

MBA (Master of Business Administration)

Program Outcomes

Program Educational Outcomes	Program Specific Outcomes	Course Outcomes
Managerial decision making through the application of knowledge of management discipline.	This is a two year program. In the first year all the general subjects are discussed as mentioned in Shivaji University, Kolhapur course structure. This gives general knowledge about the management subjects to students.	There are many courses offered under the affiliated Shivaji University, Kolhapur MBA program. Each course's outcome is discussed by their respective specialization faculties. Each course has different outcome depending on the specialty of course.
Set up business enterprise and manage diversified growth of entrepreneurship.		
Program Outcomes		
Recognize the functioning of business opportunities involvement of business enterprises and exploring the entrepreneurial opportunities.		
Develop incubation center and entrepreneurship development center for students who intent to take up start up or grow existing business.		
Develop skills on analyzing the business data application of relevant analysis and problem solving.		
Demonstrate a global outlook with the ability to identify aspects of the global business and cross cultural understanding.	In Second year, students can choose the specialization subjects from pool of available subjects in Shivaji University, Kolhapur syllabus e.g. Marketing, Finance, HR etc. The learning outcomes are related to the particular functional areas.	
Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.		

Develop effective and oral communication especially in business applications, with the use of appropriate technology.		
Collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the uses of diverse skill of team members in the related context.		

Course outcomes (Cos)

Year	Semester	Specialization	Course Name	Course Outcomes
First Year	One	Common	Indian Ethos and Management	1. understand sources of organizational ethical culture and different behavior 2. Understand the way of righteousness in the Gita 3. Identify the features of Indian ethos 4. Analyze Principles of Management 5. Understand dynamics of ethics in management
			Management Accounting	1. Describe concepts in management accounting. 2. Prepare final account of a company 3. Prepare cost sheet of a company 4. Produce CVP analysis.
			Managerial Economics	1. To introduce the students about managerial economics and its practices 2. To learn the production function and pricing practices 3. To aware about market structure and price determination under different market situations 4. To aware the students about capital budgeting and business cycles
			Information Technology for Management	1. Recognize different components of Information Technology. 2. Understand E-commerce models used in a business. 3. Analyze impact of E-banking on the business. 4. Design a database.
			Legal And Business Environment	1. Understand Legal Aspects of Business with respect to Indian economy 2. Relate various legal provisions to relevant business aspects and situations 3. Assess Business Environment in India 4. Appraise Globalization trends a, challenges and environment for foreign trade and investments

			Organizational Behaviour	<ol style="list-style-type: none"> 1. Relate with the historical growth, factors and model of Organizational Behavior. 2. Understand the determinants and various theories of personality development. 3. Understand the concept of perception and the process. 4. Understand the concept of attitude and values. Elaborate the sources and types of values. 5. Relate different theories of motivation and Leadership with current situation and know the roles and activities of leadership 6. Understand the various strategies for managing conflicts in organization . 7. Understand the concept of organizational culture, organizational change and Development.
	Internal		Soft Skills Development	<ol style="list-style-type: none"> 1. Understand the soft skills 2. Develop professional etiquettes and manners 3. Develop effective communication skills
	Optional Group A		Chh. Shivaji Maharaj – The Management Guru	<ol style="list-style-type: none"> 1. Describe functions of management. 2. Relate contemporary management with the management by Chh. Shivaji Maharaj. 3. Evaluate the planning and strategic options. 4. Design the planning and strategic options.
			Computerized Accounting	<ol style="list-style-type: none"> 1. Create an Account of Unit 2. Prepare financial statements with the help of computerized accounting system.
			Personality Development	<ol style="list-style-type: none"> 1. Students will be able to develop professional personality, positive attitude towards everything. 2. Students will be able to develop good interpersonal relations with other individuals at work place. 3. Students will learn the time management and professional manners and etiquettes
			Business Models	<ol style="list-style-type: none"> 1. The students learn how innovative business models of companies in diverse industries operate. 2. The students understand the components of the business model through various conceptual frameworks. 3. The students apply these frameworks in the analysis of specific company business model cases.
			Constitution of India	<ol style="list-style-type: none"> 1. Memorize and describe the articles in constitution. 2. Explain the meaning of different articles in constitution. 3. Summarize the different article in constitution.

		Creativity and Innovation	<ol style="list-style-type: none"> 1. Understand building blocks of innovation. 2. Be familiar with processes and methods of creative problem solving. 3. Enhance their creative and innovative thinking skills 4. Be familiar with creative and innovative thinking styles
Two	Common	Marketing Management	<ol style="list-style-type: none"> 1. To familiarize students with marketing, and its concepts. 2. To acquaint with new marketing trends and the marketing environment. 3. To study the components of the marketing mix; identify how the firms marketing strategy, marketing mix evolve and adapt to match consumer behavior and perceptions of the product
		Financial Management	<ol style="list-style-type: none"> 1. Describe strategic financial planning and models 2. Describe working capital management 3. Estimate time value of money 4. Analyze statements of accounts
		Human Resource Management	<ol style="list-style-type: none"> 1. Understand the concept, objectives and changing role of HRM 2. Describe the objectives, benefits and process of HRD 3. Understand procurement process that includes; HRP, factors affecting Recruitment sources, selection process and placement 4. Differentiate training and development and understand methods of training 5. Analyze the need and problems of performance appraisal 6. Understand factors affecting wage and salary administration and principles of employee benefit programme
		Operations Management	<ol style="list-style-type: none"> 1. To help student learn operations management system and issues pertaining to management of productivity, manufacturing technology and facilities 2. To provide students with various elements underline the basic functions of operations management 3. To familiarize the students with various techniques of inventory control 4. To familiarize the students with various aspects of quality management
		Management Information System	<ol style="list-style-type: none"> 1. Identify the process of decision making at different management levels in an organization. 2. Understand importance and need of Management Information System in monitoring and controlling the business transactions. 3. Examine the role of different decision support systems in achieving strategic advantage. 4. Recommend different SAP modules applicable for various types of business.
		Research Methodology	<ol style="list-style-type: none"> 1. Define various terms used in research process 2. Describe research design, sample design and sampling methods 3. Apply appropriate methods for data collection for research work 4. Use appropriate statistical tools for data analysis and interpretation

		Internal	Managerial Skills For Effectiveness	<ol style="list-style-type: none"> 1. Enable the students to learn the art of getting things done in the modern business world. 2. This course will enable Students to maintain efficiency in the way how employers are performing the working tasks. 3. Will enable skills to manage people and technology with the purpose of effective and efficient fulfillment of their tasks.
		Optional Group B	Total Quality Management	<ol style="list-style-type: none"> 1. Describe principles of business and social excellence. 2. Illustrate models and quality management methodology for the implementation of total quality management in any sphere of business and public sector. 3. Describe various principles and core concepts of Total Quality Management. 4. Describe principles of total quality management and peculiarities of their implementation. 5. Understand the part Total Quality Management play in management to understand the essential steps for the successful implementation of Total Quality Management. 6. Analyzing and solving problems of organization using quality management systems.
			Negotiation Skills	<ol style="list-style-type: none"> 1. Students will learn interview skill 2. Students will be able to develop confidence in participating in group discussions 3. Students will be able to deal with problematic people 4. Students will learn negotiation and decision making techniques
			Taxation	<ol style="list-style-type: none"> 1. Explain the terms of GST 2. Compute GST for a given case 3. Understand the process of online submission and documentations
			E-Business	<ol style="list-style-type: none"> 1. Understand the concept, need and e-Business components 2. Recognize different Information Technology components required for implementation of ebusiness. 3. Analyze impact of e-business on the performance of organization.
			Computer Applications for Business	<ol style="list-style-type: none"> 1. Make use of Ms-Office for business applications 2. Create interactive presentations and documents 3. Analyze and Visualize business data using Ms-Excel
			Behavioral Finance	<ol style="list-style-type: none"> 1. Understand the concepts of Behavioural Finance. 2. Construct behavioral measurement instrument. 3. Analyze behavior with respect to financial decisions
		Common	Strategic & Change Management	<ol style="list-style-type: none"> 1. Understand the concept and process of strategic management 2. Evaluate external and internal business environment 3. Analyze situational SWOT 4. Understand various tools used for strategic choice 5. Understand the concept of Corporate Governance and CSR
Second Year	Three			

			Business Intelligence & Analytics	<ol style="list-style-type: none"> 1. Understand the business intelligence essentials 2. Explain various descriptive statistical tools for proper inferences. 3. Generate assignment and transportation models for any organization. 4. Develop Queuing model, Game theory, network analysis for any organization
			Project Report & Viva Voce	
		Marketing Management	Buying Behaviour & Brand Management	<ol style="list-style-type: none"> 1. Compare consumer behaviour and its effect on buying decision 2. Demonstrate consumer behaviour and buying decision process 3. Application of effective marketing program by understanding buyer behaviour 4. Develop brand building abilities
			Advertising & Sales Management	<ol style="list-style-type: none"> 1. To develop the understanding of advertising management 2. To help students analyze different Medias and execute media plan 3. To develop the understanding of various sales forecasting methods and to know the application of it 4. To understand and learn the process of Personal Selling 5. To understand the Logistics & Supply Chain Management practices and its application
		Human Resource Management	Compensation Management	<ol style="list-style-type: none"> 1. Discuss the theories, philosophies, techniques and approaches to manage the pay systems. 2. Gain the insight of Compensation management concepts and practices to design pay structure and benefits for better management of human resources. 3. Develop an understanding of various legislations to design the pay systems. 4. Develop the knowledge related to Policy issues of employee benefits in India, voluntary and Government mandated benefits. 5. Enhance necessary critical thinking skills in order to evaluate different jobs and design salary structure 6. Apply the legal aspects in wide range of issues related to Compensation
			Human Resource Development	<ol style="list-style-type: none"> 1. It will help the students to learn the conceptual theme of HRD 2. Empower the students to design and develop the training modules 3. It will help students to know how to retain the top talent in the organization 4. Incorporate students in performance appraisal, career planning and employee engagement 5. Apply the right evaluation framework of HR 6. Demonstrate the ability to carry out competency mapping
		Financial Management	Indian Financial System	<ol style="list-style-type: none"> 1. To Describe the Role of Financial Sector in the economy 2. To recognize availability of various financial markets 3. To analyze the Trading Mechanism in Stock Exchanges 4. To define different financial services
			Corporate Restructuring & Liquidity Management	<ol style="list-style-type: none"> 1. To indicate types of restructuring. 2. To assess techniques of cash management. 3. To summarize objectives and provisions of receivables management. 4. To analyze the financial management of sick units

		Production Management	Operations Management Strategies	<ol style="list-style-type: none"> 1. Describe various Operations Management Strategies. 2. Create comprehensive product development framework. 3. Explain Decision Areas for Formation of operations strategy. 4. Formulate outline of Implementation of production planning & control.
			Material & Inventory Management	<ol style="list-style-type: none"> 1. Describe various functions of materials management. 2. Formulate inventory planning with various aspects. 3. Implement various inventory control techniques. 4. Explain various other aspects of Materials Management
		IT & System Management	IT Strategy & Governance	<ol style="list-style-type: none"> 1. Understand emerging Technologies and strategic role of IT in strategy 2. Develop IT strategy for any manufacturing or service organization. 3. Understand IT governance areas and determine IT governance implementation problems in business organization 4. Develop IT Governance framework for IT enabled organizations.
			Information System Security & Audit	<ol style="list-style-type: none"> 1. Demonstrate the concepts of information systems audit and security. 2. Estimate the organizations risk management IS controls and data security architecture. 3. Define the application of various types of Computer-Assisted System Audit Tools and Techniques. 4. Design security policy for IT enabled organization.
		Agricultural Business Management	Agri Business Management & Practices	<ol style="list-style-type: none"> 1. To introduce about the scope of Agribusiness Business in India 2. To provide skills and techniques to run Agribusiness Business 3. To aware about Agribusiness Business laws and legislations
			Agri Business Finance	<ol style="list-style-type: none"> 1. Understand Agribusiness Business in India 2. Describe the nature of Agri-Business Finance. 3. Describe Institutional and Non Institutional finance for agriculture sector. 4. Understand financial management for Agri-business.
		Textile Management	Textile Manufacturing	<ol style="list-style-type: none"> 1. Study spinning process for yarn manufacturing and count calculations. 2. Understand the fabric manufacturing process and fabric terminologies. 3. Compare weaving and knitting process and fabrics 4. Classify looms and analyses of factors influencing costing of fabrics.
			Indian Textile Industry	<ol style="list-style-type: none"> 1. Develop an awareness of multiple approaches of Indian textile industry. 2. Learn about the structure of Indian textile Industry. 3. Understand current position of textile industry in India. 4. Understand the scope of technical textile and area of application of technical textiles
		Hospitality Management	Fundamentals of Hospitality Management	<ol style="list-style-type: none"> 1. Understand nature and characteristics of Hospitality Industry 2. Identify demand and supply in hospitality services 3. Able to analyze 7 P's of marketing of hospitality firm 4. Design blue print for hospitality firm 5. Evaluate services quality of hospitality organization

			Hotel Management	<ol style="list-style-type: none"> 1. Understand various types of hotels and their organization structure. 2. Apply standard housekeeping practices to deliver quality service to the customer. 3. Discriminate among the list of security measure and environment management practices and determine best measures and practices which would lead to increased reliability towards hotel security and environment management among the customers. 4. Evaluate challenges faced by hotel industry in the era of industry 4.0. 5. Design smart hotels and eco-friendly practices in hotel management.
		Entrepreneurship Development	Project Planning & Implementation	<ol style="list-style-type: none"> 1. Understand the concept and significance of project. 2. Understand management of functional dimensions of Project. 3. Analyze risk and opportunities involved in project management. 4. Prepare feasibility report for a project.
			Institutional Support & Venture Funding	<ol style="list-style-type: none"> 1. This course prepares participants for a future career as entrepreneurs. 2. It is designed to give participants practical insights into those business aspects of finance that are particularly important during a firm's early development phases, and to make them more effective in managing and growing the start-up firm. 3. Participants will be able to approach various funding agencies and procure a venture capital funding for the business that they may launch
		International Business	Principals of International Business	<ol style="list-style-type: none"> 1. To explain the concept of International Business 2. To develop the understanding of difference between domestic & international business 3. To bring the awareness of International Business Environment& business strategies
			Export & Import Policy	<ol style="list-style-type: none"> 1. To Understand Various International Business Dimensions 2. Export Policy procedure 3. Import Policy Procedure 4. How to start Export and Import Business
		Business Analytics	Business Data Management	<ol style="list-style-type: none"> 1. Understand DBMS and components of DBMS. 2. Design database for business applications. 3. Describe various stages in Data Warehouse development process. 4. Evaluate and select appropriate data-mining algorithms
			Business Analytics in Management	<ol style="list-style-type: none"> 1. Understand basics of business analytics 2. Describe business analytics in different functional areas of business 3. Create basic calculations including basic arithmetic calculations and aggregations. 4. Applications of Ms- excel for visualizations of business data.
		Optional Group C	Corporate Social Responsibility	<ol style="list-style-type: none"> 1. Understand the concepts and evaluation of CSR 2. Understand Models of CSR in India 3. Understand CSR initiatives in India 4. Understand Provisions of CSR in Companies Act 2013 5. Understand the Implementing process of CSR in India

			ERP/SAP	<ol style="list-style-type: none"> 1. Understand modules and subsystems of SAP. 2. Understand SAP implementation methodology
			Business Analytics	<ol style="list-style-type: none"> 1. Understand various analytical techniques 2. Formulate business problem using analytical techniques 3. Implement the best analytical technique for optimization
			Labour Laws	<ol style="list-style-type: none"> 1. Learn about the practical implementation of Industrial Employment Act 1946. 2. Learn about the various provisions of Industrial Dispute Act 1947 3. Learn about the various measures to be taken to resolve the industrial disputes.
			Marketing Research	<ol style="list-style-type: none"> 1. Explain the concepts related to Marketing Research 2. Applications of Marketing research
			Customer Relationship Management	<ol style="list-style-type: none"> 1. Use effective Customer Relationship Management practices to retain the customers 2. Construct CRM strategies
	Four	Common	Innovation & Entrepreneurship	<ol style="list-style-type: none"> 1. Understand the concept of entrepreneurship and related theories 2. Evaluate the profile of successful entrepreneur 3. Analyze entrepreneurial opportunities
			Startups & New Ventures	<ol style="list-style-type: none"> 1. Understand different form of business enterprises 2. Evaluate the role of different institutions providing a support system for new ventures 3. Analyze different business models. 4. Understand factors to be considered to develop feasibility report
		Internal	Employability Skills	<ol style="list-style-type: none"> 1. This course shall enable the students to develop various skills needed to perform different roles to be employable, be it as an Employee or Entrepreneur. 2. To enhance an individual's ability to gain initial employment, maintain employment, move between roles within the same organization, obtain new employment if required and (ideally) secure suitable and sufficiently fulfilling work. 3. This course focuses on both the core aspects of the Employability skills. Hard Skills & Soft Skills.
		Marketing Management	Service Marketing & Retail Marketing	<ol style="list-style-type: none"> 1. Understanding of the unique challenges inherent in managing and delivering quality services. 2. Analyse and develop the service marketing strategies 3. Understanding of retail formats 4. Develop and understand the retail marketing mix strategies
			Contemporary Issues in Marketing	<ol style="list-style-type: none"> 1. Analyze global marketing environment 2. Illustrate global marketing strategies 3. Analyse and develop rural marketing strategies 4. Understand digital marketing applications 5. Develop an event marketing programme

		Human Resource Management	Strategic Human Resource Management & International Perspective	<ol style="list-style-type: none"> 1. Apply the concepts and knowledge in deployment, expatriate on international assignment. 2. Adopt international HRM strategies 3. Analyze the impact of issues and global imperatives on HR concepts, policies and practices. 4. Differentiate between domestic and international HRM 5. Demonstrate knowledge of developing of HR practices as strategic differentiators 6. Establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive Advantage. 7. Differentiate between traditional and strategic HRM 8. Develop the strategic HR Tools
			Industrial Relations & Labour Laws	<ol style="list-style-type: none"> 1. Discuss the theories, techniques and approaches to manage industrial relations 2. Gain the insights of IR concepts and practices to design programs for better industrial relations and peace. 3. Develop an understanding of Industrial Relations Institutions such as employer associations, trade unions and industrial tribunals. 4. Develop the knowledge related to settle the industrial disputes. 5. Enhance necessary critical thinking skills in order to evaluate different labour laws for harmonious employee –management relations. 6. Apply the legal aspects in wide range of issues related to HR
		Financial Management	Investment Management	<ol style="list-style-type: none"> 1. Analyze various investment avenues. 2. Demonstrate analytical framework of investments. 3. Evaluate mutual funds and debt instruments. 4. Design investment plans for individual.
			International Finance	<ol style="list-style-type: none"> 1. To discuss international financial markets and institutions. 2. To analyze Exchange Rate Mechanism 3. To appraise Export Import Financing Mechanism. 4. To enumerate Financial Management of Multinational Corporations
		Production Management	Global Operations & Logistics	<ol style="list-style-type: none"> 1. Describe various global operations & logistics strategies. 2. Formulate global operations & logistics planning. 3. Explain Risk Management in global operations & logistics 4. Outline effective management of global operations & logistics.
			World Class Manufacturing	<ol style="list-style-type: none"> 1. To help the students understand the world class manufacturing environment. 2. To familiarize the students to use of IT in manufacturing and JIT Principles 3. To familiarize the students with quality management in world class manufacturing 4. To help students to understand the automation and environmental aspects in world class manufacturing

		IT & System Management	Business Process Reengineering & ERP	<ol style="list-style-type: none"> 1. Make a process model and apply it in the re-design of a process & understand the important role it plays in the development of a BPR project. 2. Understand evolution and models of ERP. 3. Describe the ERP implementation process and develop ERP implementation plan. 4. Understand Oracle ERP features and apply for organizational processes
			knowledge Management	<ol style="list-style-type: none"> 1. Understand the core concepts of Knowledge Management. 2. Identify the role of Information Technology in Knowledge Management. 3. Identify knowledge sources in organization and develop KM systems. 4. Analyze the scope of Artificial Intelligence in Knowledge Management.
		Agricultural Business Management	Agro Processing Industries	<ol style="list-style-type: none"> 1. To able the students for understand the concept of agro-processing industries. 2. To make the students aware about problems and prospects of agro-processing industries
			International Trade in Agriculture	<ol style="list-style-type: none"> 1. Students get acquainted with the theoretical aspects of international trade. 2. Equip the students with the various theories of international trade. 3. Get familiar with the growth, composition and direction of India's international trade in agriculture. 4. Train the students in business logistics and documentation
		Textile Management	Apparel Retail Management	<ol style="list-style-type: none"> 1. Understand the retailing process. 2. Understand the basics of retail formats. 3. Develop an awareness of retailing concepts. 4. Understand about mall management
			Fashion Management	<ol style="list-style-type: none"> 1. Understand latest trends in domestic and international fashion in Textiles 2. Develop and initialize a fashion vocabulary and basic concepts 3. Understand about fashion business 4. Understand concepts of visual merchandising
		Hospitality Management	Tourism Management	<ol style="list-style-type: none"> 1. To Understand Various Tourism Trends and Tourism Policy in India 2. To Know Initiatives of Tourism Organization in Tourism Development 3. To Understand Availability of Tourism Resources and It's marketing
			Event Management	<ol style="list-style-type: none"> 1. Understand the concept and importance of Event Management. 2. Analyze the process of strategic marketing and the need for strategic marketing for events 3. Understand the process of budgeting for events. 4. Analyze the requirement of clients and do the planning of activity. 5. Create plan for various types of events 6. Able to evaluate the plan developed for an events
		Entrepreneurship Development	Family Business Management	<ol style="list-style-type: none"> 1. Understand the concept of family business 2. Understand management of functional dimensions of family business 3. Analyze risk and opportunities related to family business 4. Prepare a business plan for family business

			Economic Development & Entrepreneurship	<ol style="list-style-type: none"> 1. To understand the need and importance of Economic development. 2. To study the role of entrepreneurship in the context of economic development. 3. This course prepares participants for a future career as entrepreneurs
		International Business	Issues in International Business	<ol style="list-style-type: none"> 1. Understanding of International Logistics 2. Understanding role of International transportation. 3. Enhancing knowledge of supply chain management. 4. Creating awareness of Ethics and CSR at international business
			Cross Cultural Management	<ol style="list-style-type: none"> 1. Understand of the impact of an international context on management practices based on culture. 2. Explain and evaluate frameworks for guiding cultural and managerial practice in international business. 3. Identify the cross cultural issues in the world. 4. Understand and appreciate the cultural and managerial practice in international business.
		Business Analytics	Business Analytics Using R	<ol style="list-style-type: none"> 1. Understand basics of programming and R 2. Install and configure software necessary for data analytics 3. Make use of various functions and control statements 4. Analyze data graphically by creating a variety of plots using the appropriate visualization tools of R
			Cloud Computing & Virtualization	<ol style="list-style-type: none"> 1. Understand the Enabling Technologies and Cloud Computing Models including Infrastructure/Platform /Software. 2. Understand the Cloud Operating System, Cloud Architectures including Federated Clouds, Scalability, Performance, Quality of Service, Data centers for Cloud Computing 3. Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology
		Optional Group D	Corporate Finance	<ol style="list-style-type: none"> 1. To interpret approaches of capital structure decisions. 2. To identify types of dividend and dividend policy
			B2B Marketing	<ol style="list-style-type: none"> 1. Discuss the importance of Environmental Analysis in B2B Marketing 2. Illustrate the 4 P's of Marketing Mix Strategy in B2B Marketing 3. Specify the need of Digital Marketing in the new context of B2B
			Econometrics	<ol style="list-style-type: none"> 1. Understanding about the importance of Econometrics 2. Interlinking Mathematics and Statistics for studying economic phenomenon 3. Identify the problems in Econometric models 4. Use Econometric models for forecasting
			Organizational Development	<ol style="list-style-type: none"> 1. The Process of diagnosis of the implementation of OD 2. OD interventions applied in the organization
			Sports Management	<ol style="list-style-type: none"> 1. Understand sports management. 2. Outline sports marketing plan 3. Apply management techniques effectively in sports event. 4. Identify careers in sports management

			Logistics & Supply Chain Management	<ol style="list-style-type: none">1. Describe various logistics functions.2. Formulate logistics framework for any organization.3. Explain various supply chain management functions.4. Create supply chain management framework for any organization
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