



PSGR
Krishnammal College for Women



DEPARTMENT OF BUSINESS ADMINISTRATION

**CHOICE BASED CREDIT SYSTEM (CBCS) &
LEARNING OUTCOMES - BASED CURRICULAR FRAMEWORK
(LOCF)
(Semester – I)**

Bachelor of Business Administration



Program Learning Outcomes (PLO's):

PLO1. To provide students with experience in integrating the concepts and techniques from the various functional areas of business and generating solutions for contemporary business problems.

PLO2. To manifest the students with high level of knowledge and skills including theoretical, analytical and critical thinking, decision making, intellectual independence, leadership, planning and organization, and problem solving with paramount ability to communicate ideas effectively.

PLO3. To transform the student to play a pioneering and leading role in the community, enabling her to take responsibilities and contribute to solving problems through innovative thinking, collective work, reflection, and self-development.

PLO4. To demonstrate competence in applying the tools and techniques of Business Management to industry and to enable students to take intrapreneurial and entrepreneurial activities.

PLO5. To develop competence to become global citizens through appreciating diversity, acquiring skills in digital technologies and demonstrating awareness to professional values, ethics and sustainability issues to solve complex business problems.

Program Specific Outcomes:

Business Administration Department has specifically defined few outcomes of the programme which make students:

PS01: To apply functional and foundational business concepts, theories, decision-making techniques and practices to succeed in a complex, technology-driven, global society.

PS02: To effectively communicate their ideas both oral and written in the business context and develop technical skills and human relation skills and attitude that they need for career progression.

PS03: To apply creativity, problem solving skills and innovation in development of an enterprise including sensitization towards ethical, moral and environmental issues.



Department of Business Administration
CHOICE BASED CREDIT SYSTEM (CBCS) & LEARNING OUTCOMES -
BASED CURRICULAR FRAMEWORK (LOCF)

Syllabus & Scheme of Examination
2024-2027 Batch & onwards
I Semester

Semester	Part	Course Code	Title of Course	Course Type	Instruction hours / week	Contact hours	Tutorial hours	Duration of Examinations	Examination Marks			Credits	
									CA	ESE	Total		
I	I	TAM2301A/ HIN2301A/ FRE2301A	Language I – Tamil Paper I/ Hindi Paper I/ French Paper I	L	4	58	2	3	25	75	100	3	
	II	ENG2301A	English Paper I	E	4	58	2	3	25	75	100	3	
	III	BB24C01	Contemporary Management	CC	5	73	2	3	25	75	100	3	
	III	BB24C02	Financial Accounting	CC	5	73	2	3	25	75	100	3	
	III	BB24C03	Organizational Behavior	CC	5	73	2	3	25	75	100	3	
	III	TH24A02/ ES24A01/ ES24A02/ HI24A01/ EG24A01	Mathematics for Management I / Indian Economic Development / International Marketing / Indian Constitution / English through Classics I for Commerce and Management	GE	5	73	2	3	25	75	100	4	
	IV	Non Tamil Students											
			NME23B1 / NME23A1	Basic Tamil I / Advance Tamil I	AEC	2	28	2	-	100	-	100	2
		Students with Tamil as Language											
			NME23WS	Women Studies	AEC	2	30	-	-	100	-	100	
I-V	VI	24BONL1 24BONL2 24BONL3	Online Course 1 Online Course 2 Online Course 3	ACC	-	-	-	-	-	-	-	-	

L : Language
E : English
CC : Core Courses
GE : Generic Elective

AEC : Ability Enhancement Courses
ACC – Additional Credit Course

CA – Continuous Assessment
ESE - End Semester Examination
Gr: Grade

The following changes in the assessment pattern for 2023- 24 batch (UG)

CA Pattern -Theory- (First 3 Units)

Section A – 3 x 2 = 6 Marks

Section B – 3 x 5 = 15 Marks (either or – same CLO Level)

Section C – 3 x 8 = 24 Marks (either or – same CLO Level)

Total: 45 Marks

2023 UG - Accounts Courses - (First 3 Units)

CA Question from each unit comprising of

One question with a weightage of 2 Marks :2 x 3 = 6 Marks

One question with a weightage of 5 Marks :5 x 3 =15 Marks

One question with a weightage of 8 Marks (Internal Choice at the same CLO level) :8 x 3 = 24 Marks

Total : 45 Marks

ESE Pattern (Theory)

Section A – 5 x 2 = 10 Marks

Section B – 5 x 5 = 25 Marks (either or – same CLO Level)

Section C – 5 x 8 = 40 Marks (either or same CLO Level)

Total : 75 Marks

ESE Question Paper Pattern:(for Accounts Paper) 5 x 15 = 75 Marks

Question from each unit comprising of

One question with a weightage of 2 Marks : 2 x 5=10 Marks

One question with a weightage of 5 Marks : 5 x 5 =25 Marks

One question with a weightage of 8 Marks (Internal Choice at the same CLO level): 8 x 5 =40 Marks

Total : 75 Marks

I Year UG / PG - Continuous Internal Assessment Pattern

CIA Test - 5 Marks (Conducted for 45 marks after 50 days)

Model Exam - 7 Marks (Conducted for 75 marks after 85 days - Q.P. Pattern (2,5,8 Marks) Each Unit 15 Marks)

Sem/Ass/Quiz - 5 Marks

Class Participation - 5 Marks

Attendance - 3 Marks (91-100% attendance: 3 Marks ; 81-90% attendance: 2 Marks; 75-80% attendance: 1 Marks)

Total : 25 Marks

Continuous Internal Assessment Pattern for the Foundation Course – Women’s Studies

- Quiz after each module of class hours - 50 Marks
- Assignment after each unit -25 Marks
- A project submission at the end of course - 25 Marks

ASSIGNMENT/ SEMINAR

Maximum - 20 Marks (converted to 5 marks)

Criteria	4 Marks	3 Marks	2 Marks	1 Mark
Focus Purpose	Clear	Shows awareness	Shows little awareness	No awareness
Main idea	Clearly presents a main idea.	Main idea supported throughout	Vague sense	No main idea
Organisation: Overall	Well planned	Good overall organization	There is a sense of organization	No sense of organization
Content	Exceptionally well presented	Well presented	Content is sound	Not good
Style: Details and Examples	Large specific examples and detailed descriptions	Some use of examples and detailed descriptions	Little use of specific examples and details	No use of examples

CLASS PARTICIPATION

Maximum - 25 Marks (converted to 5 marks)

Criteria	7 Marks	6 Marks	5 Marks	4 Marks	3 Mark	Points scored
Level of Engagement in Class	Student proactively contributes to class by offering ideas and asks questions more than once per class.	Student proactively contributes to class by offering ideas and asks questions once per class	Student contributes to class and asks questions occasionally	Student rarely contributes to class by offering ideas and asking no questions	Student never contributes to class by offering ideas	
Listening Skills	Student listens when others talk, both in groups and in class. Student incorporates or builds off of the ideas of others.	Student listens when others talk, both in groups and in class.	Student listens when others talk in groups and in class occasionally	Student does not listen when others talk, both in groups and in class.	Student does not listen when others talk, both in groups and in class. Student often interrupts when others speak.	
Behavior	Student almost never displays disruptive behavior during class	Student rarely displays disruptive behavior during class	Student occasionally displays disruptive behavior during class	Student often displays disruptive behavior during class	Student almost always displays disruptive behavior during class	

Preparation	Student is almost always prepared for class with required class materials	Student is usually prepared for class with required class materials	Student is occasionally prepared for class with required class materials	Student is rarely prepared for class with required class materials	Student is almost never prepared for class.	
--------------------	---	---	--	--	---	--

MAPPING OF PLOs WITH CLOs

COURSE	PROGRAMME LEARNING OUTCOMES				
	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
COURSE-BB24C01					
CLO's	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	S	S
CLO4	S	S	M	M	S
COURSE – BB24C02					
CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	S	S
CLO2	S	S	M	S	M
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S
COURSE – BB24C03					
CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	M	S	S	M	M

COURSE NUMBER- BB24C01	COURSE NAME – CONTEMPORARY MANAGEMENT	Category	L	T	P	Credit 3
		Theory	73	2	-	

Preamble

1. To impart thorough understanding of management fundamentals and diverse managerial functions to students.
2. To empower students with comprehension of essential managerial skills crucial for achieving success in managerial roles.
3. To equip students with knowledge in planning, decision-making, organizing, and controlling, essential for navigating evolving organizational structures, globalization, technological advancements, and diverse workforce dynamics.
4. To integrate the concept of social responsibility into business decision-making processes.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand various management concepts, their functions, and describe current developments in management practices.	K1
CLO2	Explain the different functions of Management with a deeper understanding of their roles and significance within organizational contexts.	K2
CLO3	Identify the advantages and challenges of different functions of management, demonstrating a critical understanding of their implications for organizational effectiveness.	K3
CLO4	Apply budgetary controls & non-budgetary controls promoting efficient and optimal utilization of resources in an organization, showcasing advanced knowledge and skills in management practices.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	S	S
CLO4	S	S	M	M	S

S-Strong; M-Medium;

UNIT – I (14 Hours)

Management: Meaning - Definition – ***Scope*** - Features – Levels – ***Managerial Roles and Skills***- Management as an art or a science or a profession – Functions of Management - ***Management Thoughts (Scientific & Modern Management)***- Ethics- ***Social Responsibility*** – Sustainable Management - Management Lessons From IKS (Arthashastra and Thirukkural).

UNIT – II (15 Hours)

Planning: Meaning - Definition – ***Nature*** - Characteristics – Importance – ***Process – *Types*** - Limitations – Management By Objectives - Decision Making: Meaning-Definition - Features – ***Process*** –Types - Design Thinking - Creativity – Innovation – Creativity Vs Innovation – Role of AI in Management.

UNIT – III (14 Hours)

Organising: Meaning - Definition – ***Principles***– Formal and Informal Organization - ***Forms of Organisation (Organisation Structure)*** - ***Delegation and Authority*** — Learning Organization-Centralization and Decentralization.

Staffing: Meaning-Importance- ***Process of Staffing*** – Directing- Definition- Characteristics– Importance- ***Manager Vs Leader***.

UNIT – IV (15 Hours)

Controlling: Definition – ***Characteristics***– Importance - Limitations - Control Process – Effective control system - Types of Control - Control Techniques: Budgetary Control and Non budgetary control-Management by Walking Around (MBWA).

Co-ordination: Meaning* - *Definition– Features – Types – Benefits.

UNIT – V (15 Hours)

Emerging Trends in Management: Crisis Management- Change Management (adapting to change)- Gender Balance - Global Management Competencies

Introduction to Industry 4.0- Need– Reasons for Adopting Industry 4.0 - Definition – Goals and Design Principles - Technologies of Industry 4.0- Skills required for Industry 4.0- Advancements in Industry 4.0– Impact of Industry 4.0 on Society, Business, Government and People - Introduction to Industry 5.0 - Principles of Industry 5.0.

*** Highlighted Text offered in blended mode (Links Provided)**

Case study Analysis- (Internal Evaluation Only)

Text Book:

Sl. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Gareth Jones and Jennifer George	Contemporary Management	McGraw-Hill	2022 12 th Edition
2	Harold Koontz, Heinz Weihrich & Mark V. Cannice	Essentials of Management- An International, Innovation and Leadership Perspective	Tata McGraw Hill	2020 11 th Edition
3	Gupta CB	Management Theory and Practice	Sultan Chand & Sons	2022 21 st Edition
4	P. Kaliraj, T. Devi, Higher Education for Industry 4.0 and Transformation to Education 5.0			

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	Openstax, David S. Bright, Anastasia H. Cortes	Principles of Management	Open Stax Textbooks	2022 1 st Edition
2	Stephen P Robbins; Mary K Coulter	Management	Hoboken, NJ : Pearson	2020 15 th Edition

Reference Links:

Sl. No.	Units	Topics	Links	No of Hrs
1	Unit: I, II, III, IV, V	Management, Planning, Decision Making, Organizing, Span of management, Staffing: , Organizational Change, Controlling,	NPTEL: https://archive.nptel.ac.in/courses/110/107/110107150/	12 Weeks
2	Unit: I, II	Concept of Management, Organizing, Controlling, Management & Society, Creativity & Innovation	NPTEL: https://nptel.ac.in/courses/122108038	10 hours
3	Unit V	Introduction to Industry 4.0	Introduction to Industry 4.0 and Internet of Things - (nptel.ac.in) https://youtu.be/wgWRLu8p90M	4 hours

Pedagogy: Chalk& Talk, lecture, Seminar, PPT, Group Discussion, Activity Based, Case Study.

Blended Learning Links

S.no	Topic	Blended Learning Links
1	Scope of Management	https://youtu.be/r19R2oHY1cc
2	Managerial Roles and Skills	https://youtu.be/YRN-qlwZnVQ
3	Management Thoughts: Scientific	https://youtu.be/N0FdYnx9-vA https://youtu.be/O_jsxkRCS4U
4	Modern Management Thoughts	https://youtu.be/B28ipvdbf-U https://youtu.be/6553W0BS4y0
5	Social Responsibility	https://youtu.be/ZoKihFLCY0s
6	Nature of Planning	https://youtu.be/x3RCjZU9n5o
7	Process of Planning	https://youtu.be/QDRkZbbwTq8
8	Types of Plans- Singleuse plans & Standing plans	https://youtu.be/KWy_m6QfFhw
9	Decision making process	https://youtu.be/vliBLYBlxi4
10	Organising: Principles	https://youtu.be/bAKgOVSmstQ
11	Forms of Organisation (organisation structure)	https://youtu.be/bj0E1wcdLtE
12	Delegation & Authority	https://youtu.be/kLXk_RoaSLg https://youtu.be/WsqH8ygPS1k
13	Process of staffing	https://youtu.be/uyw9kRCh0Kw
14	Manager Vs Leader	https://youtu.be/-ktIjqpHG8k
15	Characteristics of Controlling	https://youtu.be/0FfDk1-JgVs
16	Coordination: Meaning and Definition	https://youtu.be/wFJwzB-0JV4
17	Introduction to Industry 4.0- Need	https://youtu.be/wgWRLu8p90M

COURSE NUMBER BB24C02	COURSE NAME FINANCIAL ACCOUNTING	Category	L	T	P	Credit
		Theory	73	2	-	3

Preamble

1. To understand the basic concepts and principles of financial accounting.
2. To deepen knowledge on all the components of the final accounts, using a double entry book keeping perspective.
3. To convey sufficient knowledge for an adequate interpretation, analysis and use the information provided by financial accounting.
4. To effectively communicate financial results and position to stakeholders.

Course Learning Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the concepts, principles and the importance of financial accounting.	K1
CLO2	Recognize the kinds of accounting and use accounting tools through application and implementation.	K2
CLO3	Associate with the components of final accounts through the application of double-entry book keeping principles	K3
CLO4	Analyse and perform the accounting operations.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	M	S	S
CLO2	S	S	M	S	M
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S

S-Strong; M-Medium

Financial Accounting - BB24C02

(73 Hours)

UNIT – I (15 Hours)

Nature of Accounting - ***GAAP*** - Generally Accepted Accounting Principles - Accounting Concepts and conventions – Accounting Cycle – Accounting Equations - AI in Accounting - ***Kinds of Accounts*** - Journal, Ledger - Self Balancing and Sectional Balancing Ledger, Subsidiary Books:Purchase Book, Sales Book, Returns Book, Cash Book.

UNIT – II (14 Hours)

Trial Balance-***objectives*** and methods of preparing Trial Balance-Rectification of Errors - ***types of errors*** - preparation of suspense account - effect of errors on profit– Reasons for Difference between Cash Book and Pass Book Balance - Preparation of Bank Reconciliation Statement

UNIT – III (14 Hours)

Capital and Revenue expenditure- Preparation of Manufacturing – Trading and Profit and Loss Account – Balance Sheet- ***Treatment of adjustments***

UNIT – IV (15 Hours)

Depreciation – ***Introduction, Need*** - Methods: Straight line and Diminishing balance methods – Bills of Exchange – entries in the books of drawer and acceptor

UNIT - V (15 Hours)

Final accounts of a company- Horizontal and vertical forms of income statement and Balance sheet and its contents - Financial statement analysis- comparative, common size statements and trend analysis- ***Ethics in financial reporting*** - Introduction to Digital Assets.

(Theory and Problems in the ratio of 20% and 80% respectively)

*** Highlighted Text offered in blended mode (Links Provided)**

TEXT BOOK:

Sl. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	P C Tulsian, Bharat Tulsian, Tushar Tulsian	Financial Accounting	S Chand Publications	2023 1 st Edition
2	S.P. Jain ,K.L. Narang, Simmi Agrawal & Monika Sehgal	Financial Accounting	Kalyani Publishers	2022 12 th Edition
3	Gupta MP, Agarwal BM	Financial Accounting	S Chand Publications	2023 1 st Edition

REFERENCE BOOKS:

Sl. No.	Author(s)	Title of the Book	Publisher	Year & Edition
1	S.N. Maheswari, Suneel K.Maheshwari, Sharad K. Maheshwari	Financial Accounting for BBA	Vikas Publishing HousePrivate Limited	2018 6 th Edition
2	Grewal T.S	Double entry bookkeeping	Sultan hand &Company	2017 2 nd Edition

Reference links

Sl. No.	Units	Topics	Links	No of Hrs
1	Unit – 1,2,3	Financial Accounting	Swayam: https://onlinecourses.swayam2.ac.in/cec19_cm04/preview	12 Weeks
2.	Unit - 4, 5	Financial Accounting	Swayam: https://onlinecourses.nptel.ac.in/noc23_mg80/preview	8 Weeks
3.	Unit -1,2	Introduction to Financial Accounting	Coursera: https://www.coursera.org/learn/wharton-accounting	12 hours

Pedagogy: Chalk& Talk, lecture, Seminar, PPT, Group Discussion, Activity Based, Case Study.

Blended Learning Links

S.no	Principles	Blended Learning Links
1	Principles	https://archive.nptel.ac.in/courses/110/106/110106147/
2	Kinds of Accounts	https://archive.nptel.ac.in/courses/110/106/110106147/
3	Objectives, Types of error	https://archive.nptel.ac.in/courses/110/106/110106147/
4	Treatment of Adjustments	https://archive.nptel.ac.in/courses/110/101/110101131/
5	Depreciation – Meaning, Need for depreciation	https://archive.nptel.ac.in/courses/110/101/110101131/
6	Ethics in financial reporting.	https://www.youtube.com/watch?v=OT5RdoJAKhY

COURSE NUMBER- BB24C03	COURSE NAME – ORGANISATIONAL BEHAVIOUR	Category	L	T	P	Credit
		Theory	73	2	-	3

Preamble

1. To provide the students with knowledge on organizational behaviour concepts, theories, and business practices at national and global level.
2. To develop human relation skills (group dynamics, team building and leadership).
3. To analyze the impact of personality, values, perception, motivation and attitudes on behaviour in organizations.
4. To apply organizational behaviour approaches in the workplace towards improving organization's effectiveness.

Course Learning Outcome

On the successful completion of the course, students will be able to:

CLO NUMBER	CLO Statement	Knowledge Level
CLO1	Understand Organisational behaviour concepts, theories and relate it to organizational context.	K1
CLO2	Recognize the impact of perceptions, attitudes, personality, culture and rewards on organizational performance.	K2
CLO3	Apply the needs of group dynamics, cohesiveness, power, politics and values for development of team building.	K3
CLO4	Analyse the behaviour of individuals and groups to handle stress and conflict in an organisation and adapt with the organization climate and changes.	K4

Mapping with Programme Learning Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	M	S	S	M	M

S-Strong; M-Medium;

ORGANISATIONAL BEHAVIOUR – BB24C03

(73 Hours)

UNIT – 1 (15 Hours)

Nature and importance of Organisational Behaviour (OB)— ***Concept and Relevance of OB in Modern Management*** - Models of OB- Challenges and Opportunities faced by Managers applying OB- Revolutionizing Technology - Learning: Concept and Implications; Conditioning and Social Learning Theories; Self-concept, Self-Esteem, ***Personality, Meaning, Major determinants of Personality, Personality traits – Personality tests***.

UNIT – II (15 Hours)

Perception- Process, importance, ***factors influencing perception***, Managerial and Behavioural applications of Perception, ***Attribution Theory –Organisational Applications*** Motivation-Concept, Theories (Maslow, Herzberg and McGregor) - ***Evaluation, Feedback and Reward - Attitudes: characteristics, components, Types of Attitudes; Values, Beliefs and Attitudes with Managerial Implications***

UNIT – III (15 Hours)

Group Dynamics- Definition, types of Groups, Stages of Group Development, ***Team Building**, AI in Workplace Collaboration and Team Dynamics - **Group Cohesiveness – Group norms -Group processes and Group Decision Making***, Evolution of a Group into Teams. ***Organisation Power: Concept, Source and Classification; Power Tactics; Coalitions***; Politics: People's Response to Organisational Politics.

UNIT – IV (14 Hours)

Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; ***Across Culture***; Employees Learning of The Culture; Creating a Customer-Responsive Culture. Organizational Stress & Conflict: Concept; Consequences and Sources; *** Stress Management: Approaches; Types of Stress and Conflicts; Stages; Effects and Management of Conflicts ***.

UNIT – V (14 Hours)

Organisational Development and Climate – Objectives-Characteristics-Importance and Factors affecting Organisational Development and Climate; AI Application in Organisational Development- ***Organisational Effectiveness- Organisational Change and innovation - Concept and Forces for Change***; Managing Planned Changes; Resistance to Change; **Boundedness of Managing the Change***.

*** Highlighted Text offered in blended mode (Links Provided)**

Case study (internal valuation only)

Text Books:

Sl.No	Author(s)	Title of the Book	Publisher	Year & Edition
1.	Stephen P. Robbins , Timothy A. JudgeNeharika Vohra	Organisational Behaviour	19 th Edition Pearson	2023 19 th Edition
2.	Fred Luthans, Brett C. Luthans, Kyle W. Luthans	Organizational Behavior: An Evidence-Based Approach	Information Age Publishing	2020 12 th Edition
3.	Dr. F. C. Sharma	Organisational Behaviour	SBPD Publications	2021 1 st Edition

Reference Books:

Sl.No	Author(s)	Title of the Book	Publisher	Year & Edition
1.	Steven L. McShane, Mary Ann Von Glinow, Himanshu Rai	Organisational Behaviour	9 th Edition McGraw Hill	2022 9 th Edition
2.	Mathias J. Seventh	Organizational Behavior: How to Turn Your Business Into The Professional Organization That You Want	Author's Republic	2019 1 st Edition
3.	Raisa Arvinen- Muondo, Stephen Perkins	Organizational Behavior People, Process, Work and Human Resource Management	Brilliance Publishing	2018 1 st Edition

Pedagogy: Chalk& Talk, lecture, Seminar, PPT, Group Discussion, Activity Based, Case Study.

Blended Learning Links:

S.No.	Topics	Blended Learning Links
1	Concept and Relevance of OB in Modern Management	https://www.youtube.com/watch?v=-sLHfYnxh8s&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTs_b&index=3
2	Personality, Personality traits	https://www.youtube.com/watch?v=vJuYtdksW6c&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTs_b&index=6

3	Personality tests	https://www.youtube.com/watch?v=fncSqQxgGnw&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=7
4	Factors influencing perception,	https://www.youtube.com/watch?v=DNdUY4nz1qQ&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=11
5	Attribution Theory – Organisational Applications	https://www.youtube.com/watch?v=hKCCzdqhs1I&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=12
6	Evaluation, Feedback and Rewards	https://www.youtube.com/watch?v=MK9Jt7BxoYM&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=18
7	Values, Beliefs and Attitudes with Managerial Implications	https://www.youtube.com/watch?v=qaCs1PyPG04&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=10
8	Team Building	https://www.youtube.com/watch?v=6mBLT7gux2I&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=22
9	Group Cohesiveness – Group norms - Group processes and Group Decision Making,	https://www.youtube.com/watch?v=v1gigx9fwcY&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=23
10	Organisation Power: Concept and Classification; Power Tactics; Coalitions	https://www.youtube.com/watch?v=3wLDyPN4QMY&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=26
11	Across culture	https://www.youtube.com/watch?v=_s6z81TGMXQ&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=41
12	Managing Stress and Conflicts.	https://www.youtube.com/watch?v=KHD0plh6UEg&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=20 https://www.youtube.com/watch?v=KXTi6S-pLa8&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=25
13	Organisational Effectiveness- Organisational Change and innovation - Concept and Forces for Change	https://www.youtube.com/watch?v=TnhBeaFbHYo&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=39
14	Boundedness of Managing the Change.	https://www.youtube.com/watch?v=Ws2gVrVzYbo&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=40