

West Bengal University of Technology
BF-142, Salt Lake City, Kolkata-700064
Bachelor of Sports Management Syllabus upto 6th Semester'2007

STRUCTURE

A. <u>THEORY</u>							
SL. NO	CODE	THEORY	CONTACTS (PERIODS/WEEK)				CREDITS
			L	T	P	TOTAL	
1	BSM 101	Principles of Management	3	1		4	4
2	BSM 102	English Language & Communication	3	1		4	4
3	BSM 103	Managerial Accounting	3	1		4	4
4	BSM 104	Organization and Management in Sports	3	1		4	4
5	BSM 105	Foundations of Amateur and Prof. Sports	3	1		4	4
Total of Theory						20	20
B. <u>SESSIONAL</u>							
1	BSM 191	Language Laboratory			6	6	4
2	BSM 192	Computing Lab			6	6	4
Total of Practical						12	8
Total of Semester				32			28

C. <u>THEORY</u>							
SL. NO	CODE	THEORY	CONTACTS (PERIODS/WEEK)				CREDITS
			L	T	P	TOTAL	
1	BSM 201	Sports Coaching Methodology	3	1	0	4	4
2	BSM 202	Contemporary Issues in Sports	3	1	0	4	4
3	BSM 203	Financial Mgmt. In Sports	3	1	0	4	4
4	BSM 204	Sports Nutrition	3	1	0	4	4
5	BSM205	Statistics	3	1	0	4	4
Total of Theory						20	20
D. <u>SESSIONAL</u>							
1	BSM 281	Seminar				6	4
2	BSM 282	Public Speaking on Assigned Topic				6	4

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Total of Sessional	12	8
Total of Semester	32	28

COURSE STRUCTURE FOR BSM
THIRD SEMESTER

<i>A. THEORY</i>							
SL. NO.	CODE	THEORY	CONTACTS (PERIODS/WEEK)				CREDITS
			L	T	P	TOTAL	
1	BSM 301	Sports Training and Conditioning	3	1		4	4
2	BSM 302	Basics of sports medicine	3	1		4	4
3	BSM 303	Sports Marketing	3	1		4	4
4	BSM 304	Sports Law and Risk management	3	1		4	4
5	BSM 305	Leadership Principles in Sports	3	1		4	4
Total of Theory						20	20
<i>B. SESSIONAL</i>							
1	BSM 381	Managing Sports Events				4	4
Total of sessional						4	4
Total of Semester			24				24

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A. <u>THEORY</u>							
SL. NO.	CODE	THEORY	CONTACTS (PERIODS / WEEKS)				CREDITS
			L	T	P	TOTAL	
1	BSM 401	Psychology of Sports	3	1		4	4
2	BSM 402	Ethics in Sports	3	1		4	4
3	BSM 403	Advertising , Public Relation and Sponsorship in Sports	3	1		4	4
4	BSM 404	HR Management in Sports	3	1		4	4
5	BSM 405	Sports Facilities Planning and Management	3	1		4	4
Total of Theory						20	20
B. <u>SESSIONAL</u>							
1	BSM 481	First Aid and CPR			8	8	8
Total of Sessional						8	8
Total of Semester						28	28

COURSE STRUCTURE FOR BSM 5TH SEMESTER

A: Theory

Sl. No.	CODE	PAPER	CONTACT PERIODS/WEEK			CREDITS
			L	T	TOT	
1.	BSM-501	Sociology of sports	3	1	4	4
2.	BSM-502	Applied sports performance analysis	3	1	4	4
3.	BSM-503	Managing and Promoting Sports Events	3	1	4	4
4.	BSM-504	Funding in Sports	3	1	4	4
5.	BSM-505	Spectator Management	3	1	4	4
Total of Theory						20

B. Sessional

1.	BSM-581	Project				8
Total of Sessional						8
Total of Semester						28

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A. Theory

Year	Semester	Paper Code	Paper Name	Marks	Credit
3rd	6th	BSM 601	Managing Sports Organization	100	4
		BSM 602	Sports Media and Event Management	100	4
		BSM 603	Administration of Games & Leisure plex	100	4

B. Sessional

3rd	6th	BSM 681	Project	100	4
		BSM 682	Defense of the Project	100	4
		BSM 683	Comprehensive Viva	100	4
			Total	600	24

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[BSM 101] PRINCIPLES OF MANAGEMENT

Course Contents

1. Introduction to Management : Definition and Importance of Management.
2. Management Process : Planning, Organising, Staffing, Directing and Controlling
3. Planning : Meaning, Objective of Planning, Nature and Importance of Planning, Planning Process, Types of Plan
4. Organising : Meaning and Importance of Organising, Organisation Structure and Design, Responsibility and Authority, Span of Control, Delegation of Authority, Centralisation and Decentralisation.
5. Staffing : Staffing Functions, Assessment of Manpower Needs, Recruitment and Selection, Training and Development
Directing : Meaning and Nature of Direction, Motivation - Need Theory, Maslow's Hierarchy of Need Theory, McClelland's Achievement Motivation Theory.
7. Controlling : Key Elements in Control. Standards, Feedback, Measurements, Methods of Control
8. Groups : Definition and Nature of Groups. Formal and Informal Groups, Task Groups, Teams, Group Dynamics
9. Leadership : Nature of Leadership, Leadership Styles, Behavioural Theory of Leadership, Trait Theory, How Leaders Influence, Effective Leaders
10. Communication : Process of Communications, Communication Barriers, Formal and Informal Communications, Effective Communication

Readings:

1. Gene Barton, Manab Thakur : Management Today - TMH, New Delhi
2. Kathrin M. Bartol & David C. Martin: Management - TMH, New Delhi
3. Harold Koontz & Cyril O'Donnell : Essentials of Management - TMH, New Delhi
4. Parag Diwan : Management - Principles and Practices - Excell Books, New Delhi
5. Thomas N. Duening and John M. Ivancevich : Management - Principles and Guidelines - Biztantra, New Delhi

[BSM 102] ENGLISH LANGUAGE AND COMMUNICATION

Course Contents

1. Introduction : Definition, Elements of Communication, Objectives and Characteristics of Communications, Importance of Communications, Model of Communication - Sender, Encoding, Message, Medium, Receiver, Decoding, Feedback, Noise.
2. Interpersonal Communication : Interpersonal Style, Forms of Interpersonal Communications - Verbal Communications - Oral Communications, Written Communication, Non-Verbal Communications- (Body Language).
3. Organisational Communications : Formal Channel - Horizontal Communication, Vertical Communications (Upward and Downward), Informal Channels, Grapevine.

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4. Barriers to Effective Communication : Semantic Barriers, Psychological Barriers, Unclarified Assumptions, Status Difference, Source Credibility, Information Overload, Poor Listening Skills
5. Improving Communication Skills : Effective Listening, Follow Up, Regulating Information Flow, Empathy, Feedback
6. Developing Writing Skill : Correct Usage of Words, Improving Grammar, Subject Verb agreement, Preparing Notes, Style, Using Simple Words,
7. Report Writing : Report Planning, Types of Reports, Developing an Outline, Nature of Heading, Ordering of Points, Logical Sequencing, Using Graphs or Charts, Executive Summary, Adding List of Illustrations.

Readings

1. Asha Kaul : Effective Business Communication - PHI
2. Courtland L. Bovee, John V. Thill and Barbara E. Schatzman - Business Communication Today : Pearson Education
3. S. Bahl : Business Communication Today - Response Books

[BSM 103] MANAGERIAL ACCOUNTING

Course Contents

1. Accounting Principles: Introduction to Financial Accounting, Concepts – Conventions – Importance and scope, Accounting Terminology, Books of Accounts - Ledgers, Journals, Cash Book, Accounting Entries, Single Entry System, Double Entry System.
2. Financial Statements : Final Accounts - Trading Account, Profit and Loss Account, Income and Expenditure Statements, Balance Sheet, Distinction between Profit and Loss Account and Balance Sheet, Interpretation and Importance of Financial Statements.
3. Sources of Finance : Internal Sources, External Sources, Owned Capital, Borrowed Capital, Generation of Funds, Debts, Subscriptions and Fees, Subsidies, Grants, Sponsorship.
4. Budgeting for Events: Meaning of Budgeting, Identification of Activities, Estimation of Cost for Each Activity, Cost of Developing Infrastructural Facilities, Wages and Remunerations, Rents and levies, Statutory obligations, Plan of Meeting the Expenses – Identification of Relevant Cash Flow
5. Measurement of Actual Performance: Comparison of Actual Performance with Budgeted Performance to Assess Deviations or Variances, Analysis of the Causes of Variations, Corrective Measures.
6. Accounting for Sports Management: Sources of Finance for Sports Organisations – Miscellaneous Fees, Events Sponsorship, Expenditure related to Wages and Remuneration, Development and Maintenance of Infrastructure, Miscellaneous Expenses, Budgeting for Sports Events, Measurement of Actual Performance, Budgetary Control

Readings:

1. Banerjee Bhabatosh: Financial Policy and Management Accounting – World Press Pvt. Ltd.
2. Naranaswamy: Financial Accounting – Prentice Hall of India
3. H Chakravarty and S Chakravarty : Management Accounting – Oxford University Press.

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4. A. Mukherjee and M. Hanif : Modern Accountancy – TMH

[BSM 104] ORGANISATION AND MANAGEMENT IN SPORTS

Course Contents

1. Concept of Organisational Behaviour: Meaning of O.B., Contributing Disciplines to O.B, Individual Behaviour – Ability, Learning, Values, Attitudes, Personality, Perceptions.
2. Organisation Structure: Meaning of Organisation Structure, Types of Organisation Structure, Flat Organisations, Tall Organisations, Reporting Relationship, Channels of Communication, Organisation Structure as Applied to Sports Organizations.
3. Decision Making Process: Individual Decision Making, Rational Decision Making, Decision making Styles, Creativity in Decision Making, Participative Decision Making, Group decision Making.
4. Leadership : What is Leadership, Trait Theories of Leadership, Leadership Styles, How Leaders influence People, Fiedler Model, Trust and Leadership. Improving Leadership Effectiveness.
5. Group and Teams : Meaning of a Group, Group Dynamics, Group Cohesiveness, Types of Groups, Task Groups, Work Teams, Nature of Teams, Team Building, Group/Teams Effectiveness, How to Make Teams More Effective.
6. Conflict: Definition of Conflict, Stages in Conflict Process , Functional Conflict, Dysfunctional Conflict, Managing Conflict, Negotiation.
7. Managing For High Performance: High Performance Work Practices, Goal Setting, Performance Management Techniques Associated with Goal Setting, Application of Goal Setting to Organisational Performance.
8. Management of Sports: Management of Sporting and Recreation Organisation, Decision process and Leadership in Sports Management, Delivery of Recreation Services, Impact of Organisational Process on Individual.

Readings:

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

[BSM-105] FOUNDATIONS OF AMATEUR AND PROFESSIONAL SPORTS

1. Regulations of Amateur Sports : Govt. Regulations relating to Amateur Sports, Role of Amateur Athletic Associations in promotion of Sports, Analysing the legal ramification of Actions of Amateur Athletic Associations and their Athletes, Regulation of Amateur Athletics, Bodies Empowered to Control Amateur Sports.

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2. Constitutional Issues : Constitutional Provisions for Development and Promotion of Sports,
3. Tort Liability: Meaning of Tort Liability, Implications for Athletes, Impact on other Amateur Sports,
4. Professional Team Sports: Sports based on Team Performance – Football, Volley Ball, Basket Ball, Cricket, Hockey, Rowing. Guiding Principles for Conduct of Team Sports, Organisation of Tournaments, Leagues, Knock-out.
5. 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.

BSM-181 [Language Laboratory]

Public Speaking in English: Presentations

People speak in public for many reasons. One of the most common forms of public speaking is the 'Presentation'. In a presentation, you 'present' or introduce something (a product, an idea, financial results, a project etc) to your audience. You give a presentation because you want to 'communicate' something. Generally, you want to do one of four things. You want:

- to inform
- to train
- to persuade
- to sell

A presentation is one of the best ways of communicating your message. And because English is so widely used in international business, knowledge of the vocabulary and techniques used in an English language presentation is very useful. This article will give you 7 of the most important areas to consider when giving any presentation.

1 Preparation

Prepare! Prepare! Prepare! Good preparation is essential for any presentation. With good preparation and planning you will be fully confident. Your audience will feel your confidence. And so your audience will be confident in you. This will give you control. With control, you will be 'in charge' and your audience will listen positively to your message.

2 Structure

A good presentation has a clear structure, like a good book or film. A good presentation has:

- a beginning (introduction & preview)
- a middle (main message)
- an end (review & conclusion)

3 Equipment

You may have any of the following pieces of equipment at your disposal:

- whiteboard
- flipchart
- overhead projector
- 35mm slide projector

5 Signposting

When you read a book, you know where you are. You know the title of the book, the subject, the chapter, the end of one chapter and beginning of another, the section and even the page number. But when you give a presentation, your audience does not know where they are - unless you TELL them! You can use special language called 'signalling' or 'signposting' that helps your audience know where they are. Here are a few examples:

- Let's begin by...
- That's all I have to say about...
- Now we'll move on to...
- Let's consider this in more detail...
- I'd like to deal with this question later, if I may...
- I'd like now to recap...

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- To start with...later...to finish up...

6 Audience Rapport

You need a warm and friendly relationship with your audience. How do you achieve this? Well, enthusiasm is contagious. If you are enthusiastic, your audience will be enthusiastic too. Try to make eye contact with each member of your audience. Each person should feel that you are speaking to him or her personally.

7 Body Language

What you do NOT say can be more important than what you say. Your BODY is speaking to your audience even before you open your mouth. Your clothes, your walk, your glasses, your haircut, your expression: it is from these that your listeners form their first impression as you enter the room.

This article is taken from Presentations & Public Speaking in English
<<http://www.englishclub.com/speaking/presentations.htm>>

BSM-182[Computing Lab]

Exercises should include but not limited to:

1. DOS System commands and Editors (Preliminaries)
2. UNIX system commands and vi (Preliminaries)
3. Simple Programs: simple and compound interest. To check whether a given number is a palindrome or not, evaluate summation series, factorial of a number, generate Pascal's triangle, find roots of a quadratic equation
4. Programs to demonstrate control structure: text processing, use of break and continue, etc.
5. Programs involving functions and recursion
6. Programs involving the use of arrays with subscripts and pointers
7. Programs using structures and files.

[BSM 201] SPORTS COACHING METHODOLOGY

Course Contents

1. Foundations of Sports Coaching: Training Methods in Physical Education and Sports, Fundamentals of Coaching, Coaching for Beginners, Youth Coaching, Sports Science for Coaches, Theoretical Basis for teaching sport and sport skills, Analyzing the Practical Application of a Coaching Philosophy.
2. Organizational Skills for Coaches: Basic issues Coaches face in organizing their Professional approaches to coaching, Understanding essentials of Communications, Organizing and planning the practice sessions,
3. Strategic Coaching: Definitions and Responsibilities of being a Coach, Basic Principles of Coaching for all Sports, Strategic Approaches which Coaches employ for achieving success, the Coach Athlete Relationship, the Coach as an Administrator and a Personnel Manager, Intrinsic Value of being a Coach
4. Improving Fitness: Fitness Tests, Fitness Exercise, Warming up and down, Improving PASS (Power, Agility, Speed and Stability)
5. Leadership For Coaches: Leadership Styles adopted by Successful Coaches to gain Achievements.

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Readings:

1. Research Methodology and Elementary Statistics for Physical Education – 1992 : Dr. P. Chinnappa Reddy
2. Physics of Sports –1995 : Do
3. Principles of Scientific Coaching – 1996

[BSM 202] CONTEMPORARY ISSUES IN SPORTS

Course Contents

1. 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
2. Physical Education And Sports : History and Principles of Physical Education, Organization, Administration and Methods in Physical Education, Elements of Statistics for Physical Education. Supervision and Curriculum Design In Physical Education.
3. Role of Government in Promotion of Sports : Role of the Ministry of Human Resource Development in Development of Sports and Physical Education, various Boards and Statutory Bodies established by Govt. for control and promotion of Sports, their roles and functions, importance and contributions.
4. Roles and Functions of National/International Sports Organizations: Roles of IFA, FIFA, BCCI, ICC, CAB, Sports Authority of India (SAI), National Hockey Association, Bengal Volley Ball Association, Bengal Tennis Association , their Functions and Importance in the Promotion and Management of Sports .
5. Social, Cultural and Political Environment of Sports Organizations: Role of Sports In Society, issues that Sports Administrators face on day to day basis in the contemporary world, Drug abuse and gratuitous violence,

[BSM 203] FINANCIAL MANAGEMENT IN SPORTS

6. Course Contents

1. Basic Principles of Financial Management: Scope of Financial Management, Objectives of Financial Management, Organization of Finance Function
2. Managerial Control of Finances in Sports: Internal Control Systems, Internal Control for Cash, Bank Reconciliation, Control of Receivables, Budgetary Control on Expenses

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3. Techniques of Financial Analysis : Techniques of Financial Analysis, Objectives of Financial Statement Analysis, Standards of Comparison, Sources of Information, Quality of Information, Ratio Analysis, Importance and Limitations of Ratio Analysis.
4. Analysis of Financial Statements : Statements of Cash Flow and Fund Flow, Purposes, Uses and Structure of the Statement of Cash Flows, Preparing the Statement of Cash Flows, Interpreting the Statement of Cash Flow, Its implications for Sports Organisation.
5. Operational and Financial Systems in Sports Management : Concepts and Practices in Operation of Financial Systems, Applications of Theoretical concepts to operations relevant to sports and recreation services.

Readings:

1. M. Y. Khan and P. K. Jain : Financial Management- Text and Problems - TMH
2. R. Narayanaswamy : Financial Accounting – A Managerial Perspective – PHI
3. Amitava Mukherjee and Md. Hanif : Modern Accountancy -TMH

[BSM 204] SPORTS NUTRITION

Course Contents

1. Elements of Physical Nutrition: Cell and Human Physiology, Human Nutrition, Functional Anatomy, Metabolism, Nutritional Physiology and Biochemistry,
2. Applied and Environmental Physiology : Exercise Physiology, Energy Metabolism, Muscle structure and Function, Sensory and Motor Physiology
3. Food – the Sources of Energy : Carbohydrates, Mono Saccharides, Disaccharides, Polysaccharides, Fats, Proteins, Enzymes, Digestion.
4. Nutritional Requirements : Carbohydrates, Fats, Minerals,
5. Energy Requirements: Individual Caloric Requirement – Basal Energy Requirement, Energy Requirement During Working Hours
6. Nutritional Medicines : Elements of Health Education, An introduction to elements of Medicines that help augmenting Physical Fitness and General Strength and Vigour,
7. Nutrition and Physical Performance: An Analysis of the Correlation between Nutrition and Physical Fitness and Performance in Sports

[BSM 205] STATISTICS

7. Course Contents

1. Principles of Statistics: Classification and Tabulation of Statistical Data, Graphical and Diagrammatic representation of Statistical Data, Frequency Distribution
2. Measures of Dispersion: Mean, Mode, Median, Quartiles, Mean Deviation and

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Standard Deviation

3. Correlation and Regression : Karl Pearsons co-efficient of Correlation, Rank Correlation, Least Square Principles of estimating Regression Lines and Regression Coefficient. Applications of Regression Coefficient.
4. Probability Distribution: Discreet Random Variables, Mean and Variance of a Probability Distribution range of Large Numbers, Central Limit Theorem, Binomial Distribution.
5. Applications of Statistical Principles to Sports Events: Correlation between Bio-statistics and Performance in Sports,

Readings:

1. Statistics for Management : Beri – TMH
2. Basic Statistics : B. L. Agarwal – New Age International

SPORTS TRAINING AND CONDITIONING
(BSM – 301)

UNIT – I

1. INTRODUCTION TO SPORTS TRAINING

- 1.1 Meaning and definition of Sports Training.
- 1.2 Aims and Tasks of Sports Training.
- 1.3 Characteristics of Sports Training.
- 1.4 Principles of Sports Training.
- 1.5 Training Means.
- 1.6 Training Methods.

UNIT - II

1. TRAINING LOAD

- 1.1 Meaning and definition of Load.
- 1.2 Components of Load.
- 1.3 Measurement of Load.
- 1.4 Over Load : Meaning and Definition, Causes, Symptoms and Tackling of Over Load.

UNIT - III

1. CONDITIONAL ABILITIES

- 1.1 STRENGTH : Meaning, Forms of Strength, Factors determining Strength, Training Methods for Strength Improvement, General guidelines for Strength Training.
- 1.2 SPEED : Meaning, Forms of Speed, Factors determining Speed. Training Methods for Speed Improvement.
- 1.3 ENDURANCE : Meaning, Forms of Endurance, Factors determining Endurance. Training Methods for Endurance Improvement.

UNIT – IV

1. MOTOR ABILITIES

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- 1.1 FLEXIBILITY : Meaning, Forms of Flexibility, Factors determining Flexibility. Training Methods for Flexibility Improvement.
- 1.2 COORDINATIVE ABILITIES : Meaning, Forms of Coordinative Abilities, Factors determining Coordinative Abilities, Training Methods for Improvement of Coordinative Abilities.

UNIT – V

1. TECHNICAL TRAINING, TACTICAL TRAINING, PERIODISATION, PLANNING AND COMPETITIONS
 - 1.1 TECHNICAL TRAINING : Meaning, Tasks of Technique, Principles of Technical Preparation, Training for Technique.
 - 1.2 TACTICAL TRAINING : Meaning, Tasks of Tactics, Principles of Tactical Preparation, Training for Tactics.
 - 1.3 PERIODISATION : Meaning and types of Periodisation, Contents of training for different period.
 - 1.4 PLANNING : Meaning, Principles of Planning, Types of Training Plans.
 - 1.5 COMPETITIONS : Importance of Competition, Preparation for Competitions.

REFERENCES :

1. Cratty, B. Perceptual And Motor Development In Infants And Children, Prentice Hall , 1989.
2. Dick. F. W. Sports Training Principles, Lepus, London, 1990.
3. Jenson, C. R. Fisher, A.G. Scientific Basis of Athletic Conditioning, Lea And Febiger, Philadelphia, 1992.
4. Matveyew. L. P. Fundamentals of Sports Training, Mir Publishers, Moscow, 1991.
5. Willmore. J. H. Athletic Training And Physical Fitness, Allynand Bacon, Inc. Sydney, 1987.

BASICS OF SPORTS MEDICINE
(BSM – 302)

UNIT – I

1. INTRODUCTION
 - 1.1 Concept of Sports Medicine.
 - 1.2 Aim and Objective of Sports Medicine.
 - 1.3 Need and Scope of Sports Medicine.
 - 1.4 Role of Sports Physician, Physical Educator / Sports Coaches in Sports Medicine.

UNIT - II

1. BASIC KINESIOLOGY
 - 1.1 Meaning and definition of Kinesiology.
 - 1.2 Importance of Kinesiology for Games and Sports.
 - 1.3 Kinesiological classification of Muscles. Roles of Muscles.
 - 1.4 Joints and their Movements.

UNIT - III

1. SPORTS INJURIES
 - 1.1 Introduction.
 - 1.2 Types of Sports Injuries.
 - 1.3 Reasons of Sports Injuries.
 - 1.4 Prevention and Management of Sports Injuries.

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UNIT – IV

1. THERAPEUTIC MODALITIES

- 1.1 Brief description of Therapeutic Modalities.
- 1.2 Role of Ice in treatment of Sports Injuries.
- 1.3 Clinical application of Heat Modalities.
- 1.4 Brief concept of Short Wave Diathermy (SWD), Whirlpool Bath, Transcutaneous Electrical Nerve Stimulation (TENS), Interferential Stimulation(IFS).

UNIT – V

1. DRUG ABUSE IN SPORTS

- 1.1 Meaning and Definition of Doping.
- 1.2 Classification of Doping.
- 1.3 Doping Methods.
- 1.4 Why Drugs are used by Individual?
- 1.5 Why Drugs are used by Sports Persons?
- 1.6 The Prevention of Doping.

REFERENCES :

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

SPORTS MARKETING
(BSM - 303)

1). *Basic Marketing Concept*

- i) Definition, Nature, Scope and Importance of Marketing.
- ii) Approaches to the study of Marketing.
- iii) Marketing Mix – its importance.
- iv) Environmental factors affecting marketing.
- v) Market Segmentation – Basis, evaluation and selection.
- vi) Sports Marketing – Concept and major elements.
- vii) Sports Marketing Mix.
- viii) Factors influencing the sports market segmentation.
- ix) Role of event, sponsor and fan in sports marketing.
- x) Future of Sports Marketing.

2). *Promotion of Sports*

- i) Promotion: need and importance.
- ii) Promotional Methods and its determinants.
- iii) Sales Promotion – concept, types, objectives, tools & techniques, advantages & disadvantages.
- iv) Promotion of sports – different measures and their importance.
- v) Different steps taken by the Indian Government to promote sports.

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3). *Advertisement*

- i) Advertising – concept & objectives.
- ii) Advertising copy – main steps in copy development.
- iii) Evaluation of advertising effectiveness.
- iv) Advertisement Cost.
- v) Advantages and limitations of major advertising media.
- vi) Effect of media broadcasting on sports.

4). *Sports Consumer Behaviour*

- i) Consumer Behaviour: meaning & importance.
- ii) Consumer buying process and factors influencing this buying decision.
- iii) Roles in a buying decision process.
- iv) Sports consumer behaviour – concept.
- v) Factors influencing sports consumer decision making.

5). *Strategic Marketing planning for sports*

- i) Differentiating the market offering - tools for competitive differentiation.
- ii) Positioning the market offering - developing a positioning strategy.
- iii) Cost – effective marketing strategy.
- iv) Strategic marketing planning process for sports.

Books:

- i) Marketing Management – Rajan Saxena, TMH.
- ii) Marketing Management – Sisir Kr. Bhattacharyya, National Publishing House.
- iii) Marketing Management – Debraj Datta & Mahua Datta, Vrinda Publication.
- iv) Sports Marketing – A strategic perspective by Matthew D. Shank, Prentice Hall.

SPORTS LAW AND RISK MANAGEMENT
(BSM - 304)

1). CONSTITUTION (Relevant articles)

- i) Art 14.
- ii) Art 15.
- iii) Art 19 (1) (g).

2). LAW OF CONTRACT

- i) Essentials of a Contract.
- ii) Offer and acceptance.
- iii) Capacity of Parties.
- iv) Minor's Contract
- v) Void Agreements and Voidable Contracts.
- vi) Consequences of breach of Contract.

3). LAW OF TORTS

- i) Principle of volenti nonfit injuria.
- ii) Negligence.
- iii) Death in relation to Tort.
- iv) Fatal Accidents Act, 1855.

4). ADMINISTRATIVE LAW

- i) Tribunals for resolution of disputes.

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- 5). LAW OF EVIDENCE
 - i) Opinion of experts.
 - ii) Oral Evidence.
 - iii) Documentary Evidence.
 - iv) Burden of proof.
- 6). RISK MANAGEMENT
 - i) Identification.
 - ii) Assessment.
 - iii) Containment.
- 7). RISK MANAGEMENT IN SPORTS
 - i) Analysis of Risk situations in Sports :
Preventive Actions to avoid such situations.
 - ii) Programme / Project Risk Analysis –
Methods to reduce / avoid risks in Projects.

LEADERSHIP PRINCIPLES IN SPORTS
(BSM - 305)

1. Leadership :- Meaning, Management and Leadership in the past and 21st century, Formal and Informal Leadership.
2. Studies in Leadership :- Ohio State Leadership studies, Trait theories of leadership, Contingency theory, Charismatic Leadership theories, Transactional and Transformational leadership.
3. Issues in Leadership :- Different Leadership styles, Authentic leadership, Trust and Leadership – a relevant issue in sports, Global Leadership in sports across culture.
4. Leadership in Sporting World in the 21st Century :-
National and International Sports Organisations - CAB, IFA, AIFF, BCCI, FIFA, ICC, IOA, BTTA.
5. Case Study on Successful Leadership from Sporting World and Presentation.
6. Role and Activities of Successful Leaders in Sports Management Organizations

8.

9. SPORTS FACILITIES PLANNING & MANAGEMENT (BSM – 405)

- Planning and Management Infrastructure Facilities like Courts, tracks, Gallery, provision for Drinking Water, Lighting, Sitting Arrangements etc.
- Developments & Maintenance of Sports Arena, Grounds, Indoor Stadium, Tents, Camps etc.

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- Responsibilities of facilities managers, essential knowledge and skills required for operating a sport facility: Soft Skills (interpersonal and PR skills) & Hard Skills – Facility planning, site selection and design and construction, crowd and alcohol management .
- First aid and emergency arrangement.
- Facility administration, including marketing and sales, finance and budgeting, human resources and legal issues. Event planning, security and procedures.
- Critical phase of facility management: From pre-event briefings to Cleanup and closings, Merchandising, Housekeeping and Maintenance.
- Case study on Management of Sports facilities – Stadiums , Tents , Recreation facilities.

PSYCHOLOGY OF SPORTS (BSM 401)

- INTRODUCTION – Definition, Scope, Branches of Psychology , Concept of Sports Psychology, Major View Points – Psychoanalytic school.
- PERSONALITY – Meaning, Types , Personality Traits of Sports Person.
- LEARNING - Definition, Theories on Learning- Classical and Operant conditioning.
- MOTIVATION- Definition, Importance of Motivation in Sports performance, Reaching and Sustaining Ideal motivation. How Sports persons can be motivated.
- CONFIDENCE – Defining Confidence and Role of Sports Manager in Developing Confidence among Sports Personalities.
- EMOTIONS- Definition, Relation between emotions and Sports performance,why sportsmen respond emotionally.
- GOAL SETTING- Meaning, Goal Setting Principles, Relation between Goal Setting and Performance in Sports.
- IMPLEMENTING SPORTS PSYCHOLOGY- Understanding the psychology of the Players and the Coach and implementation.
Developing and facilitating Coach – Player relationship.

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HUMAN RESOURCE MANAGEMENT IN SPORTS (BSM- 404)

- Definition, Objectives, Need.
- Role of Human Resource Management in an organisation.
- Human Resource Planning – Need, Methods, Applicability in Sports Management organisation.
- Recruitment and Selection- Sources, Method, Implementation of the Selection of sportsmen by Association, Federations, Clubs. methods in Sports organisation;
- Training – Concept, Objective. System and methods of Training for different types of sports events ; Evaluation of Training Programme.
- Performance Appraisal Methods, Application of the methods in the field of sports.
- Remuneration for Sportsmen – Remuneration Plan, Gradation, System of payment, Incentive schemes.
- Sports Environment – Fatigue, Boredom, Tension related to expectation of management, spectators and public. Counselling of sportsmen.
- Morale- Meaning and Importance. Factors influencing morale of sportsmen. Linkage between Morale and Performance.

ADVERTISING, PUBLIC RELATION AND SPONSORSHIP
IN SPORTS (BSM-403)

- ❖ INTRODUCTION TO ADVERTISING –History and Development in Advertising. Definition of Advertising, Objectives of Advertising in Sports.
- ❖ IMC IN SPORTS – Concepts of Integrated Marketing Communication in Sports, Elements of Integrated Marketing Communication.
- ❖ BUSINESS OF ADVERTISING - Advertiser, Advertising Agency and World of Media, Brand Manager, Duties and responsibilities of a Brand manager, Client Advertising Agency relationship in the 21st century.
- ❖ SPORTS PERSONALITIES AS BRAND ENDORSER- Reputed sports persons and the brand they are endorsing.
- ❖ PUBLIC RELATIONS - History, Definition and Role of Public Relations in promoting sporting events.

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- ❖ SPONSORSHIP ISSUES IN SPORTS - Meaning and Objectives of Sponsorship, Advertising and Sponsorship, Developing Sponsorship proposal.

- ❖ CASE STUDY AND PRESENTATION- Details of Sponsorship Agreement in National and International sports bodies.

ETHICS IN SPORTS (BSM 402)

1. VALUES- Importance, Sources of Value System, Types , Loyalty and Ethical Behaviour.
2. ETHICS IN SPORTS– Nature , Characteristics and Needs, Ethical practices in the field of Sports, Sports Code of Conduct.
3. INDIAN VALUES AND ETHICS- Respect for elders, Hierarchy and Status, non- violence and tolerance , co-operation. Rights and Duties. Holistic relation between Man, Attitudes, Beliefs.
4. ETHICAL VALUE SYSTEM- Distributive Justice, Individual freedom of Choice, Professional Codes. Their application in the field of sports.
5. SPORTS AS A PROFESSION– Conflict between organisation demand, Individual needs and professional ideal, Conflicts the Sports Managers face.
6. SOCIAL AND ETHICAL responsibilities of different Sports Association, Clubs, Manager, Coach and Sports Persons.
7. MORALE OF SPORTSMEN- Role of Organisations / Association and Sports Manager in the area.

SOCIOLOGY OF SPORTS

BSM-501

1. Sociology :- Definition, Importance of sociology in the field of sports.
2. Social aspect of:- Interaction, Relationship between Players & Coach, Influence of Managers & Perception of Players and Coach.
3. Group Dynamics:- meaning of Group, Types of Group, Group Cohesiveness, Impact of Residential Campus & Academy on Group Cohesiveness.
4. Case Studies (Cricket, Football, Hockey etc.) on Managing & Understanding Cultural Differences:- Cultural differences among Players, Coach & Players, Manager-Coach-Players, Attitude towards Female Sports Person.
5. Sports & Globalization:- Role of Media-Television, Internet. Impact on Sports & portrayal of gender & race in the 21st Century.

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Suggested Books:-

- Contemporary Issues in Sociology of Sports- *Andrew Yannakis & M.J. Melnik*
- Social Psychology in Sports- *Sophia & D. Lavalle (Human Kinetics)*

APPLIED SPORTS PERFORMANCE ANALYSIS

BSM-502

1. Training for Sports & Performance: - Defining Fitness & Training, Important Principles of Training & Training Terminology, Overload & Overtraining, Taper, Reversibility & Detraining. Training for Specific Performance Analysis.
2. Ergogenic Aids to Exercise Performance:- Warm Up, Nutritional Ergogenic Aids, Inhalation of Pure Oxygen, Erythropoietin, Blood Doping, Growth Hormone, Anabolic Androgenic Steroids, Amphetamines.
3. Measurements & Analysis of Physiologic Composition & Capacities:- Metabolic determinants of Physiologic Capacities, Measurement Vs. Prediction, Measuring Cardiorespiratory & Muscular Endurance viz. VO₂ max, Lactate & Ventilatory Thresholds VO₂ Kinetics, Predicting Cardiorespiratory & Muscular Endurance. Measuring Maximal Muscle Power & Anaerobic Capacity, Overview of Pulmonary Function Testing.
4. Estimating Body Composition:- Defining body Composition Terminology, Component system of Body Composition & Densitometry, Determining Desirable Weight, Body Composition Analysis Methods & Procedure.
5. Gender & Exercise Performance:- General comparison of Male & Female Structure and Function, Gender difference in Endocrine Function & Metabolism During Exercise, Special concern for women.

MANAGING & PROMOTING SPORTING EVENTS.

BSM-503

1. INTRODUCTION- Definition, Scope of Event management, Risk & Safety measures.
2. MANAGING SPORTING EVENTS- Planning, Organizing, Coordinating and Controlling Pre events, During the Events & Post Events issues.
3. WORLD OF SPORTS EVENT MANAGEMENT- Sponsors, Sports Management Companies, Spectators ,Sports personalities, Media etc.
4. SPORTS MANAGEMENT COMPANIES- Introduction, Role, Scope of Work, Service rendered to the clients, Ways of Functioning- Team work, Departments etc.
5. CAREER OPPORTUNITY IN SPORTS MANAGEMENT COMPANIES-
6. CASE STUDY AND PRESENTATION – Promoting national & International Sporting events. Importance of IMC in promoting Sports Events Successfully., Role of Advertising, PR etc.

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7. CASE STUDY AND PRESENTATION- Managing Sporting Bodies , Associations-AIFF, IFA, BCCI,CAB, LEANING INDIAN FOOTBALL CLUBS etc.

FUNDING IN SPORTS

BSM-504

1. Why sports need to be funded: Role of Fund in Sports Management

2. Sources of funds available for sports:

BROADCASTING-	What is broadcasting The basics of sports broadcasting rights, Where does the money go, Sports Leagues and their broadcasting rights Benefits to the broadcaster
MEDIA PROVIDERS-	Who are the media providers How do they fund sports Media provider owner of sports teams Why do media providers own teams Benefits to a media provider owning a team
SPONSORSHIP	Meaning of sponsorship Sports and sponsorship Sports events likely to be sponsored Major sponsors in sports Team sponsors and individual sponsors Sponsorship opportunities in sports Benefits of sponsorship Effects of sponsorship How to get sponsors for- table tennis,football, badminton ets Sponsor Proposal- guidelines
ENDORSEMENTS	What is an endorsement Sports and celebrity endorsement Sportspersons and their recent endorsements Endorsement strategy Marketing and endorsement Benefits of endorsements
ADVERTISEMENTS	Sports and advertisements Advertisement preferences Advertisement and brand choice Aiming the right target Top sports ad companies Firms and their advertisement choices Effects of advertisement Game theory in advertisement
OTHERS	SUPPLIERS, GATE MONEY

3. Budgeting of Sports Funds:- Budgetary Control

SPECTATOR MANAGEMENT

BSM-505

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1. Spectators and crowd defined.
2. How spectators become a crowd - Types and nature of crowd and spectator.
3. Importance of Spectators for Sports & Games.
4. Expectation of Spectators from Sports Organizing Authorities.
5. Facilities to be provided to the spectators.
6. Misconduct by spectators during a sports event: Analysis of different reasons & effect of such misconduct.
7. Some important press releases from the various publications.
8. Prerequisites of a spectator management policy.
9. Factors to be taken into consideration for developing a spectator control mechanism.
10. Spectator management tactics- in general.
11. Spectator management tactics – with special service force.
12. Dispersal of spectators- By Organizer & Law and Order Agencies.

MANAGING SPORTS ORGANIZATION (BSM 601)

- SPORTS ORGANIZATION- Definition of Sports Organization, Organization Goals, Importance of understanding Organization Goals & effectiveness.
- SPORTS ORGANIZATION'S OPERATING ENVIRONMENT- Meaning, Nature of Organizational Environment, Macro Environment & Micro Environment, Relationship between an Organization's Structure and it's Environment.
- SPORTS ORGANIZATION CULTURE- Meaning of Organization Culture, Strong VS. Weak organizational culture, Learning Organizational Culture, THICK & THIN Organizational Culture, Managing a Sports Organizational Culture.
- SPORTS ORGANIZATION STRATEGY- Meaning, Deliberate & Emergent Strategies, Strategy Formulation & Implementation, SWOT analysis.
- DEALING WITH ORGANIZATIONAL CHANGE-Meaning of Organizational change, Planned Change, Resistance to change – Overcoming Resistance to change& Implementation, Managing Resistance to change, Lewin's and Kotter's Model. Managing STRESS in work Place.
- ASSIGNMENTS ON SPORTS ORGANIZATION- CAB, IFA, Bengal Lawn Tennis Association, SAI etc.

Suggested Books-

- Managing Sports Organizations- Ruben Acosta Hernandez
- Contemporary Sports management- Janet.B. Parks & Jerome Quarterman (Publishers Human Kinetics)

SPORTS MEDIA & EVENT MANAGEMENT (BSM 602)

- SPORTS MEDIA- Introduction to different Sports Media (Television channels, Sports Magazines etc.)
- SPORTS CHANNELS- Popular Sports Channels Operating in India- ESPN STAR SPORTS, ZEE SPORTS, TEN SPORTS, DD SPORTS, and NEO SPORTS etc.
- 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.

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- SPORTS JOURNALISM- Introduction, Scope of Work, News Value of Sports, Essential Qualification of Sports Writer & Presenter.

- EVENT MANAGEMENT- Meaning of Events, Event Management, Designing an Event- 5C's (Conceptualisation, Costing, Canvassing, Customisation, Carrying out).
Key Elements of Events- (Event Infrastructure, Organisers, Clients, Target Audience, Media, and Venue),
Role of Mass Media in Event Promotion.

Suggested Books-

- Managing Sporting Events – Jerry Solomon (Human kinetics)
- Sports Journalism – Philip Andrews (Sage Publication)

ADMINISTRATION OF GAMES & LEISURE PLEX (BSM 603)

- POPULAR GAMES IN INDIA-Introduction about popular Team Games- Cricket, Football, Hockey.
Individual Sports- Table Tennis, Lawn Tennis.

- SPORTS ADMINISTRATORS- Profile of Administrators managing different games in India, Managerial expertise, Professional Out look, Knowledge about the specific game etc.

- POLITICAL INFLUENCE IN INDIAN SPORTS ADMINISTRATION- BCCI, CAB, AIFF, IOA.

- GAME SPECIFIC COMPARATIVE STUDY INDIAN CONTEXT & INTERNATIONAL CONTEXT.
CRICKET- Administration in CAB, BCCI & ICC. Test Playing Venues in India Vs Australia, England etc.
FOOTBALL- Administration in IFA, AIFF, AFC, FIFA.
I-League Playing Clubs in India & Top English Premier League Clubs. Facilities offered to their Members, promoting the clubs etc.

- ADMINISTRATION OF CORPORATE CLUBS& LEISURE PLEX- SPACE CIRCLE CLUB, OCIO, CCFC etc.

Suggested Books-

- Introduction to Recreation & leisure - Robert F. Ashcraft (Human Kinetics)
- Understanding Sports Organization-Trevor Slack (Human kinetics)