



**Hindi Vidya Prachar Samiti's
Ramniranjan Jhunjhunwala College
of Arts, Science & Commerce
(Empowered Autonomous College)**

Affiliated to

UNIVERSITY OF MUMBAI

PROGRAM: BBA IN BUSINESS ANALYTICS AND MANAGEMENT

Program Code: RJCUBBAM

**(In alignment with the NEP2020 facilitating the inter-and multidisciplinary learning and multiple entry
and exit of the students)
(CBCS 2025-2026)**

THE PREAMBLE

Why BBA in Business Analytics and Management?

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully. Business Analytics will not only train the learners to improve the operational efficiency of the business but also helps the businesses to use data and offer projections for the future outcomes. This course will also develop the learners in decision making, measuring the performance and discover the hidden trends, generate the leads and scale the business in the right direction.

However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a BBA degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

Why BBA in Business Analytics and Management at RJ College?

BBA in Business Analytics and Management is the first of its courses to be introduced at the undergraduate level as per the guidelines put forth by the National Education Policy 2020. The department has a vision to leave no stone unturned and position this course as one of the niche courses by undertaking innovative teaching methodologies and making the teaching learning process a joy for the learners as well as the trainers. The learners will be trained not only by academicians with rich academic background but also by industry experts with rich industry experience. We aim at providing quality knowledge at the classroom level and also providing industrial exposure through research based projects, internships and industrial visits. Developing industry networks for better job prospects and also grooming the students to be more employable and saleable in the job market.

Conducting bridge courses and value added certificate courses apart from conducting career guiding sessions, guest lectures, and counselling for preparation of competitive exams. Encouraging the students to organize and participate in various intra collegiate and intercollegiate competitions. Students will also be motivated to be a part of The Rotaract Club of RJ College which would contribute towards the Personality Development of the students. It would also give them a wide international exposure and extensive networking. The club is also instrumental in making the students more humanitarian, ethical and a good human being through community services

Our Curriculum, Your Strength

The curriculum is designed by considering the feedback received from the academicians, industry experts, students and alumni. Hence in BBA in Business Analytics and Management the curriculum is designed in such a way that the learner gains in-depth management and analytics knowledge as per the industry demand. The program would provide the students with a broad and a strong foundation in Business Analytics and Management. The program will prepare the learners for profession in analytics and to use the tools and techniques of Business Analytics and the application of the same in the areas of Finance, Marketing, Human resource Management, Operations and Supply Chain Management. The curriculum is designed in such a way that it helps the students to develop cognizance of the importance of management principles and an opportunity to explore entrepreneurial avenues.

PROGRAM OUTCOMES OF GENERAL UNDERGRADUATE DEGREE PROGRAMS

Program Objectives

1. Application of Management techniques and solve the business problems by applying the principles and skills of Marketing, Finance, Human Resource Management and Logistics in Business Analytics.
2. Gaining a multidisciplinary knowledge and enhancing Business Intelligence capabilities by adapting the appropriate technology.
3. Building a strong ability in learners to train themselves through simulated problems, case analysis, projects and industrial training
4. Enhancing the capabilities of data collection and critiquing the role of information and analytics in supporting the business process, operations and decision making.
5. Developing professionals with competent management and business analytics skills with strong ethical values who would also be good human beings with a good character, right attitude and moral values.

PROGRAM SPECIFIC OUTCOMES BBA IN BUSINESS ANALYTICS AND MANAGEMENT

The BBA in Business Analytics and Management prepares students to excel in the dynamic intersection of data analysis and strategic management. Graduates of this program will possess the expertise to harness data-driven insights for making informed business decisions, enhancing operational efficiencies, and crafting effective business strategies. With a strong foundation in business intelligence and analytical tools, students will be capable of translating complex data into actionable recommendations and communicating these findings clearly to stakeholders. The curriculum emphasizes ethical decision-making, fostering responsible business practices while nurturing entrepreneurial skills and innovation. Additionally, the focus on leadership, teamwork, and effective communication ensures that graduates are well-prepared to assume managerial roles and drive organizational success in a variety of settings.

PS01: Graduates will be proficient in applying analytical tools and techniques to interpret complex data sets, enabling informed and strategic decision-making in various business contexts.

PS02: The program will equip learners with skills to analyze and improve business operations, enhancing overall efficiency through data analysis and process optimization techniques.

PS03: Learners will gain expertise in leveraging business intelligence software and methodologies to extract actionable insights from data, driving efficiency and innovation across organizational processes.

PS04: Learners will be prepared to address ethical considerations and social responsibilities in business analytics and management, ensuring responsible and sustainable business practices.

PS05: The program will enhance students' abilities to lead and collaborate effectively within teams, balancing managerial responsibilities with technical and analytical skills.

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TYBBA in Business Analytics and Management - Syllabus Framework as per NEP

CREDIT DISTRIBUTION

SEMESTER V

SR. NO	COURSE	SUBJECT CODE	SUBJECT	CREDITS
1	MAJOR (DSC)	RJDSCBBA351	Project Management	4
2	MAJOR (DSC)	RJDSCBBA352	International Business Management	4
3	MAJOR (DSE)	RJDSEBBA353	Option 1: Direct Tax Option 2 : Strategic Financial Management	4
4	MINOR	RJMINBBA351	Machine Learning and Artificial Intelligence	4
5	VSC	RJVSCBBA351	Project work	4
6	CEP	RJCEPBBA351	Community Engagement Program	2
Total credits				22

SEMESTER VI

SR. NO	COURSE	SUBJECT CODE	SUBJECT	CREDITS
1	MAJOR (DSC)	RJDSCBBA361	Financial Technology	4
2	MAJOR (DSC)	RJDSCBBA362	E- Commerce & Digital Marketing	4
3	MAJOR (DSC)	RJDSCBBA363	Change Management & Organisation Development	2
4	MAJOR (DSE)	RJDSEBBA364	Option 1: Indirect Tax Option 2: Risk Management	4
5	MINOR	RJMINBBA361	Cyber Security	4
6	OJT	RJOJTBBA361	On Job Training	4
Total credits				

MAJOR – DISCIPLINE SPECIFIC CORE (DSC)

SEMESTER - V

SR. NO	COURSE	SUBJECT CODE	SUBJECT	CREDITS
1	MAJOR (DSC)	RJDSCBBA351	Project Management	4
2	MAJOR (DSC)	RJDSCBBA352	International Business Management	4

MAJOR – DISCIPLINE SPECIFIC CORE (DSC)

SEMESTER - VI

SR. NO	COURSE	SUBJECT CODE	SUBJECT	CREDITS
1	MAJOR (DSC)	RJDSCBBA361	Financial Technology	4
2	MAJOR (DSC)	RJDSCBBA362	E- Commerce & Digital Marketing	4
3	MAJOR (DSC)	RJDSCBBA363	Change Management & Organisation Development	2

CONTENT DISTRIBUTION UNDER EACH SUBJECT

SEMESTER – V

Sr. No	Course Code	Subject	Content Distribution	Credits
1	MAJOR (DSC)	Project Management	1. Introduction to Project Management & Project Initiation 2. Analysing Project Feasibility 3. Budgeting, Cost & Risk Estimation in Project Management 4. New Dimensions in Project Management	4
2	MAJOR (DSC)	International Business Management	1. Introduction to International Marketing & Trade 2. International Marketing Environment and Marketing Research 3. International Marketing Mix 4. Developments in International Marketing	4

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SEMESTER – VI

Sr. No	Course	Subject	Content Distribution	Credits
1	MAJOR (DSC)	Financial Technology	1. Digital Banking 2. Digital Payments 3. Indian Fintech Ecosystem 4. Fintech Regulations and Applications	4
2	MAJOR (DSC)	E- Commerce & Digital Marketing	1. Introduction to E-commerce 2. E-Business & Applications 3. Payment, Security, Privacy & Legal Issues in E-Commerce 4. Digital Marketing	4
3	MAJOR (DSC)	Change Management & Organisation Development	1. Foundations of organizational development & change 2. Organizational change effectiveness and future of organisational development	2

MAJOR – DISCIPLINE SPECIFIC CORE (DSC)

SEMESTER – V

PROJECT MANAGEMENT

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	PROJECT MANAGEMENT
COURSE CODE	:	RJDSCBBA351
CREDITS	:	4
DURATION (Hours)	:	60

TYBBA	SEMESTER V
PROJECT MANAGEMENT CODE: RJDSCBBA351	Learning Objectives - Understand the fundamentals, importance, and scope of project management and its various types. - Analyse project feasibility through market, technical, operational, and financial analysis. - Evaluate budgeting, financing, and cost estimation techniques, including risk management strategies. - Explore modern trends in project management such as PMIS, project auditing, and project maturity models. - Develop critical thinking for solving real-life project management problems and making strategic decisions.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Understand the fundamentals, importance, and scope of project management and its various types.	1,2,3,4	1,2,3
CO2	Analyse project feasibility through market, technical, operational, and financial analysis. L2 – Understand	1,2,3,4	4,5
CO3	Evaluate budgeting, financing, and cost estimation techniques, including risk management strategies.	1,2,3,4	3,4,5
CO4	Explore modern trends in project management such as PMIS, project auditing, and project maturity models.	1,2,3,4	1,2,3
CO5	Develop critical thinking for solving real-life project management problems and making strategic decisions.	1,2,3,4	4,5,6

SEMESTER V (THEORY)		L	Cr
Subject: Project Management	CODE:RJDSQBBA351	60	4
UNIT I		15	
Introduction to Project Management & Project Initiation			
. Introduction to Project Management: Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management b. Organizational Structure (Project Organization): Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management. c. Project Initiation: Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling			
UNIT II		15	
Analysing Project Feasibility			
. Project Feasibility Analysis: Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility Types of Project Feasibility - Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis) b. Market Analysis: Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis,			

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Customer Requirement Analysis c. Technical Analysis: Meaning of Technical Analysis, Use of Various Informational Tools for Analysing, Advancement in the Era of E- Commerce in Project Management d) Operational Analysis: Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations		
UNIT III	15	
Budgeting, Cost & Risk Estimation in Project Management		
a. Funds Estimation in Project: Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Startups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance b. Risk Management in Projects: What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models) c. Cost Benefit Analysis in Projects Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions		
UNIT IV	15	
New Dimensions in Project Management		
. Modern Development in Project Management: Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning b. Project Monitoring & Controlling: Introduction to Project Monitoring & Controlling, The Planning – Monitoring-Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle c. Project Termination & Solving Project Management Problems: Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Project.		

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REFERENCE BOOKS:

1. "Project Management: A Managerial Approach" – Jack R. Meredith & Samuel J. Mantel
2. "Project Management: The Managerial Process" – Erik W. Larson & Clifford F. Gray
3. "Project Management" – Harold Kerzner
4. "Fundamentals of Project Management" – Joseph Heagney
5. "Project Management for Dummies" – Stanley E. Portny
6. "Total Project Management – The Indian Context" – P.K. Joy
7. "Projects: Planning, Analysis, Selection, Financing, Implementation, and Review" – Prasanna Chandra

INTERNATIONAL BUSINESS MANAGEMENT

SEMESTER	:	V
TITLE OF THE SUBJECT /COURSE	:	INTERNATIONAL BUSINESS MANAGEMENT
COURSE CODE	:	RJDSCBBA352
CREDITS	:	4
DURATION (Hours)	:	60

TYBBA	SEMESTER V
INTERNATIONAL BUSINESS MANAGEMENT	Learning Objectives • Understand the Fundamentals and Scope of International Marketing and Trade • Analyse International Marketing Environments and Conduct Research • Formulate International Marketing Mix Strategies • Develop Strategic Thinking for Global Market Expansion

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Identify Key Concepts and Approaches in International Marketing	1,2,3,4	1,2,3
CO2	Evaluate International Market Environments and Trade Barriers	1,2,3,4	3,4,5
CO3	Design an Effective International Marketing Mix	1,2,3,4	4,5,6
CO4	Formulate and Implement International Marketing Plans and Strategies	1,2,3,4	3,5,6,

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SEMESTER V (THEORY)		L	Cr
Subject: International Business Management	Course Code:RJDSCBBA352	60	4
UNIT I		15	
Introduction to International Marketing & Trade			
- Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization - Introduction to International Trade: Concept of International Trade, Barriers to Trade: Tariff and Non-Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC			
UNIT II		15	
International Marketing Environment and Marketing Research			
- International Marketing Environment: Economic Environment: International Economic Institution (World Bank, IMF, IFC), International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) - Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti-Dumping Law and Import License. - Cultural Environment: Concept, Elements of Culture (Language, Religion, Values and Attitude, Manners and Customs, Aesthetics and Education), HOFSTEDE's Six Dimension of Culture, Cultural Values (Individualism v/s Collectivism) - Marketing Research: Introduction, need for Conducting International, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research			
UNIT III		15	

International Marketing Mix		
● International Product Decision: International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning ● International Pricing Decision: Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing, International Pricing Methods: Cost Based, Demand Based, Competition Based, Value Pricing, Target Return Pricing and Going Rate Pricing, International Pricing Strategies: Skimming Pricing, Penetration Pricing, Predatory Pricing, International Pricing Issues: Gray Market, Counter Trade, Dumping, Transfer Pricing ● International Distribution Decisions: Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel ● International Promotion Decisions: Concept of International Promotion Decision, Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness, Standardization V/S Adaptation of International Promotional Strategies, International Promotional Tools/Elements		
UNIT IV	15	
Developments in International Marketing		
● Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan ● International strategies: Need for International Strategies, Types of International Strategies ● International Marketing of Services ,Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture		

REFERENCE BOOKS

- International Business Management – Rakesh Mohan Joshi
- International Business – P. Subba Rao
- International Business: Text and Cases – Francis Cherunilam
- International Business Management – Dr. C.B. Gupta
- International Business: Competing in the Global Marketplace – Charles W. L. Hill & G. Tomas M. Hult
- International Business – John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan
- Global Business Today – Charles W. L. Hill
- International Business: The Challenges of Globalization – John J. Wild & Kenneth L. Wi

MAJOR – DISCIPLINE SPECIFIC CORE

(DSC)

SEMESTER – VI

FINANCIAL TEACHNOLOGY

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	FINANCIAL TECHNOLOGY
COURSE CODE	:	RJDSCBBA361
CREDITS	:	4
DURATION (Hours)	:	60

TYBBA	Semester
Subject Code: RJDSCBBA361	Learning objectives: • To understand the fundamentals of digital banking, including various channels and enabling technologies. • To gain knowledge of digital payment systems, their components, and operational frameworks. • To explore the Indian FinTech ecosystem, including major products and digital infrastructure initiatives. • To learn about key regulations governing FinTech operations and their implications for security and compliance. • To develop an awareness of emerging trends and challenges in the FinTech landscape.

Course Outcome Number	On completing the course, the student will be able to	PSO Addressed	Blooms Level
CO1	Understand Financial Technologies used across the globe	1,2,3,4,5	1,2,3
CO2	Understand the working of various Fintech products of India and associated regulations, applications	1,2,3,4,5	3,4,6
CO3	Create basic flow diagrams and applications of Fintech products	1,2,3,4,5	3,5,6,

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SEMESTER (THEORY)		L	Cr
Subject: Financial Technology	Paper Code: RJDSCBBA361	60	4
UNIT I			
Digital Banking		15	
• Introduction to Digital Banking • Digital Banking Channels – Internet Banking, Mobile Banking, Chatbots • Technology Enablers- APIs, Core Systems, Cloud • Digital Banking Functionality- Customer Onboarding, KYC, Account Opening, Account Management, Payments			
UNIT II			
Digital Payments		15	
• Understanding Digital Payments • Cards, ATMs, Point of Sale (PoS) • Card Networks, Card Issuers, Card Acquirers, Payment Gateways • Messaging Standards Basics • Disputes, Chargebacks, Refunds • Business Model of Digital Payments			
UNIT III			
Indian Fintech Ecosystem		20	
• Understanding Indian Fintech products • UPI • Bharat Bill Payment System BBPS • Central Bank Digital Currency CBDC • Open Network for Digital Commerce ONDC • Fastag and National Common Mobility Card NCMC			
UNIT IV			
Fintech Regulations and Applications		10	
• Digital Lending, Open Banking • RBI Master Guidelines for Fintech Ecosystem • Payment Services Directive (PSD2) • General Data Protection Regulation (GDPR) • Payment Card Industry Data Security Standard PCI DSS			

Reference Books

- Susanne Chishti & Janos Barberis – *The FINTECH Book*
- Chris Skinner – *Digital Bank: Strategies to Launch or Become a Digital Bank*
- Paolo Sironi – *FinTech Innovation: From Robo-Advisors to Goal Based Investing and Gamification*
- David B. Humphrey & Michael S. King – *Payment Systems: Design, Governance and Oversight*
- Dr. T.N. Srivastava & Dr. Vikas Kumar – *Financial Technology and Digital Finance* (Himalaya Publishing House)
- Rajesh Kumar – *FinTech: The Indian Perspective* (Taxmann Publications)
- A. K. Singh – *Digital Banking and FinTech Innovations* (McGraw Hill Education India)
- Dr. Pooja Sharma – *Emerging Trends in FinTech and Digital Economy* (Oxford University Press India)

E- COMMERCE AND DIGITAL MARKETING

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	E – Commerce and Digital Marketing
COURSE CODE	:	RJDSCBBA362
CREDITS	:	4
DURATION (Hours)	:	60

TYBBA	SEMESTER VI
E – Commerce and Digital Marketing COURSE CODE : RJDSCBBA362	Learning Objectives ● To help understand Ecommerce and different ecommerce platform in India. ● To examine the different applications, use in the marketplace. ● To analyses different platform, use for website designing ● To understand the digital marketing platforms and their payment gateway options.

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Explain the concepts and understand E- commerce platforms	1,2,3,4	1,2,3
CO2	To describe the use of different websites and application use for website designing and developing	1,2,3,4	3,4,5
CO3	Evaluate to payment, security application in E- commerce and its legal compliance	1,2,3,4	4,5,6
CO4	To identify the digital marketing platforms and promote it effectively.	1,2,3,4	2,3,5,6

SEMESTER VI (THEORY)		L	Cr
Subject: E – Commerce and Digital Marketing	COURSE CODE : RJDSCBBA362	60	4
UNIT I		15	
Introduction to E-commerce			
- Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce - Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social - Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce - Impact of E-Commerce on Business, Ecommerce in India - Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education, Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce			
UNIT II		15	
E-Business & Applications			
- E-Business: Meaning, launching an E-Business, Different phases of Launching an E-Business - Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning - Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. - Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI, Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website			
UNIT III		15	

Payment, Security, Privacy & Legal Issues in E-Commerce		
● Issues Relating to Privacy and Security in E-Business ● Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. ● Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. ● Types of Transaction Security-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000		
UNIT IV	15	
Digital Marketing		
● Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. ● Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts. ● Digital Marketing on various Social Media platforms. ● Online Advertisement, Online Marketing Research, Online PR ● Web Analytics ● Promoting Web Traffic ● Latest developments and Strategies in Digital Marketing		

REFERENCE BOOKS:

- Kenneth C. Laudon, Carol Guercio Traver – *E-Commerce: Business, Technology, Society* (Pearson Education)
- Dave Chaffey, Fiona Ellis-Chadwick – *Digital Marketing: Strategy, Implementation and Practice* (Pearson Education)
- Efraim Turban, Jae Kyu Lee, David King, H. Michael Chung – *Electronic Commerce 2018: A Managerial and Social Networks Perspective* (Springer)
- Ronald J. Mann – *Payment Systems and Other Financial Transactions: Cases, Materials, and Problems* (Foundation Press)
- P. T. Joseph – *E-Commerce: Fundamentals and Applications* (McGraw Hill Education India)
- Dr. R. P. Mahapatra – *E-Commerce and Digital Marketing* (Himalaya Publishing House)
- Seema Gupta – *Digital Marketing* (McGraw Hill Education India)

CHANGE MANAGEMENT AND ORGANISATION DEVELOPMENT

SEMESTER	:	VI
TITLE OF THE SUBJECT /COURSE	:	CHANGE MANAGEMENT AND ORGANISATION DEVELOPMENT
COURSE CODE	:	RJDSCBBA363
CREDITS	:	2
DURATION (Hours)	:	30

TYBMS	SEMESTER VI
CHANGE MANAGEMENT AND ORGANISATION DEVELOPMENT	Learning Objectives - Understand the foundational concepts and evolution of Organizational Development (OD), and explain key change management models such as Lwei's, Kotter's 8-step, and ADKAR. - Analyse organizational culture and apply strategies to manage cultural change and overcome resistance within organizations. - Identify the roles and ethical responsibilities of OD practitioners, and use diagnostic and intervention techniques to facilitate organizational change. - Set SMART goals aligned with organizational vision, and evaluate the development of high-performance systems through continuous improvement and innovation. - Explain the concept of learning organizations and apply strategic change management principles to real-world organizational transformations. - Assess future trends in OD including the impact of Artificial Intelligence, digital transformation, and sustainability on organizational agility and change management.
COURSE CODE : RJDSCBBA363	

Course Outcome Number	On completing the course the student will be able to	PSO Addressed	Blooms Level
CO1	Explain foundational concepts of Organizational Development and change management models.	1,2,3,4	1,2,3,4
CO2	Analyse organizational culture and apply strategies to manage cultural change and resistance.	1,2,3,4	2,3,4,5
CO3	Demonstrate the roles and ethical responsibilities of OD practitioners and use diagnostic tools effectively.	1,2,3,4	4,5,6

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CO4	Set SMART goals and evaluate development of high-performance systems in organizations.	1,2,3,4	2,3,4,5
CO5	Explain strategic change management and evaluate future trends impacting organizational development.	1,2,3,4	2,4,5,6

SEMESTER VI (THEORY)		L	Cr
Subject: Change Management and Organizational Development	Course Code: RJDSCBBA363	30	2
UNIT I		8	
FOUNDATIONS OF ORGANIZATIONAL DEVELOPMENT & CHANGE			
● Introduction to Organizational Development (OD): Definition, Importance, and Evolution of OD, Principles and Objectives of OD, Theories and Models of OD ● Reinventing Organizations: Organizational Structures and their Impact, Challenges in Organizational Renewal, Role of Leadership in Organizational Change ● Change Management Fundamentals: Need for Change in Organizations, Change Drivers: Internal & External, Change Management Models (Lewin's Change Model, Kotter's 8-Step Model, ADKAR Model) ● Organizational Culture and Change: Definition and Components of Organizational Culture, Cultural Change Strategies, Overcoming Resistance to Change ● The Role of OD Practitioners: Responsibilities and Competencies of an OD Practitioner, Internal vs. External OD Consultants, Ethical Considerations in OD ● Diagnosis and Intervention Strategies: Diagnostic Process in OD, Data Collection Methods (Surveys, Interviews, Observations), Process Interventions in OD, Overcoming Employee Resistance to Change			
UNIT II		7	
ORGANIZATIONAL CHANGE ,EFFECTIVENESS AND FUTURE OF ORGANISATIONAL DEVELOPMENT			

● Goal Setting for Organizational Success: Setting SMART Goals for Organizations, Performance Measurement Tools, Aligning Individual and Team Goals with Organizational Vision ● Developing High-Performance Systems: Characteristics of High-Performance Organizations, Continuous Improvement & Innovation in Dote Role of Technology in High-Performance Work Systems ● Learning Organizations and Transformation: Concept and Characteristics of Learning Organizations, Strategies for Building a Learning Organization, Case Studies of Successful Organizational Transformation ● Strategic Change Management: Steps in Managing Strategic Change, Role of Leaders in Strategic Change, Globalization and Its Impact on Change Management ● Future Trends in Organizational Development: The Role of Artificial Intelligence and Digital Transformation in OD, Sustainable Change and Organizational Agility, Challenges in Adapting to Future Trends		
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REFERENCE BOOKS:

- Richard Beckhard – *Organizational Development: Strategies and Models* (Addison-Wesley)
- Timothy G. Cummings and Christopher G. Worley – *Organization Development and Change* (Cengage Learning)
- Jeff Hiatt – *ADKAR: A Model for Change in Business, Government and Our Community* (Prosci Learning Center Publications)
- John P. Kotter – *Leading Change* (Harvard Business Review Press)
- S. Ramnarayan and V. Rao – *Organizational Change and Development* (Oxford University Press India)
- K. Ashwathappa – *Organizational Behaviour* (Himalaya Publishing House)
- Neeru Vasudeva – *Organizational Development and Change* (Taxmann Publications)
- Harold Leavitt – *Managerial Psychology* (University of Chicago Press)

EVALUATION AND ASSESSMENT

INTERNAL ASSESSMENT

1. Courses with 4 Credits

Internal Examination: 40 Marks

Internal examination consists of 2 types of assessments as follows:

Internal Assignment	Max Marks	Duration	Evaluation Particulars
I	20	30 minutes	Written Examination (Pattern mentioned below)
II	20	Based on set rules	Presentations/ Assignments/ Lab Practical/ Case Study

2. Courses with 2 Credits:

Internal Examination: 20 Marks

Internal Assignment	Max Marks	Duration	Evaluation Particulars
I	20	Based on set rules	Presentations/ Assignments/ Lab Practical/ Case Study

QUESTION PAPER PATTERN

INTERNAL ASSESSMENT

Marks: 20

Duration: 30 min

Q1)	Explain the following concepts.(1 marks each)	(05 Marks)
1.		
2.		
3.		
4.		
5.		
Q2)	Explain in one sentence (1 marks each)	(05 Marks)
1.		
2.		
3.		
4.		
5.		
Q3)	Answer the questions. (Any 2 out of 3)	(10 Marks)
1.		

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2.		
3.		

Semester End Exam

**Marks: 30
(2 Credits)**

Duration: 1 Hr

Q.1) Answer the question.	(10 Marks)
OR	
Q.1) Answer the question.	(10 Marks)
Q.2) Answer the question.	(10 Marks)
OR	
Q.2) Answer the question.	(10 Marks)
Q.3) Answer the question.	(10 Marks)
OR	
Q.3) Answer the question.	(10 Marks)

Semester End Exam

**Marks: 60
(4 Credits)**

Duration: 2 Hrs

Q.1) Answer the question.	(10 Marks)
OR	
Q.1) Answer the question.	(10 Marks)
Q.2) Answer the question.	(10 Marks)
OR	
Q.2) Answer the question.	(10 Marks)
Q.3) Answer the question.	(10 Marks)
OR	
Q.3) Answer the question.	(10 Marks)
Q.4) Answer the question.	(10 Marks)
OR	
Q.4) Answer the question.	(10 Marks)

Q.5) Answer the question.	(10 Marks)
OR	
Q.5) Answer the question.	(10 Marks)
Q.6) Case Study	(10 Marks)

RULES AND REGULATIONS REGARDING ASSESSMENT AND EVALUATION

FOR FY UNDER NEP FROM A.Y. 2023-2024 ONWARDS-

1. A learner appearing for first year examination under NEP will have **maximum of 22 credits** and examinations will be of **maximum 550 marks**.
2. Courses having **2 credits, 3 credits and 4 credits** will have examinations of **50, 75, 100 marks** respectively.
3. **With regard to Major Course, Minor Course and OEC:**
Continuous evaluation of 40-60 adopted under autonomy (2018) shall continue for all the courses; for the courses with 2 credits and 50 marks, Internal is of 20 marks (only one IA) and External 30 marks (SEE); while the courses with 3 credits and 75 marks, it is 25 marks (only one IA) and 50 marks (SEE). In case of courses of 100 marks, the break up of marks will be 40 marks (IA) and 60 marks (SEE).
4. **With regard to IKS, VSEC (VSC and SEC), AEC, VEC:**
 These will be of 2 Credits each and of 50 marks. Continuous evaluation of 40-60 wherein Internal is of 20 marks and SEE of 30 marks or Only one SEE of 50 marks or continuous evaluation of more than one test by the respective coordinating department or as directed by the EC.
5. **With regard to CC:**
 Vertical of CC shall also be more like a **continuous evaluation** where a student will be awarded marks on the basis of **his / her participation in the co-curricular activities of the department / other departments / associations / extension activities / intercollegiate events and JeevanKaushal**. A workbook will be provided to a student to keep a record of his / her participation and will be duly signed by the concerned teachers.
6. **Duration of examinations:**
 - . An IA exam of 20/25 marks shall be of duration of 30 minutes.
 - a. An SEE exam of 30 marks (offline) shall be of duration of 1 hour.
 - b. An SEE exam of 50 marks (offline) shall be of duration of 1 ½ hour.
 - c. An SEE exam of 50 marks (online MCQ) shall be of 60 minutes.
 - d. An SEE exam of 60 marks (offline) shall be of duration of 2 hours.

7. There shall be **combined passing of Internals and SEE** in a given paper with a **minimum passing percentage of 40**.
8. **Appearing for SEE** for every paper is **compulsory** irrespective of the performance in the Internals examinations. A student absent in SEE will be thus declared failing in a given subject.
9. There shall be provision for supplementary examination for the benefit of students who miss their SEE on grounds of medical emergency or representing college at the national level event or any other equivalent event with a special permission granted by the Head of the institution.
10. There shall be no Additional Examinations for any of the Semesters except for the Semester V wherein one chance of credit improvement in Semester V shall be given before the Learner appears for the final Semester VI Examination.
11. A learner appearing for first year exam under NEP shall have examination of maximum **550 marks** to which effect **ATKT** is allowed for **maximum of 200 marks** corresponding to **failing in 3 / 4 courses** but must have passed in at least one Theory course of Major / Minor.

FOR SY AND TY-

12. For the SY (2023-2024) and TY (2023-2024 and 2024-2025) programs, 40 – 60 pattern of continuous evaluation continues. However, Internal 40% as 20 + 20 is revised from AY 2023-24 as 15 + 25 wherein, 15 marks of assignment and 25 marks of MCQs or any other mode of evaluation as decided by the respective department shall be implemented. Rest of the Rules and Regulations continues as earlier.
13. Ordinances **5042A, 5043A& 5044A, 5045A, 5046A, 5048A&B, 5049A, 5050A** and **0.229A** adopted under autonomy are to accepted as its under NEP. (Next Page)

ORDINANCES ADOPTED ON EXAMIANATIONS CONDUCTED UNDER AUTONOMY

ORDINANCE NUMBER	MATTER OF REFERENCE
5042A	Grace Marks for passing in each head of passing (Theory/ Practical/ Oral/ Sessional)
5043A, 5044A	Grace marks for getting higher Class/ Grade (Grade Jump)
5045A	Condonation
5046A	Moderation
5048A&B	Amendments of Results (Due to errors, Due to fraud, malpractices etc.)
5049A	Appointment of paper setters, Examiners, Senior supervisors and conduct of examination etc.
5050A	Ordinance regarding Unfairmeans resorted to by the Student
0.229A	Benefit of 10 marks under NSS/ NCC/ LLLS/ SPORTS

Explanation:

Ordinance 5042A: the benefit of gracing of marks under the ordinance shall be applicable only if the candidate passes the entire examination of semester/year.

Ordinance 5043A, 44A: the benefit of gracing of marks under the ordinance shall be applicable only if the candidate passes in all the subjects and heads of the examination without the benefit of either gracing or condonation rules and shall be given for maximum of 1% of the aggregate marks of the examination or up to 10 marks, whichever is less.

Ordinance 5045A: the benefit of gracing of marks under the ordinance shall be applicable only if the candidate fails in only one head of passing and his/her deficiency of marks in such head of passing may be condoned by not more than 1% of the aggregate marks of the examination or 10% of the total number of marks of that head of passing in which he/she is failing, whichever is less.

Condonation of deficiency of marks be shown in the statement of marks in the form of asterisk and Ordinance number.

Ordinance 5046A: the ordinance shall be applicable as per the detailed scheme of moderation released by the University of Mumbai via its adaptation in totality.

Where marks awarded by the moderator vary from those awarded by original examiner, the marks awarded by the moderators shall be taken as final.

Ordinance 5048A&B: section (A) of the ordinance is applicable to the case where it is found that the result of an examination has been affected by errors, the Controller of Examination shall have power to amend such result provided the errors are reported/ detected within 6 months from the date of declaration.

Error means –

- . Error in computer/ data entry, printing or programming and the like.
- a. Clerical error, manual or machine in totalling or entering of marks on mark list/register.
- b. Error due to negligence or oversight of examiner or any other person connected with evaluation, moderation and result preparation.

Section (B) of the ordinance is applicable in any case where the result of an examination has been ascertained and published and it is found that such result has been affected by any malpractices, fraud or any other improper conduct whereby an examinee has benefited and that such examinee has been party of privy to or connived at such malpractice, fraud or improper conduct.

Ordinance 5049A: the ordinance shall be applicable as per the guidelines of University of Mumbai.

Ordinance 5050A: the convener of the Unfair means committee shall take appropriate disciplinary action against the student/s using, attempting to use, instigating or allowing to use unfair means at the examination applying the ordinance as per the guidelines of University of Mumbai.

Ordinance 0.229A: the ordinance shall be applicable to the candidate for his/her satisfactory completion of NSS/NCC/DLLE/SPORTS. Benefit of 10 marks be shown in the Statement of Marks in the form of hashtag and Ordinance number.

Teaching Learning Process

The teaching learning process in the learning outcomes based curriculum framework in the subject of Management Studies is designed to develop the cognitive skills of every learner. The course offers the requisite skills for a professions and jobs in all areas of management. All courses have Case studies as an integral part which promotes the learner to acquire the requisite skills for employment by learning real life problem solving skill. An interesting combination of teaching learning processes is adopted in which the teacher and learners are actively involved.

Some of the salient teaching learning processes are

- Class lectures
- Presentations
- Group Discussion, workshops
- Case Study pedagogy
- Peer teaching and learning
- Project based learning, quiz, seminars, exhibitions, posters.
- Research Based Projects
- Technology enabled self-learning
- Internships
- LMS (Google Classroom)

The effective teaching strategies would address the requirements of learner to learn at their own pace. The teaching pedagogy adopted to ensure inculcate higher order skills in the learner. The entire program is also designed to foster human values, environmental consciousness for an equable society. The teaching learning processes adopted would aim at participatory pedagogy.

MAPPING OF CURRICULUM FOR EMPLOYABILITY/ENTREPRENEURSHIP
/SKILL DEVELOPMENT

SEMESTER-V

Sr. No	Course Code	Subject	Content Distribution	Credits	Mapping
1	MAJOR (DSC)	Project Management	1. Introduction to Project Management & Project Initiation 2. Analysing Project Feasibility 3. Budgeting, Cost & Risk Estimation in Project Management 4. New Dimensions in Project Management	4	Employability, Entrepreneurship Skill Development
2	MAJOR (DSC)	International Business Management	1. Introduction to International Marketing & Trade 2. International Marketing Environment and Marketing Research 3. International Marketing Mix 4. Developments in International Marketing	4	Employability Entrepreneurship

SEMESTER-VI

Sr. No	Course Code	Subject	Content Distribution	Credits	Mapping
1	MAJOR (DSC)	Financial Technology	1. Digital Banking 2. Digital Payments 3. Indian Fintech Ecosystem 4. Fintech Regulations and Applications	4	Employability Skill Development
2	MAJOR (DSC)	E-Commerce & Digital Marketing	1. Introduction to E-commerce 2. E-Business & Applications 3. Payment, Security, Privacy & Legal Issues in E-Commerce 4. Digital Marketing	4	Employability Entrepreneurship Skill Development
3	MAJOR (DSC)	Change Management & Organisational Development	1. Foundations of OD & Change 2. Organisational Change, Effectiveness & Future of OD	2	Employability Entrepreneurship

MAPPING OF CURRICULUM WITH RELEVANCE TO LOCAL, REGIONAL, NATIONAL AND GLOBAL DEVELOPMENT NEEDS

SEMESTER – V

Sr. No	Course Code	Subject	Content Distribution	Development Mapping
1	MAJOR (DSC)	Project Management	1. Introduction to Project Management & Project Initiation 2. Analysing Project Feasibility 3. Budgeting, Cost & Risk Estimation 4. New Dimensions in Project Management	Local, Regional, National, Global
2	MAJOR (DSC)	International Business Management	1. Introduction to International Marketing & Trade 2. International Marketing Environment and Marketing Research 3. International Marketing Mix 4. Developments in International Marketing	Regional, National, Global

SEMESTER-VI

Sr. No	Course Code	Subject	Content Distribution	Development Mapping
1	MAJOR (DSC)	Financial Technology	1. Digital Banking 2. Digital Payments 3. Indian Fintech Ecosystem 4. Fintech Regulations and Applications	Local, Regional, National, Global
2	MAJOR (DSC)	E-Commerce & Digital Marketing	1. Introduction to E-commerce 2. E-Business & Applications 3. Payment, Security, Privacy & Legal Issues in E-Commerce 4. Digital Marketing	Local, Regional, National, Global

Sr. No	Course Code	Subject	Content Distribution	Development Mapping
3	MAJOR (DSC)	Change Management & Organisation Development	1. Foundations of Organizational Development & Change 2. Organizational Change ,Effectiveness and Future of OD	Local, Regional, National, Global

MAPPING OF CURRICULUM WITH SDG

SEMESTER-V

Sr. No	Course Code	Subject	Content Distribution	SDG Mapping
1	MAJOR (DSC)	Project Management	1. Introduction to Project Management & Project Initiation 2. Analysing Project Feasibility 3. Budgeting, Cost & Risk Estimation 4. New Dimensions in Project Management	8, 9
2	MAJOR (DSC)	International Business Management	1. Introduction to International Marketing & Trade 2. International Marketing Environment and Research 3. International Marketing Mix 4. Developments in International Marketing	8, 17

SEMESTER – VI

Sr. No	Course Code	Subject	Content Distribution	SDG Mapping
1	MAJOR (DSC)	Financial Technology	1. Digital Banking 2. Digital Payments 3. Indian Fintech Ecosystem 4. Fintech Regulations and Applications	8, 9
2	MAJOR (DSC)	E-Commerce & Digital Marketing	1. Introduction to E-commerce 2. E-Business & Applications 3. Payment, Security, Privacy & Legal Issues in E-Commerce	8, 9, 16

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Sr. No	Course Code	Subject	Content Distribution	SDG Mapping
			4. Digital Marketing	
3	MAJOR (DSC)	Change Management & Organisation Development	1. Foundations of Organizational Development & Change 2. Organizational Change, Effectiveness and Future of OD	8, 16

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