

**Punjab Technical University, Jalandhar**  
**Masters in Service Industry Management**  
**Scheme of Syllabi**

1<sup>st</sup> Semester

Course No	Subject	L	T	P	Maximum Marks	
					Int.	Ext.
PGS-101	Global Continental & Regional Emerging trends in Service Industry	4	-	-	40	60
PGS -103	Service Management Basics	4	-	-	40	60
PGS -105	Major Segments in Service Industry Management -I	4	-	-	40	60
PGS -107	Business Communication & Cross Cultural Management in Service Industry	4	-	-	40	60
PGS -109	Total Quality Management in Service Industry	4	-	-	40	60

2<sup>nd</sup> SEMESTER

Course No	Subject	L	T	P	Maximum Marks	
					Int.	Ext.
PGS-102	Strategic Management for Service Industry	4	-	-	40	60
PGS -104	Sales & Marketing Management in Services	4	-	-	40	60
PGS -106	Major Segments in Service Industry Management -II	4	-	-	40	60
PGS -108	Research Methodology & Management Decisions	4	-	-	40	60
PGS -110	Customer care & Interpersonal Skills	4	-	-	40	60

**3<sup>rd</sup> SEMESTER**

Course No	Subject	L	T	P	Maximum Marks	
					Int.	Ext.
PGS-201	Project Planning Analysis implementation	4	-	-	40	60
PGS-203	Strategic Marketing	4	-	-	40	60
PGS-205	Creativity & Entrepreneurship	4	-	-	40	60
PGS-207	Cross Cultural Management	4	-	-	40	60
PGS-209	Human Resource Management	4	-	-	40	60

**4<sup>th</sup> Semester**

Course No	Subject	L	T	P	Maximum Marks	
					Int.	Ext.
PTA-202	Employability skills Management	4	-	-	40	60
PTA-204	Management Information System	4	-	-	40	60
PTA-206	OJT (Dissertation)	4	-	-	150	250

**Internal marks of OJT will be given on the basis of Presentation and Viva Conducted at the institute and External Marks will be on the basis of Viva conducted by External Examiner.**

## **SEMESTER I**

### **PGS-101 Global ,Continental and Regional Emerging trends in Service Industry**

**Internal Marks:40**  
**External Marks: 60**  
**Total Marks: 100**

**L T P**  
**4 0 0**

- AN INTRODUCTION
- GLOBAL SCENARIO
- ASIAN SCENARIO
- INDIAN SCENARIO
- SERVICE INDUSTRY IN THE NEW MILLENNIUM: WORK AREAS & OPPORTUNITIES
- SERVICE INDUSTRY - BRIDGES FOR INNOVATION
- THE ECONOMIC ROLE OF SERVICE INDUSTRY
- MAJOR SERVICE HUBS IN ASIA
- Major Sectors of Service Industry

PGS-103 Service Management Basics

**Internal Marks:40**  
**External Marks: 60**  
**Total Marks: 100**

**L T P**  
**4 0 0**

- **MANAGEMENT:** Definition , Need for Management , Management Process , Managerial Role , Types of Managers , Foyol's 14 Principles of Management
- **PLANNING:** Decision making model
- **ORGANISING :** Division of work , Departmentalization , Organizational hierarchy , Co-ordination
- **LEADING :** Motivation , Leadership , Team & Team Work , Communication , Negotiation (Concept & a Case-Study )
- **CONTROLLING :** Definition & Control Process

**PGS-105 Major Segments in Service Industry Management–I**  
**Internal Marks:40** **L T P**  
**External Marks: 60** **4 0 0**  
**Total Marks: 100**

- **Hospitality**
  1. Industry overview
  2. Leaders of Industry
  3. Work Opportunities
- **Travel & Tourism**
  1. Industry overview
  2. Leaders of Industry
  3. Work Opportunities
- **Airlines**
  1. Industry overview
  2. Leaders of Industry
  3. Work Opportunities
- **Entertainment & Leisure Services**
  1. Industry overview
  2. Leaders of Industry
  3. Work Opportunities
- **ITES/BPOS**
  1. Industry overview
  2. Leaders of Industry
  3. Work Opportunities
- **Media/advertising & PR**
  1. Industry overview
  2. Leaders of Industry
  3. Work Opportunities
- **Transport services/Cruises/Car rentals**
  1. Industry overview
  2. Leaders of Industry
  3. Work Opportunities
- **Freight & Cargo**
  1. Industry overview
  2. Leaders of Industry
  3. Work Opportunities

PGS-107 Business Communication & Cross Cultural Management in  
Service  
Industry

**Internal Marks:40**  
**External Marks: 60**  
**Total Marks: 100**

**L T P**  
**4 0 0**

- Communications Process Model
- Interpersonal Communications
- Speaking as a Communication Method
- Writing as a Communication Method
- Body Language
- Barriers to Interpersonal Communication
- Organizational Communication
- Cross-Cultural Communication

PGS-109 Total Quality Management in Service Industry

**Internal Marks:40**

**L T P**

**External Marks: 60**

**4 0 0**

**Total Marks: 100**

- Nature of Quality
- Traditional Quality Management
- Modern Quality Management
- Quality Management Recognition
- Quality Control Tools
- Total Quality Management (TQM) Programs
- Quality Management in Services

***Case Study discussions***

**SEMESTER II**

**PGS-102 Strategic Management for Service Industry**

**Internal Marks:40**

**L T P**

**External Marks: 60**

**4 0 0**

**Total Marks: 100**

- Basic Concepts of Strategic Management
- Strategy Formulation
- Strategy Implementation
- Strategy Evaluation and Control
- Case studies
  - Strategic Marketing
  - Strategic HRM
  - Strategic Management

**PGS-104 Sales & Marketing Management in Services**

**Internal Marks:40**

**L T P**

**External Marks: 60**

**4 0 0**

**Total Marks: 100**

**Marketing-** Definition, Marketing Concepts, Mordern marketing concepts (Green marketing, Mobile marketing, Cross- cultural marketing, Web marketing , Tele marketing , Relationship marketing, Buzz marketing)  
Case Study discussion

**Marketing Management-** Market Segmentation-Targeting and Positioning, Marketing Mix Elements- 7 P's of marketing  
Case study discussion

**Sales Management-** Definition, sales person's role , prospect management , Buying process , AIDA's theory of selling, personal selling process , closing strategies , function of sales management,  
Case study discussion

**PGS-106 Major Segments in Service Industry Management –II**

**Internal Marks:40**

**L T P**

**External Marks: 60**

**4 0 0**

**Total Marks: 100**

Retail , Banking ,Finance& Insurance,Entrepreneurship,Telecom, Event Management, Fitness (health,beauty care),HR Consultancy Education & Research

- Introduction : Global & Indian Scenario
- Leaders of Industry
- Entry Level Positions
- Duties of respective positions
- Skills required for respective positions

**PGS-108 Research Methodology and Management Decisions**

**Internal Marks:40**

**External Marks: 60**

**Total Marks: 100**

**L T P**

**4 0 0**

- Introduction to Research Methodology
- Defining the Research Problem
- Research Design
- Sampling Design
- Methods and Techniques of Data Collection
- Processing and Analysis of Data
- Data Presentation and Analysis
- Report Writing and Presentation
- Role of Information Technology in Research

### **PGS-110 Customer Care & Interpersonal Skills**

**Internal Marks:40**

**External Marks: 60**

**Total Marks: 100**

**L T P**

**4 0 0**

- Customer Care :Concepts,Types
- Customer Classification
- Service Provider
- Customer Care Concepts
- Key areas of customer care
- Customer Feedback, Feedback Tools
- Service Recovery Management
- Grooming and Etiquette
- Telephone Handling Skills
- Complaint Management
- Transactional Analysis in Customer Care
- Service Industry Case studies and Role Plays

**PGS-201 Project Planning Analysis Implementation****Internal Marks:40****L T P****External Marks: 60****4 0 0****Total Marks: 100****1. OVERVIEW OF PROJECT MANAJEMENT**

**PLANNING :** Capital expenditures , Phases of capital budgeting ,Levels of decision making , facets of project analysis , feasibility study.Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies – portfolio planning tools – strategic position and action evaluation – aspects relating to conglomerate diversification – interface between strategic planning and capital budgeting. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index .

**ANALYSIS:** Market and demand analysis: Situational analysis and specification of objectives – collection of secondary information – conduct of market survey – characterization of the market – demand forecasting – market planning.

Technical analysis: Study of material inputs and utilities – manufacturing process and technology – product mixes – plant capacity – location and site – machinery and equipment – structures and civil works – project charts and layouts – work schedule.

Financial Analysis: Estimation of cost of project and means of financing – estimates of

**SELECTION:** – selection of project – risk analysis in practice. Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA.

**IMPLEMENTATION:** Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation.

Network techniques for project management– PERT and CPM models

**REVIEW:** Project review and administrative aspects: Initial review – performance evaluation– evaluating the capital budgeting system of an organization.

**\* Only Theoretical Understanding of the subject and no numerically covered**

**RECOMMENDED BOOKS:**

Prasanna Chandra – Project Planning: Analysis, Selection, Implementation and Review.

Narendra Singh – Project Management and Control

Gray & Larson – Project Management: The Managerial Process

<b>PGS -203</b>	<b>STRATEGIC MARKETING</b>	<b>L T P</b>
<b>Internal Marks:40</b>		<b>4 0 0</b>
<b>External Marks: 60</b>		
<b>Total Marks: 100</b>		

Strategic marketing is the process of creating satisfied customers through the integration of all business functions and through the continuous search for a sustainable competitive advantage through innovation.

Lecture/Discussion –

1. Introduction and definition of strategic marketing
2. Strategic Planning- Market oriented Mission. , Setting company objectives and goals, designing the business portfolio, Strategic planning and small businesses.
3. The Marketing environment;
4. Managing Marketing Information-CRM
5. The Marketing Process- Relationships with consumers, marketing strategies for competitive advantage, developing the marketing mix.
6. Managing the marketing effort- marketing analysis, marketing planning, marketing implementation, marketing department organisation, marketing control.
7. Marketing in the Digital Age: making new customer connections.
8. Consumer Markets and Consumer Buyer Behaviour
9. Business Markets and Business Buyer Behaviour
10. Product, Services, and Branding Strategies
11. New Product Development and Product Life-Cycle Strategies
12. Advertising, Sales Promotion and Public Relations
13. Creating Competitive Advantage (competitor analysis and competitive strategies)
14. Integrated Marketing Communication Strategies
15. The Global Marketplace.
16. Marketing Ethics and Social Responsibility

**PGS-205 CREATIVITY & ENTREPRENEURSHIP**

**Internal Marks:40**  
**External Marks: 60**  
**Total Marks: 100**

**L T P**  
**4 0 0**

**COURSE DESCRIPTION**

Starting a business may be one of the most challenging and rewarding journeys a person can take, but it is a journey fraught with obstacles and setbacks. Introduction to Entrepreneurship helps prepare students for that trip. It explains the entrepreneurial way of thinking and acting, ways of testing the feasibility of an idea, the skills needed, how to raise capital, the means of marketing the product, how to develop a business plan, and more. For students who want to launch their own businesses or those who want to be more innovative in a corporate setting, this course is both practical and inspiring.

**Module I**

Entrepreneurial perspectives - understanding of entrepreneurship process - entrepreneurial decision process - entrepreneurship and economic development - characteristics of entrepreneur - entrepreneurial competencies - managerial functions for enterprise

**Module II**

Process of business opportunity identification and evaluation - industrial policy - environment - market survey and market assessment - project report preparation - study of feasibility and viability of a project - assessment of risk in the industry  
 Practical-project report of any enterprise

**Module III**

Small units - formalities to be completed for setting up a small scale unit - forms of organizations for small scale units - financing of project and working capital - venture capital

**Reference books**

1. Harold Koontz & Heinz Weihrich, *Essentials of Management*, McGraw Hill International
2. Robert D Hirich & Michael P Peters Irwin, *Entrepreneurship*, McGraw Hill
3. Rao T.V. & Deshpande M.V., Prayag Metha, Manohar S Nadakarni, *Developing Entrepreneurship A Hand Book*, Learning Systems

4. Donald Kurado & Richard M Hodgelts, *Entrepreneurship A Contemporary Approach*, The Dryden Press
5. Dr Patel V.G., *Seven Business Crisis*, Tata McGraw Hill
6. Jeffry A Timmons, *New Venture Creation - Entrepreneurship for 21<sup>st</sup> Century*, McGraw Hill International, 5<sup>th</sup> Edition
7. Patel J.B., Noid S.S., *A Manual On Business Opportunity Identification, Selections, EDII*
8. Rao C.R., *Finance for Small Scale Industries*
9. Pandey G.W., *A Complete Guide to Successful Entrepreneurship*, Vikas Publishing

Creativity

### *Course Objectives*

In the midst of rapid technological change and global economic and social transformation, creativity and innovation have replaced physical labor and organizational bureaucracy as the key source of economic success. Companies and communities of all sizes are looking for the “next big thing” that will be the key to growth. Increasingly, economic development experts agree that the next big thing is creativity. This course is intended to introduce students to principles and techniques of creativity as resources for development of an entrepreneurial mindset.

- A) Defining Creativity; Myths and Misconceptions about Creativity; the Evolution of Creativity; Types of Creativity
- B) Theories of Creativity; Different Kinds of Intelligence; Left Brain and Right Brain Issues; The Importance of Diversity of Thinking Styles; Traditional Brainstorming: What It Is and What It Is Not
- C); Being Professionally Creative – Creativity under Pressure; Knocking Down Mental Blocks;
- D) The Use of Stimuli in Creativity: Habits that Support Your inherent Creative Abilities; Changing Perspectives

PGS -207 CROSS CULTURAL MANAGEMENT

Internal Marks:40  
External Marks: 60  
Total Marks: 100

L T P  
4 0 0

CCM

- Business Etiquettes around the World*
- Getting through the Customs*
- World Religions*
- Geert Hofstede's Model
- Culture Classifications
- Jihad vs. McWorld*
- Gift Giving around the World*
- What is Quality?... Cross-Culturally
- Cultural Values in TV Advertising
- Cultural Differences in International Marketing
- Society, Self & Identity
  - Culture impacts Self-Concept
  - My Culture, My Self
  - Culture Impacts Self-Concept: Chinese & American Childhood Memories
- Family & Kinship
  - Family in Society
  - American Families: Past, Present & Future
- Relationship: Love, Friendship & Gender
  - Relationships :Cross-Country Comparisons
  - About Friendship & Money
  - Gender, Culture and Ethnicity
- Adjusting in A New Culture*
  - Stages of Cultural Adjustment*
  - Stages of Culture Shock*
  - Intercultural Sojourn as Hero's Journey*

China

- A Perspective on Chinese Culture*
- Chinese Religion and Philosophy*
- Chinese Business Culture & Etiquettes*
- Confucianism*
- Business Etiquettes in China*
- Cultural Insights into Doing Business in China*

## France

- A Cultural Profile of French People*
- Business Etiquettes in France*

## Germany

- Business Etiquettes in Germany*
- German Culture [Baylor]*
- Co-Determination in Germany*

## India

- A Culture of Diversity*
- Tradition & Modernity in India Society*
- Indian Family Structure*
- Caste System in India*
- Business Culture in India*
- Doing Business in India*
- Indian Business Etiquettes from ExecutivePlanet*

## United States of America

- From Melting Pot to Salad Bowl*
- Life in America: An International Perspective*
- Culture & Customs of USA*
- Tips for Doing Business in America*
- Business Etiquettes in USA*

**PGS-209 Human Resource Management**

**Internal Marks:40**  
**External Marks: 60**  
**Total Marks: 100**

**L T P**  
**4 0 0**

**SECTION A**

1.0 DEFINITION & ROLE OF HUMAN RESOURCE DEVELOPMENT

1.1 ROLE OF HUMAN RESOURCES MANAGER

2.0 MANPOWER PLANNING

2.1 DEFINITION

2.2 NEED FOR MANPOWER PLANNING

2.5 ANALYZING & FORECASTING HUMAN RESOURCE DEMAND AND SUPPLY

3.0 JOB DESIGN

3.1 JOB ANALYSIS

3.2 JOB DESCRIPTION

3.3 JOB ENLARGEMENT/ROTATION

3.4 JOB ENRICHMENT

3.5 JOB SPECIFICATION

**SECTION B**

4.0 RECRUITMENT AND PLACEMENT

4.1 SOURCES OF RECRUITMENT - INTERNAL ; EXTERNAL

4.2 SELECTION PROCEDURES & TECHNIQUES

4.2.1 APPLICATION

4.2.2 INTERVIEWS-TYPES

4.2.3 TESTS-TYPES

4.2.4 GROUP SELECTION PROCEDURES, REFERENCES

4.3 JOB OFFER

4.4 INDUCTION / ORIENTATION PROGRAMME

4.4.1 GENERAL PROPERTY ORIENTATION; SPECIFIC JOB ORIENTATION

4.5 FOLLOW-UP & EVALUATION

5.0 TRAINING

5.1 MEANING & ADVANTAGES

5.2 PURPOSE OF TRAINING

5.3 ANALYSING TRAINING NEEDS

5.4 TYPES & METHODS OF TRAINING : ON-THE-JOB ; OFF-THE-JOB

5.5 AIDS USED WHILE TRAINING

5.6 EVALUATION AND MONITORING OF TRAINING

6.0 DEVELOPMENT PROGRAMMES

6.1 FUNCTIONS OF A DEVELOPMENT PROGRAMME IN HR

6.2 CAREER DEVELOPMENT PROGRAMMES IN HOSPITALITY INDUSTRY

6.3 MANAGEMENT DEVELOPMENT PROGRAMMES

6.3.1 MANAGEMENT DEVELOPMENT & ORGANIZATIONAL STRATEGY

6.3.2 ORGANIZING & IMPLEMENTING MANAGEMENT  
DEVELOPMENT PROGRAMMES

6.3.3 MENTORING

**SECTION C**

7.0 PERFORMANCE APPRAISAL

7.1 DEFINITION & IMPORTANCE

7.2 OBJECTIVES OF PERFORMANCE APPRAISAL

7.3 COMPONENTS OF A PERFORMANCE APPRAISAL SYSTEM

7.4 PERFORMANCE APPRAISAL SYSTEMS

7.4.1 SELF APPRAISAL

7.4.2 PEER EVALUATION

7.4.3 STAFF EVALUATION

7.4.4 360 DEGREE APPRAISALS

8.0 COMPENSATION

8.1 CONSIDERATIONS IN DEVELOPING A COMPENSATION PLAN

8.2 JOB EVALUATION

8.3 ESTABLISHING PAY STRUCTURES

8.4 EFFECTS OF COLLECTIVE BARGAINING

**SECTION D**

9.0 INCENTIVES AND BENEFITS

9.1 ADVANTAGES OF INCENTIVE PROGRAMMES

9.2 INDIVIDUAL INCENTIVES - COMMISSIONS; BONUS; PAY-FOR-  
KNOWLEDGE; MERIT PAY

9.3 GROUP INCENTIVE PROGRAMMES - COST-SAVING PLANS; PROFIT-  
SHARING PLANS; ESOP

9.4 ROLE OF EMPLOYEE BENEFITS

9.4.1 MANDATORY BENEFITS

9.4.2 VOLUNTARY BENEFITS

9.4.3 PENSION & RETIREMENT BENEFITS

9.4.4 OTHER BENEFITS

10.0 LABOUR RELATIONS IN THE HOSPITALITY INDUSTRY

10.1 TRADE UNIONISM-DEFINITION

10.2 ROLE OF TRADE UNION IN THE INDIAN SCENARIO

10.3 COLLECTIVE BARGAINING

10.4 CONCEPT OF COLLECTIVE BARGAINING & BARRIERS

10.5 GRIEVANCE HANDLING-PROCEDURE

10.6 EMPLOYEE PARTICIPATION IN MANAGEMENT IN RELATION TO  
GOOD INDUSTRIAL RELATIONS

10.7 LABOUR WELFARE MEASURES

10.7 DISCIPLINARY PROCEDURES

Reference :

HUMAN RESOURCE MANAGEMENT – Dr. Jagmohan Negi

## PTA-202 Employability Skills Management

**Internal Marks:40**  
**External Marks: 60**  
**Total Marks: 100**

**L T P**  
**4 0 0**

### **Assertiveness Training**

Use practical approaches to communicate more assertively, Differentiate between assertive and aggressive behavior, Develop an action plan for more effective interpersonal communication

### **Team Building**

What makes a team effective and provides a simple survey to measure the effectiveness of a team. Characteristics of successful team building, keeping the team meeting on track, ending the meeting, dealing with conflict, and general facilitation. Team Motivation, Leadership, Dynamic Team Characteristics (B) Stages of Team Development.

### **Goal setting**

How to Set Goals:

to evaluate and establish both long and short-term goals following a prescribed method of goal setting – SMART goals.

Specific

Measurable

Attainable

Rewarding

Timely

### **Resume writing**

resume length, resume objectives, cover letters, interview thank you letters

### **SWOT**

Personal strengths, weaknesses, opportunities, threats and how can they be used for interview purposes.

### **Interview Skills**

Self Introduction, facing the interview board, frequently asked questions

**PTA-204 MANAGEMENT INFORMATION SYSTEM**

Internal Marks:40

L T P

External Marks: 60

4 0 0

Total Marks: 100

**Introduction:** Definition & Significance,, Evolution, MIS Support for Programmed and Non-Programmed Decision Making, Model of Decision Making.

**Structure of MIS:** Based on Management Activity & Organizational Function, Conceptual & Physical Structure of MIS.

**Systems Concept:** Definition of a system, Types of Systems. Sub-System, and Systems Concepts & Organization.

**Information Concept:** Definition of information, Information Presentation. Quality of Information.

**Decision Support Systems:** Characteristics of DSS, Decision Support & Structure of Decision Making . Decision Support & Repetitiveness of Decisions. Class of DSS. DSS Users. GDSS, Characteristics of GDSS.

**Organization & Information Systems:** Relationship, Salient Feature of Organization. Effect of organization on Information Systems and Vice Versa.

**Advanced Information Systems:** Knowledge Work Systems. Executive Support Systems. Expert Systems Artificial intelligence.

**ERP:** An Introduction, Application Examples of Information Systems.

Introduction to CRM. Business intelligence, supply chain management, Business process re-engineering, Business Process management.

**RECOMMENDED TEXT BOOKS**

S.No.	Author	Title	Edition	Publisher
1	Laudon & Laudon	Management Information Systems: Organization & Technology	7 <sup>th</sup>	Pearson
2	Goyal	Management Information Systems, Managerial Perspectives		MC Millan

**REFERENCE BOOKS**

S.No.	Author	Title	Edition	Publisher
1	Alter	Information Systems: Management Perspective	3 <sup>rd</sup>	Pearson
2	Murdick, Ross & Claggett	Information Systems for Modern Management	3 <sup>rd</sup>	Prentice Hall India
3	Kanter	Managing with Information	4 <sup>th</sup>	Prentice Hall India
4	Davis & Olson	Management Information Systems	2 <sup>nd</sup>	Mc Graw Hill

**OJT**

**PGS-202 INDUSTRY BASED DISSERTATION PROJECT**

Internal Marks:150	L	T	P
External Marks: 250	4	0	0
Total Marks: 400			
1 purpose of project			
1.1 the project is intended to serve the student develop Ability to apply multi-disciplinary concepts, tools and Techniques to deal with the operational problems Related to core areas of the airlines, tourism and hospitality industry			
2 type of project (any one)			
2.1 comprehensive case study			
2.2 inter-organizational study			
2.3 field study			
3 project supervision			
3.1 each project shall be guided by a supervisor duly Appointed by the academic coordinator			
4 project proposal (synopsis)			
4.1 synopsis of the project should be prepared in Consultation with the guide and submitted in the Department. The synopsis should clearly state the Objectives and research methodology of the proposed Project to be undertaken. It should have full details of the rationale, description Of universe sampling research instruments to be used, Limitations, if any, and future directions for further Research.			
5 project documentation			
5.1 project report should be properly documented and will Include the following:			
5.1.1 executive summary			
5.1.2 research design and methodology			
5.1.3 literature review			
5.1.4 data collection and analysis			
5.1.5 conclusions and recommendations			
5.1.6 bibliography			
6 project submission			
6.1 final draft of the project should be submitted in Computer-typed and bound form, in the department after Being duly certified by the guide			
7 project presentation and evaluation			
7.1 formal presentation of the project using audio-visual <b>Tools before a panel constituted by the academic Coordinator and evaluation</b>			