facilities and Events as an attraction for visitors - The Socio-cultural impact of Sport Tourism: Conceptual Background to Socio-cultural Impacts - Positive Impacts and Negative Impacts - Violence in and Surrounding Sport and Tourism.

### UNIT -IV

**The Environmental Impact of Sport Tourism:** Concern for the Natural Environment - Increasing Participation in Outdoor Sports - Damage to the Natural Environment caused by Tourism - Impact of Holiday Resorts and Sports Tourism Activities on the Natural Environment - Impact of Sports Tourism on Urban Environments - The Health Impact of Sport Tourism: Health Implications of Sports Tourism Activities - Sports Tourism for People with Disabilities.

### UNIT -V

**Present Status and Future Prospects:** Administrative and Policy Issues- Sports Tourism Administrative Infrastructures in various Countries and its Implications on Sports Tourism Policy - Sport Tourism in the Twenty-First Century - Future Trends.

## **23PE1CE107 - ADVERTISING IN SPORTS**

### **UNIT -I**

**INTRODUCTION TO ADVERTISING** Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – Objectives of Advertising in Sports.

### **UNIT -II**

**IMC IN SPORTS** Concepts of Integrated Marketing Communication in Sports, Elements of Integrated Marketing Communication- Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements – Media strategy and scheduling.

### **UNIT -III**

**BUSINESS OF ADVERTISING:** Advertiser- Advertising Agency and World of Media - Brand Manager- Duties and responsibilities of a Brand manager - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production -Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements

### **UNIT -IV**

**SPORTS PERSONALITIES AS BRAND ENDORSER:** Celebrities - Reputed sports persons -brand endorsed – Impact of Celebrities - Role of Public Relations in promoting sporting events.

### **UNIT -V**

**SPONSORSHIP IN SPORTS:** Meaning and Objectives of Sponsorship, Advertising and Sponsorship, Developing Sponsorship proposal- Details of Sponsorship Agreement in National and International sports bodies.

**23PE1CE108 - SPORTS MEDIA MANAGEMENT****UNIT -I**

**SPORTS MEDIA-** Definition of Media - Introduction to different Sports Media – Impact of Sports Media – future of media.

**UNIT -II**

**SPORTS CHANNELS:** Introduction to Sport Communication - Careers in Sport Related Fields - Sport Publishing- Electronic-New Media. -Popular Sports Channels Operating in India.

**UNIT -III**

**COMPREHENSIVE STUDY ON DIFFERENT SPORTS CHANNELS:** Profile - Top Management- Functional Departments - Work Culture- Career Opportunities- Telecast rights for major Sporting Events- Program Mix- Advertising Opportunities.

**UNIT -IV**

**SPORTS JOURNALISM:** Introduction- Scope- News - Value of Sports- Essential Qualification of Sports Writer -Presenter.

**UNIT -V**

**SPORTS MEDIA CAREER:** Careers in sports communication- Sports multimedia reporter - Sports broadcast producer/director - Sports team communication manager.

## 23PE1CE109 - SPORTS EVENT MANAGEMENT

### UNIT -I

**EVENT MANAGEMENT:** Meaning of Events, Event Management, Designing an Event-5C's (Conceptualisation, Costing, Canvassing, Customisation, Carrying out). Key Elements of Events-Event Infrastructure– Types of events – Meetings, Incentives Conferences, Events (MICE).

### UNIT -II

**EVENT PLANNING:** Conceptualizing the event – Host, sponsor, Media, Guest, Participants, Spectators – Crew –Design of concept- Theme and content development - Visualization -Event objectives –Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits –Negotiation.

### UNIT -III

**PRE-EVENT OPERATION:** Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list -Guest demographics – Children at event – Invitation – Media – Freelance Event Operation –Booking Systems – Computer Booking Systems, Manual Booking Systems – Staffing - Internal Marketing.

### UNIT -IV

**SAFETY & EVENT EVALUATION:** Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety - Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality – Customer Satisfaction.

### UNIT -V

**POST- EVENT OPEARTION:** Event Recording and Editing - Report and Account Settlement – Conduct Internal Debriefs –Preview billing and receipts – invoices , book keeping – Finance and Data Integration – Write post event report – Feedback and Survey – Event Follow-up Engagement.

## 23PE1CE110 - SPORTSMANSHIP AND ETHICS

### UNIT -I

**Sportsmanship-** Fundamental of Sportsmanship; 6 pillars of Sportsmanship- Respect, Responsibility; fairness; caring; good citizenship and Trustworthiness; Importance of Sportsmanship; Sportsmanship as an ethical value.

### UNIT -II

**Ethics in Sports-** Role of Ethics in Sports; Morality and ethical issues pertaining to sport; concept of personal and professional ethics; ethical decision-making in sport; Code of Sports ethics for students, Code of Sports ethics for Coaches; Code of Sports ethics for Athlete; Code of Sports ethics for Administrators; Responsibilities of Players and Coaches on and Off the Pitch.

### UNIT -III

**Gamesmanship, Fairness and Integrity-** Gamesmanship and the moral ideal of fair play; Sports behavior and sportsmanship in Athletic program and venues; Cheating and strategic fouling; Bribery; Match Fixing; Gambling in Sports and Society; violence in Sports; Fan-behavior; gender equity in sport; Sportsmanship vs Gamesmanship.

### UNIT -IV

**Ethical Issues-** Ethical and moral issues that exist in the sports management profession; Diversity and Discrimination in sports; Sexual Harassment in Sports; The Ethics of Drug use and testing; Equity in Sports; Ethical Consideration in Sports Media; Ethical issues involving Coaches; Ethical Issues involving Parents and Fans.

### UNIT -V

**National Sports Ethics:**Commission Bill 2016; The IOC Code of Ethics; FIFA Code of Ethics, ICC Code of Conduct; WADA Code of Ethics.

## 23PE1CE111 - SPORTS POLICY AND GOVERNANCE

### UNIT -I

**Sports policy** - Introduction to Sports Policy; Understand the importance of policy in sports organizations; Objectives of Sports policy; Strategic management and sport policy development; Impact of sports policy in community development. Challenges of Policy Implementation and Sports Development in India.

### UNIT -II

**National Sports Policy and Good Governance Code in India** – The National Sports Policy 1984, The National Sports Policy 2001; National Sports Development Code of India, 2011; National Code for Good Governance in sports, 2017 (Draft).

### UNIT -III

**Sports Governance Basics**- Introduction to Sports Governance; Identifying the three levels of sports governance (local, national, international); Understanding the five R's of governance (regulations, rules, rankings, records, results); Importance of planning process in sport governance organizations; Issues and challenges in international sport governance.

### UNIT -IV

Measuring the Principles of Transparency, Accountability, Solidarity, Democratic process, and Social Responsibility in sporting organizations; Ethics in sport policy and governance; Olympic ideals in international sport policy and governance; Sports Governance Structures in India.

### UNIT -V

**Benchmarking Good Governance tool**- 'Basic Indicators for Better Governance in International Sport' (BIBGIS) by Chappelet and Mrkonjic; Sports Governance Observer' by AGGIS group; Future directions and strategy for the development of sports in India.

## 23PE1CE112 - SPORTS FINANCE

### UNIT -I

**The Basics of Sport Finance-** Financial Issues in Sport; Basic Financial Concepts; Identifying the role of accounting and financial data in sport decision making; Determining financial objectives of a sport organization; Evaluating internal and external sports finance constraints; Business Structure utilized in Sports- sole proprietorships, partnerships, corporations, limited liability corporations and limited liability partnerships.

### UNIT -II

**Principles of Financial Analysis-** Financial Statements, Forecasts, components of the balance sheet, income sheet and cash flow statements; Assessing an organizations liquidity, activity, leverage, profitability and inventory through ratio analysis; Analyzing risk and return of financial assets.

### UNIT -III

**Capital Structuring-** Identifying sources and strategies to obtain capital (personal funds, private financing and leverage) for different types of sport businesses; Capital Stocks; Bonds

### UNIT -IV

**Financial Management-** Managing production and inventory of seasonal sport venues; Establishing income generating strategies for a losing team; Calculating the value of a sport business; Capital Budgeting; Short-term Financial Management; Inventory and Production Management.

### UNIT -V

**Professional Sports-** Evaluating escalating salaries and salary caps; Understanding revenue sharing and league financial implications; Managing government interaction in professional sport; Valuing franchises/teams; Understanding publicly owned and privately owned sports franchises; Projecting future profitability of franchises.

## 23PE1CE113 - SPORTS HUMAN RESOURCE MANAGEMENT

### UNIT -I

**Human Resources Management in Sport and Recreation-** Significance of Human Resources in sports; Sport and Recreation Services; A Model of Human Resource Management; volunteers and Volunteerism; Role of the Sport or Recreation Manager; Customer Participation in Sport and Recreation Services; Customer as Input, Throughput, and Output.

### UNIT -II

**Individual Differences in Human Resources-** Abilities- Issues in the Study of Ability; Cognitive Abilities; Emotional Intelligence. Personality- Determinants of Personality; Type Theories; Trait Theories; Personality and Organizational Behavior. Values- Values, Beliefs, Attitudes, and Norms; Sources of Values; Terminal and Instrumental Values; Hierarchy of Values. Motivation- A Model of Motivation; Other Theories of Motivation; Motivation as Personal Investment.

### UNIT -III

**Human Resource Practices in Sports Organisation-** Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice. Job Design- Job Design Strategies, Task Attributes, Motivational Properties of Tasks, Implementing Task Attributes, Task Attributes and, Individual Differences, Other Approaches to Job Design

### UNIT -IV

**Staffing and Career Considerations in Sports-** Purposes of Staffing, Focus of Staffing, Mentoring. Multidimensional Model of Leadership, Transformational, Transactional, Servant, and Authentic Leadership. Performance Appraisal- Purposes of Performance Appraisal. Types of Rewards in Sports Organizations.

### UNIT -V

**Attitudinal Outcomes-** Satisfaction- Theories of Job Satisfaction, Satisfaction with Volunteer Work, Participant Satisfaction, Measurement of Satisfaction. Commitment- Multidimensionality of Organizational Commitment, Occupational Commitment.

## 23PE1CE114 - SPORTS LOGISTICS AND SUPPLY CHAIN MANAGEMENT

### UNIT -I

**Introduction to Sports Logistics and Supply Chain Management:** Definition and Importance sports logistics and supply chain management- Key components and functions of sports supply chains- Scope of sports logistics and supply chain management- Evolution of supply chain management. Trends and Challenges in Sports Logistics and Supply Chain Management.

### UNIT -II

**Supply Chain Network Design and Strategy for Sports Organizations:** Reviewing supply chain Network design in the sports industry: Key performance indicators (KPIs) for sports supply chains. Performance measurement techniques and tools. Evaluating the efficiency and effectiveness of sports supply chains. Risk management in sports supply chains: Identifying and assessing risks in sports supply chains. Developing risk mitigation strategies and contingency plans. Network Design in an Uncertain Environment. Understanding Supply Chain Strategy in Sports: Importance of supply chain strategy. Differentiating supply chain strategy from overall organizational strategy. Aligning supply chain strategy with the goals and objectives of sports organizations.

### UNIT -III

**Planning and Managing Inventories in a Supply Chain:** Introduction to Inventory Management: Importance of inventory management in supply chain. Role of inventory in balancing supply and demand. Inventory Planning and Forecasting: Aggregate Planning Sales and operations planning (S&OP), Demand forecasting- Forecasting methods and techniques in the sports industry. Inventory control techniques for sports equipment and merchandise - Just-in-time (JIT) and lean principles in sports inventory management. Emerging Trends and Technologies in Inventory Management.

### UNIT -IV

**Transportation and Distribution Management in Sports:** Importance of transportation management in supply chain operations. Transportation Modes, Selection and their characteristics- Transportation Planning and Routing. Scheduling for sports deliveries, and freight consolidation, Last-Mile Delivery and Customer Service.

### UNIT -V

**Warehouse and Sustainability in Sports Supply Chain Management:** Warehouse layout and design for sports organizations- Importance of warehouse management in supply chain. Role of warehouses in the overall logistics process. Challenges of warehouse management. Sustainable Warehouse Practices: Concept of sustainability in warehouse management. Incorporating sustainability considerations in packaging, material handling, and transportation. Environmental and social sustainability in supply chains. Green logistics and reverse logistics, Ethical considerations in supply chain operations.

## 23PE1CE115 - SCHEMES FOR SPORTS DEVELOPMENT

### UNIT -I

**Introduction to Sports Development:** Definition, scope and importance of sports development- Historical overview and evolution of sports development: Objectives and benefits of sports development- Importance of sports development in society- Key principles of sports development. Outcomes of sports schemes.

### UNIT -II

**Government Initiatives for Sports Development Schemes:** Schemes for Development- National-level sports schemes and policies- State-level sports development programs: Objective, and Significance of sports development schemes - Implementation and Evaluation of sports development schemes. Overview of different types of sports development schemes in India.

### UNIT -III

**Funding Strategies and Resource for Sports Development:** Government grants and funding schemes for sports development- Corporate sponsorships and private investments in sports. Fundraising strategies for sports initiatives- Practical aspects of implementing sports development schemes. Fundraising and crowdfunding for sports initiatives- Community-based sports initiatives. School sports and educational institutions in grassroots development.

### UNIT -IV

#### **Infrastructure Development Schemes in Sports**

Introduction to Infrastructure Development in Sports- Importance and significance of sports infrastructure- Overview of infrastructure development schemes. Sports Infrastructure Planning and Needs Assessment- Conducting needs assessments for sports facilities. Identifying facility requirements for different sports- Maintenance and management of sports infrastructure.

### UNIT -V

**Talent Identification and Development Schemes:** Introduction to Talent Identification and Development- Definition and significance of talent identification and development. Role of talent identification and development in athlete progression. Key principles and models of talent identification- Talent Identification Frameworks and Models- Long-term athlete development models. Talent identification in specific sports disciplines. Gender-specific considerations in talent identification and development Schemes.

## 23PE1CE116 - SPORTS ANALYTICS

### UNIT -I

**Introduction to Sports Analytics Management:** Overview of analytics management and its significance in sports organizations - Role of analytics in decision-making in sports-Key challenges and opportunities in sport analytic. Ethical considerations in sports analytics. Evolution of analytics in business.

### UNIT -II

**Performance Analysis and Evaluation:** Definition and scope of performance analysis in sports -Statistical analysis of player performance- Advanced metrics for player evaluation-Evolution of analytics in business. Overview of performance metrics and indicators used in sports analysis- Predictive modelling for player performance forecasting, Performance benchmarking and comparative analysis. Team and Game Strategy Analysis. Predictive models for player potential and future performance.

### UNIT -III

**Sports Analytics Tools and Technologies:** Introduction to sports analytics software - Data visualization techniques for sports data. Machine learning and predictive modelling in sports analytics. Demonstrations of sports analytics applications.

### UNIT -IV

**Emerging Trends in Sports Analytics:** Introduction to cutting-edge topics in sports analytics-new data sources and technologies in sports analytics. Impact of artificial intelligence on sports analytics. Discussion on future directions and career opportunities in sports analytics.

### UNIT -V

**Sports Economics and Financial Analytics:** Economic Principles in Sports: Introduction to sports economics- Scope, objectives, and key concepts. Financial Analysis of Sports Organizations: Financial statement analysis- Understanding and interpreting financial statements of sports organizations- Revenue analysis- Cost analysis. Sports Valuation and Investment Analysis: Valuation methods for sports teams and franchises. Investment analysis and decision-making in the sports industry. Financial modelling and forecasting for sports organizations. Financial Analytics in Sports Sponsorship. Analyse the impact of economic factors on the business of sports.

**SEMESTER- IV - PAPER CODE – 23PE1DP401**  
**Core Project - PROJECT REPORT**

### **Project Work**

Project Work is an integral part of MBA curriculum. The project work is very important for all MBA students as it enables them to gain their management skills. The final semester is completely allotted for the purpose of carrying out the Project Work. At the end of Third Semester, each student shall undertake a Project Work for a minimum of 12 weeks.

The following criteria to be fulfilled by the students before commencing the project work in the selected organization:

1. Each student has to submit the permission letter obtained from the organization to do the project work at the end of third semester itself. If a student fails to submit the permission letter, it will be considered as the student is not doing project work.
2. It is mandatory for the students to seek written approval from the Faculty Guide and the Head of the Department about the topic and the Organization before commencing the Project. The Project Work must be carried out compulsorily in any Sports Organization or Sports Related Organization only. It can be a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector / Sports Academies.
3. It is mandatory for each student to attend the Periodic reviews without fail as and when it is scheduled by the department. If a student fails to attend the review(s), no alternative schedule will be arranged and therefore the particular student cannot gain the marks allotted for the review(s).
4. It is compulsory for each student to submit the project completion certificate / letter from the organization on the date of joining the university during the fourth semester and this will be treated as a proof of work done / attendance for the student.

On Successful completion of the Project, the student shall submit a structured Project report based on work done during this period in a prescribed format provided through the concerned Guide.

**Viva-Voce Examination**

The performance of the students for the project work will be evaluated for a total of 100 marks (6 credits), by both internal and external Examiners. The Viva-voce will be conducted by a panel consisting of the Faculty guide, an External Examiner in the presence of the Head of the Department for the maximum of 100 marks (2 credits).

Students have to secure minimum 50% of marks to get a pass in the project work. Students who fail in the project work or who were absent for the Viva or who fail to submit the project report before the due date will have to redo the project work during the subsequent year and attend the Viva-Voce during the subsequent academic year.

## VALUE ADDED COURSES

### 23PE1VA101 - TOTAL QUALITY MANAGEMENT

#### UNIT -I

Introduction to Total Quality Management – Leadership – Information and Analysis – Managing in 21<sup>st</sup> century- global environment- cultural and ethical environment.

#### UNIT -II

Human Resource Development and Management – Management of process quality – Customer focus and satisfaction – Bench marking.

#### UNIT -III

Organizing for Total Quality Management – Productivity and Quality – Strategic Quality Planning. Cost of Quality.

#### UNIT -IV

Processes and Quality tools – The Concept of Quality process – Total Quality Management – Quality improvement tools – Understanding process variation, Managing for quality- Japanese Management.

#### UNIT -V

ISO 9000 Overview- Important steps in ISO Registration- ISO in Indian Companies. Criteria for Quality programs, Universal Standards of Quality – Reengineering.

## 23PE1VA102 - E - COMMERCE

### UNIT -I

**Fundamental of E-Commerce:** Traditional commerce and E commerce – Internet and WWW – role of WWW – value chains – strategic business and Industry value chains – role of E commerce. Driving forces – benefits and limitations of e-commerce.

### UNIT -II

**Business Applications in E-Commerce:** Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B e-commerce.

### UNIT -III

**E-Commerce Infrastructure:** Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models, search engines

### UNIT -IV

**E-Commerce Payments and Security:** Computer security classification – copy right and Intellectual property – electronic commerce threats - strategies for marketing – sales and promotion E-Payments and Internet fraud. Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems.

### UNIT -V

**Issues in E-Commerce:** Intelligent Agents - Definition and capabilities – limitation of agents – security –Legal, Ethics and Privacy issues – Protection needs and methodology - Consumer protection, Cyber laws, contracts and warranties. Taxation and Encryption Policies.

## GENERIC ELECTIVE COURSES

### 23PE1GE301 - MANAGEMENT CONCEPTS

#### UNIT -I

**Introduction:** Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management.

#### UNIT -II

**Planning & Decision Making:** Steps in Planning Process – Scope and Limitations – Short Term and Long-Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models.

#### UNIT -III

**Nature of Organizing:** Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.

#### UNIT -IV

**Leadership and Control:** Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE)

#### UNIT -V

**Business Ethics:** Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.

## **23PE1GE402 - EVENT MANAGEMENT**

### **UNIT -I**

**EVENT CONTEXT:** History & Evolution – Types of events – Meetings, Incentives Conferences, Events (MICE) – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event: Government, Corporate & Community – Code of Ethics.

### **UNIT -II**

**EVENT PLANNING & LEGAL ISSUES:** Conceptualizing the event – Host, sponsor, Media, Guest, Participants, Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives – Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation.

### **UNIT -III**

**EVENT MARKETING:** Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication – Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.

### **UNIT -IV**

**EVENT OPERATION:** Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list – Guest demographics – Children at event – Invitation – Media – Freelance Event Operation – Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control of event logistics – Evaluation & Logistics.

### **UNIT -V**

**SAFETY & EVENT EVALUATION:** Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.