

Institute of Management Studies
Devi Ahilya Vishwavidyalaya
MBA (Human Resource)
Semester IV

Sub Code	Subject	
MS5E-602	Strategic Human Resource Management	Compulsory
MS5E-604	Organizational Change and Development	Compulsory
MS5E-606	International HRM	Compulsory
MS5E-608	Conflict and Negotiation Process	Compulsory
MS5E-652	Comprehensive Viva-voce	Virtual Credit
Electives:- Select any 3 out of 5		
MS5E-630	Understanding Self-Indian Perspective	Elective
MS5E-626	Performance Management	Elective
MS5E-628	HR Analytics	Elective
MS5E-622	Knowledge Management	Elective
MS5E-624	Leadership Power and Politics	Elective
Elective:- Generic (Any One)		
MS5E-654	Student Research Project/Decision Making Skills	Elective

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE) SEMESTER IV			
Subject Name	STRATEGIC HRM	Subject Code	MS5E-602
		Total Credits	03
Subject Nature: CORE			
Course Objectives: The course is designed to explain basic theory of Strategic Human Resource Management to examine the issues and problems associated with HRM in a changing environment.			
Learning Outcome: Upon completion of this course students will be able to understand credentialing, accreditation standards, quality improvement organizations.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit-1	Strategic Approach to HRM, Integrating HR Strategies with Corporate and Functional Strategies, Integrating Human Resources in Strategic Decisions.		
Unit-2	Strategies for Maximizing HR Productivity: Organizational Restructuring, Turnaround Management, Mergers, Acquisitions and Joint Ventures.		
Unit-3	SHRM in Global Context, International Human Resource Strategies.		
<p>Note: 50 percent of classes will be devoted to theory and 50 percent to discussion of cases. TEXT READINGS:</p> <p>1. W.D. Anthony, P.L. Perrew, K.M. Kacmar, Strategic Human Resource Management, Forthworth, Dryden, 1993.</p> <p>2. C. Mabey, G. Salman, and J. Storey, Human Resource Management: A Strategic Approach, Cambridge, Blackwell, 1998.</p> <p>3. Linda Gratton, Strategic Human Resource Management, New York, Oxford University Press, 1999.</p> <p>4. S.C. Gupta, Advanced Human Resource Management: A strategic perspective, Ane Books Pvt. Ltd</p> <p>5. Tanuja Agarwala, (2007), Strategic HRM, Oxford University Press</p> <p>SUGGESTED READINGS:</p> <p>1. John Leopold, Lynette Harris and Tony Waton, Strategic Human Resourcing: Principles, Perspectives and Practices, London, Financial Times Pitman Publishers, 1999</p>			

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE)			
SEMESTER IV			
Subject Name	ORGANISATION CHANGE AND DEVELOPMENT	Subject Code	MS5E-604
		Total Credits	03
Subject Nature: CORE			
Course Objectives: The objective of this course is to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD Programmes.			
Learning Outcome: Upon completion of this course students will be able to understand credentialing, accreditation standards, quality improvement organizations.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit-1	Introduction: Definition, History, Assumptions, Values and Beliefs in Organization Development (OD) and Transformation, Role of change agent.		
Unit-2	Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.		
Unit-3	OD interventions: Overview, Types, Team interventions, inter-Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.		
Unit-4	Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.		
SUGGESTING READING:			
<ol style="list-style-type: none"> 1. Wendell L. French and Cecil N. Bell Jr., Organization Development, New Delhi, Prentice Hall 2. Don Harvey and Donald R. Brown, An Experiential Approach to Organizational Development, New Jersey, Prentice Hall Inc., 3. Wendell L. French, Cecil H. Bell, Jr., and Robert A. Zawaski. (Edts.), Organizational Development and Transformation: Managing Effective Change, Illinois, Irwin Inc., 			

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE) SEMESTER IV			
Subject name	International Human Resource Management	Subject Code	MS5E-606
		Total credits	03
Subject Nature: -Elective			
Course Objective:			
<ul style="list-style-type: none"> * To make students aware of different functions of human resource management. * To make an understanding among students about different terms closely associated with HRM. 			
Learning Outcome :			
At the end of the course students should be able to:			
<ol style="list-style-type: none"> 1. Define IHRM and understand its importance in diverse workforce. 2. Help students to make themselves skilled in HR function for the present day organisation globally. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			
Unit-I The field of IHRM	1.1 Concept and need of IHRM. 1.2 Domestic v/s International HRM 1.3 Complexities of HR 1.4 Culture and cultural context of some countries 1.5 HOFSTEDE Model of four cultural dimensions 1.6 Managing diversity		
Unit-II Organisational Structure	2.1 Nature and steps involved in organisational structure 2.2 Types of organisational structure globally 2.3 Controlling		
Unit - III Recruitment and selection	3.1 Recruitment at macro and micro level 3.2 Centralised and decentralised recruitment 3.3 Techniques of recruitment 3.4 The expatriate system 3.5 Expatriate failure situations 3.6 Selection techniques		
Unit - IV Compensation and management	4.1 Complexities and objectives of compensation management 4.2 Components of international compensation package 4.3 Approaches to international compensation management		

Unit-V Global Training and development	5.1 Types of training and development in IHRM (global training) 5.2 Developing international teams
Unit - VI Future and challenges	6.1 Challenges in context of IHRM
<p>Text Readings: Latest Editions</p> <ol style="list-style-type: none"> 1. Internationalization of the people dimension - Stephen J Porter, Kogan Page Ltd. 2. Managing HR in the 21st Century - EE Kossek, RN Block, South-Western College Publishing 3. HRM - Wendell French 4. Reading and Cases in IHRM - MMendenhall & Goddon, South-Western College Publishing. 	
Suggested Readings:	
1. HRM - Fisher, Schoenfeldt & Shaw	
2. Managing HR - Luis Comfz - Mejia	
3. Strategic HRM - RS Schuler, SE Jackson	
4. Internationalization of the people dimension - Stephen J Porter	
5. Managing HR in the 21st Century - EE Kossek	

MBA(HUMANRESOURCE) SEMESTER IV			
SUBJECT NAME	CONFLICT AND NEGOTIATIONPROCESS	SUBJECT CODE	MS5E-608
		TOTAL CREDITS	03
SUBJECTNATURE: CORE			
COURSEOBJECTIVE: Topromoteunderstandingoftheconceptandtheoriesofconflict, Tobuildawarenessofcertain important and critical issues in conflict and negotiation. To provide exposure to the required skills in negotiating a contract.			
LEARNINGOUTCOME: Atthe end ofthe coursestudents should beable to: 1. UnderstandthatPowerandPolitics isinevitableintheorganisation 2. Defineconflictandnegotiationandselectandjustifyapersonalviewonconflictbasedon various views of conflict 3. Outlinetheconflictandnegotiationprocessusedin organisations			
EXAMINATIONScheme: Thefaculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSECONTENTS			
UNIT-1 <u>Powerand Politics</u>	1.1 Bases of Power, Power tactics, Power in Groups, Sexual Harassment inworkplace 1.2 UnequalPower, Politics: powerinAction, ImplicationforManagers		
Unit-2 <u>Conflict</u>	2.1. MeaningandCausesof conflict 2.2 TransitionsinConflictThought, Functionalversusdysfunctional thought 2.3 Conflictprocess, stylesofhandlinginterpersonalconflict, Integrating conflict from Gandhian perspective.		
Unit-3 <u>Negotiation</u>	3.1 NegotiatingaContract, Pre-negotiation 3.2 PreparingtheCharterofDemand(s). CreatingtheBargainingTeamSubmission of COD 3.4 Costingof Labour Contracts		
Unit-4 <u>The NegotiationProce ss</u>	4.1 WhatisNegotiation? EffectiveNegotiation. Preparingfor Negotiation 4.2 Communication Style 4.3 BreakingDeadlocks. 4.4 StrategyandTactics/GamesNegotiatorsPlay. ClosingSuccessfully.		
Unit-5 <u>Negotiating</u>	5.1 ReviewingNegotiationandConflictApproachesandPhasesin negotiation and conflict		

<u>Integrative Agreements</u>	5.2 Post Negotiation. Administration of the Agreement Grievance Management Binding up the Wounds.
Learning Resources: Text Readings 1. BBSingh, Managing Conflict and Negotiation, Excel Book Pvt. Ltd 2. Stephen P. Robbins, Timothy A. Judge, Organizational Behaviour, Pearson 3. Margie Parikh, Rajen Gupta, Organizational Behaviour, McGraw Hill	

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE)			
SEMESTER IV			
SUBJECT NAME	Understanding Self: Indian Perspective	Subject Code	MS5E-630
		Total Credits	03
Subject Nature: Elective			
<p>Course Objective: This course provides awareness of personal values, beliefs and vision that motivates behavior, awareness of reciprocal relationship between thoughts, behaviors and emotions, Personal SWOT, critical reasoning and analysis of living situations, Understanding self & others through lessons from Indian scriptures, Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors, Emotional intelligence, Stress and health relationship, Meditation and self-introspection. -Self-Management Lessons from Ancient Indian Education System-Indian Ethos and Personality Development.</p>			
<p>Learning Outcome: At the end of the course students should be able to;</p> <ul style="list-style-type: none"> • Understand the self, emotions, behaviors and emotions • Understanding interpersonal trust, self-disclosure, emotional intelligence. • The Indian perspective for self. 			
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which the best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			
Unit-1	Introduction to Self, Identity and Self-concept in Western Psychology, Self, Identity and Self-concept in Indian Psychology. Development of Self and Identity as per Indian Traditions		
Unit-2	Emotions and affect, theory of positive emotions, managing emotions, developing emotional skills		
Unit-3	Emotional Intelligence, Mindfulness and meditation, Self-introspection and self-management: Lessons from ancient Indian Education System.		
Unit-4	Interpersonal trust, Self-analysis tools: transactional analysis, Johari window, personal SWOT analysis. Understanding self through Indian scriptures.		
Unit-5	Personality: Types, traits, models, personality development through Indian Ethos.		
<p>Text Readings:</p> <ul style="list-style-type: none"> • Human Values and Education: S.P. Ruhela, Sterling Publisher Private Ltd., New Delhi. • Emotional Intelligence- Why it can matter more than IQ: Daniel Goleman • Organizational Behavior: Stephen P. Robbins, Tim Judge 			

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE)			
SEMESTER IV			
SUBJECT NAME	PERFORMANCE MANAGEMENT	Subject Code	MS5E-626
		Total Credits	03
Subject Nature: Elective			
<p>Course Objective: The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.</p>			
<p>Learning Outcome: At the end of the course students should be able to;</p> <ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem-solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which the best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			
UNIT-I	Performance Management Conceptual Framework Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management.		
Unit-2	Performance Appraisal System—Meaning, Features and Objectives of Performance Appraisal— Factors affecting Performance Appraisal— Benefits of Performance Appraisal—Problems with Performance Appraisal— Essentials of a Good Appraisal System— Evaluation of a Performance Appraisal System.		
Unit-3	Appraisal Methods on the basis of approaches—Ranking—Forced Distribution— Paired Comparison—Check List—Critical Incident—Graphic Rating Scale—BARS—MBO— Human Resource Accounting.—360 degree Feedback— Definition & Uses of 360 degree feedback—Rationale for 360 degree feedback— Scope of application in various industries – Advantage and disadvantage of 360 degree feedback- Concept of Potential Appraisal— Requirements for an Effective Potential Appraisal system-Performance Appraisal and Potential Appraisal.		
Unit-4	Model and Process of Performance Management—Performance Management Cycle—Role Definition—Personal Development Plan—Performance Agreement— performance Review—Balance Score card approach to PMS, Benchmarking process, industry best practice.		

Unit-5	Performance Management Application & Improvement: Performance Management for Teams, Performance Management in practice, Analyzing Performance problems. Performance counselling □ Concept, Principles and Skills competency based Performance Management. Performance Management linked Reward Systems Types of pay for - Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.
Unit-6	Organization Culture and Power - Data Capturing for Monitoring and Review; Behavioral Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.
Unit-7	HRIS - Security of Data and Operations of HRIS Modules; Common Problems during IT adoption efforts and Processes to overcome; Orientation and Training Modules for HR & Other Functionaries; Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS and Employee Legislation; An Integrated View of HRIS; Why and How of Winners and Losers of HRIS Orientation.
<p>Learning Resources:</p> <ul style="list-style-type: none"> • Handbook of Performance Management – Key Strategy and Practical Guidelines, Michael Armstrong. Third Edition • Human Resources Management – Gary Dessler & Biju Varkkey, 11th Edition. • Performance Management, MACMILAN, India Prem Chandra • Performance Management and Appraisal system, 'HR Tool for Global Competitiveness', Response Book – SAGE, T.V. Rao, • Managing Human Resources, TATA McGraw-Hill Edition, Wayne F. Casio. 	

MBA(HUMANRESOURCE)			
BATCH (2019-21)			
SEMESTERIV			
SubjectName	HR ANALYTICS	SubjectCode	MS5E-628
		Total Credits	03
SubjectNature:ELECTIVE			
CourseObjective:			
<input type="checkbox"/> To familiarize participants with concepts and applications of data analytics. <input type="checkbox"/> To acquaint participants with the challenges of data preparation and implementation. <input type="checkbox"/> To understand and design data driven models for business decision making.			
LearningOutcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • To understand the role of data analytics, data mining and business analytics within an organization. • Compute and analyze data using statistical and data mining techniques • Design and develop process of improving the decision making (relevance and quality). 			
Examinationscheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 mark each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
CourseContents			
Unit - 1 Introduction to Data & HR Analytics	<p>Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.</p> <p>Understanding of human resource analytic, Understanding on list of HR analytic like Capability, Competency acquisition, Capacity, Employee churn, Corporate culture, Recruitment channel, Leadership, Employee performance etc.</p>		
Unit - 2 Examining Data- Exploration and Transformation	<p>Creating MS- Excel sheet and performing operations on MS- Excel Sheet- Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the dataset, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering.</p> <p>Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XL Miner for data exploration.</p> <p>Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis</p> <p>Handling Missing values, detection and handling of Outliers using Box- Whisker method, Data Exploration and Dimension Reduction using Principal Component Analysis (PCA).</p>		

<p>Unit - 3 Data Modeling</p>	<p>Supervised and unsupervised learning, inferential and predictive statistics, datatypes, variables types, data normalization and preparation, partitioning of data into training, validation and test data sets, Data driven modelling, Introduction to regression modeling, model preparation using regression techniques, data modeling using multiple linear regression, tree regression and introduction to Logistic Regression. Decision making using data driven models.</p>
<p>Unit-4 Data Modeling using ANN</p>	<p>Data analytics using non-parametric, Concepts and structure of an Artificial Neural Networks (ANN), Fitting in network to data and understanding various parameters of ANN. Introduction to Support Vector Machine and Evolutionary Techniques for data analytics.</p>
<p>Unit – 5 Introduction to Latest Trends</p>	<p>Introduction to the latest trends in Data Analytics for business organizations - Introduction to association rule, Discovering association rules in traditional Datasets, text mining, social network analysis.</p> <p>Case study, simulations, discussion and applications in various functional areas.</p>
<p>Learning Resources:</p> <ol style="list-style-type: none"> 1. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, "Data Mining for Business Intelligence – Concepts, Techniques and Applications", Wiley India, 2016 (reprint). 2. Anil Maheshwari, "Data Analytics", McGraw Hill Education, 2017 3. Software used - MS-Excel and Frontline Solvers XL Miner (Cloud based or student version) <p>Reference Books:</p> <ol style="list-style-type: none"> 4. Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition. 5. Joseph F. Hair, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Education, 7th Edition, 2010. 	

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE)			
SEMESTER IV			
SUBJECT NAME	KNOWLEDGE MANAGEMENT	Subject Code	MS5E-622
		Total Credits	03
Subject Nature: Elective			
Course Objective The objective of the course is to make participants aware of using information that creates value and knowledge.			
Learning Outcome: At the end of the course students should be able to;			
<ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which the best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
UNIT-I	Review of concepts of computing Evolution of Computing, data-data explosion, storage management, approaches to DBMS Information processing information systems, organizational learning.		
Unit-2	Quality, re-engineering methodologies and business paradigms: introduction, total quality management, artificial intelligence, and emerging business paradigms.		
Unit-3	Knowledge Management. Introduction, Organizational Knowledge Management, Learning Organization, and Knowledge, Conversion		
Unit-4	Knowledge Management techniques, Systems and tools. Knowledge analysis, Organizational Knowledge Dissemination Reviewing.		
Unit-5	Organizational Knowledge Management Architecture and Implementation Strategies: Introduction, Knowledge Management Framework, Implementation, Strategies, Organizational Knowledge Management Architecture, Organizational Knowledge repositories, Knowledge Management Applications, Organizational Collaborative Platforms, Organizational Knowledge Measurement Framework and techniques, and implementation barriers.		
Unit-5	K-Careers: Introductions, Knowledge Management roles and Knowledge Management Job Opportunities.		
Recommended Book:			
Warrier, E. Sudhir (2004) "Knowledge Management", Vikas Publishing House Ltd. New Delhi.			
Knowledge Management: 2 nd Edition, Elias M. Awad, Hassan M. Ghaziri, PHI Learning Pvt. Ltd.			

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE)			
SEMESTER IV			
SUBJECT NAME	Leadership, Power and Politics	Subject Code	MS5E-624
		Total Credits	03
Subject Nature: Elective			
<p>Course Objective This course provides an in-depth look at transformational leadership—the mutually stimulating relationship between leader and follower that raises both of them to higher levels of human conduct and ethical aspiration. It will help, as a leader, to enhance and effectively use power not only in achieving goals, but also in enabling followers to lift themselves into their better selves. The course will develop the capacity to perceive clearly the various tactics that others use to influence in order to achieve their objectives.</p>			
<p>Learning Outcome: At the end of the course students should be able to;</p> <ul style="list-style-type: none"> • Understand the behavior a leader is required to show in organizational life. • Understanding the organizational politics and ways to cope with it. • The approach to positive side of power 			
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			
UNIT-1	Decisions and Implementation. The Structure of Moral Leadership. Diagnosing Power and Dependence.		
Unit-2	Where does Power come from? Resources, Allies, and the New Golden Rule. Location in the Communication Network.		
Unit-3	Formal Authority, Reputation, and Performance. The Importance of being in the Right Unit. Individual Attributes as Sources of Power. Framing: How we look at things affects how they look.		
Unit-4	Interpersonal Influence. Timing is (almost) everything. The Politics of Information and Analysis.		
Unit-5	Changing the Structure to Consolidate Power. Symbolic Action: Language, Ceremonies, and Settings. Even the Mighty Fall: how Power is Lost?		
Unit-6	Managing Political Dynamics Productively. Toward a General Theory. Managing with Power.		

Recommended Book:

- The leadership life cycle: by Andrew Ward, Palgrave Macmillan
- High Quality leadership: by Erwin Rausch and John B Washburn, PHI
- Leadership in organizations: by Gary Yukl, PHI

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) 2 YEAR			
Semester IV			
Subject Name	DECISION MAKING SKILLS	Subject Code	MS5E-654
		Total Credits	03
Subject Nature: Ability Enhancement			
Course Objective: The objective of this course is to help students to learn, acquaint them and acquire skill for all the facets of Decision Making.			
Learning Outcome: Upon completion of this course, students will be able to understand, learn and apply the skills of <i>decision making in the management field</i> .			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two, will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. It will have Two Sections A and B. Section A shall have three theory questions out of which the candidate shall be required to answer two questions. Section A shall carry 12 marks. Section B shall contain two or more cases and shall be compulsory. Section B shall carry 36 marks.			
Course Contents			
Unit-1	Introduction to Decision Making.		
Unit-2	Case Method of Teaching and Case Analysis.		
Unit-3	SWOC Analysis.		
Unit-4	Report Writing.		
Unit-5	Cases on Decision Making Skills.		
Learning Resources: Cases on Decision Making Skills available at internet, websites, books, etc.			