

NEP and Learning Outcomes Based Curriculum Framework (LOCF)

For

5-YEAR MASTER OF BUSINESS ADMINISTRATION (INTEGRATED) PROGRAMME

(To be effective from the Academic Session 2024-25)



Department of Management
Gurugram University, Gurugram

(A State Govt. University Established Under Haryana Act 17 Of 2017)

Chairperson
Department of Manan
Gurugram Unive
Gurugram

Scheme of Programme

Semester 3

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
243MIDSC1	Small Business Management	242/MBAI/CC301	4	0	0	4	70	30	-	-	100
221MIDSC2	Statistics for Management-II	242/MBAI/CC302	4	0	0	4	70	30	-	-	100
MIC/Vocational Courses (VOC)											
	Cost Accounting		4	0	0	4	70	30	-	-	100
Multidisciplinary Courses (MDC)											
	To be selected from the pool		3	0	0	3	50	25	-	-	75
Ability Enhancement Course (AEC)											
	To be selected from the pool		1	0	1	2	20	5	20	5	50
Skill Enhancement Course (SEC)											
	Excel Proficiency for Business Analysis		2	0	0	3	35	15	20	05	75
Value Addition Course (VAC)											
	Corporate Etiquettes		2	0	0	2	35	15	-	-	50
Total Credits						22	Total Marks			525	

Semester 4

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
244MIDSC1	Indian Financial System	242/MBAI/CC401	4	0	0	4	70	30	-	-	100
244MIDSC2	Financial Management	242/MBAI/CC402	4	0	0	4	70	30	-	-	100
244MIDSC3	Fundamentals of International Business (BL)	242/MBAI/CC403	4	0	0	4	70	30	-	-	100
244MIDSC4	Company Law	242/MBAI/CC404	4	0	0	4	70	30	-	-	100
Vocational Courses(VOC)											
	Business Environment		4	0	0	4	70	30			100
Ability Enhancement Course (AEC)											
	To be selected from the pool		0	2	0	2	35	15			50
Value Addition Course (VAC)											
	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						24	Total Marks			600	

NOTES:

1. After successfully completing 2nd Year, Diploma in Business Administration (DBA-90 Credits) will be awarded to the students.
2. Immediately after the completion of the 4th Semester Examination, the students shall proceed for their summer Internship-I (245MISEC6) of 6-8 weeks duration. The summer internship reports prepared shall be assessed in the 5th semester as a Skill Enhancement Course.
3. The Summer Internship-I Report shall be submitted by the candidates in the manner as specified by the department.

* BL stands for Blended Learning

**Each student is required to pass MOOC available on SWAYAM portal or any other online educational platform of repute of 3 credits (Option will be given by the Course Coordinator). The student is required to submit the passing certificate of the same to the department. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva.

Name of Subject: SMALL BUSINESS MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 243MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question. The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand how small business functions in a start-up phase, its evolution, the problems inherent in growth, and the important role that management plays

CO2: Identify and apply the principles of entrepreneurial and family business

CO3: Prepare a business plan or blueprint of a business that they would like to start-up and operate; based on the principles they have learned in the course

CO 4: Evaluate the small business from different perspectives and take managerial decisions

COURSE CONTENTS:

Unit 1: Genesis – The entrepreneurial life, choosing the right business, buying an existing business, franchises, understanding the agriculture market, calculating start-up costs, structuring business	10 Lectures
Unit 2: Developing Business Plan – Visualizing the dream, location plan, branding the business management, projecting financial requirements, sources of funds, small business technology, handling tax and legal requirements	10 Lectures
Unit 3: Growing the business – Customer relationship, product and supply chain management, pricing and credit decisions, advertising and promotion strategies	10 Lectures
Unit 4: Managing the Small Business – Management human resources, managing operations, managing risks, managing assets, evaluating financial performance	10 Lectures

SUGGESTED READINGS:

1. Longnecker, Moore, Petty and Palich, Managing Small Business, Cengage Learning India Pvt. Ltd.
2. Strauss, Steven, The Small Business Bible, John Wiley and Sons, Inc.
3. Kishel, Gregory and Patricia Kishel, How to Start, Run and Stay in Business, John Willy & Sons, Inc.
4. Hisrich, Robert, Small Business Solutions, Mc Graw Hill, Inc.
5. Morris, Michael, Starting a Successful Business, Kogan Page, London

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course:243MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 243MIDSC1: Small Business Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	3	2	2	2	2	2	2
CO2	3	2	2	3	3	2	2	3	2	2
CO3	3	3	2	3	3	2	2	3	3	3
CO4	3	3	3	2	3	2	3	3	3	3
Average	2.75	2.50	2.25	2.75	2.75	2.0	2.25	2.75	2.50	2.50

Name of Subject: STATISTICS FOR MANAGEMENT– II	Maximum Theory Marks: 100 (70+ 30)
Course Code: 243MIDSC2	Time Allowed: 3 Hrs
Credits 4	Multi-Disciplinary Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Recall the meaning of probability and expected value, as well as the approaches to calculating probability.

CO2: Understand the characteristics and applications of different probability distributions.

CO3: Apply measurement methods to identify seasonal, cyclical, and irregular variations in time series data.

CO4: Evaluate the advantages and limitations of control charts for monitoring and improving process quality, considering their applications in various industries.

COURSE CONTENTS:

Unit 1: Probability and Expected Value: Meaning and Approaches, Importance of the Concept of the Probability; Calculation of Probability, Probability Theorems: Addition, Multiplication, Conditional and Bayes' Theorem, Mathematical Expectation.	10 Lectures
Unit 2: Probability Distributions: Binomial, Poisson & Normal distribution; their Properties and Parameters.	10 Lectures
Unit 3: Time series - components, models, trend analysis including second-degree parabola and exponential formula; Measurement of seasonal cyclical and irregular variations, shifting the trend origin.	10 Lectures
Unit 4: Index numbers – Types of price index numbers – Laspyre's, Paasche's and Fisher's price index numbers- the cost of living index numbers – applications.	10 Lectures

SUGGESTED READINGS:

1. Dr.S.P.Gupta, Statistical methods, S.Chand& Co., New Delhi.
2. D.N.Elhance, Veena Elhance, B.M.Aggarwal, Fundamentals of Statistics, Kitab Mahal.
3. N.P.Aggarwal, Quantitative Techniques, Ramesh Book Depot., Jaipur.
4. R.P.Hooda, Statistics for Business and Economics, Mcmillan India Ltd., New Delhi.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(CP) And Individual Assessment	10

2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course:243MIMDC4

Table 1: CO-PO & CO-PSO Matrix for the Course 243MIMDC4: STATISTICS FOR MANAGEMENT-II

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	1	1	1	1	1
CO2	3	2	2	1	1	1	1	2	1	1
CO3	2	3	1	2	1	1	2	2	2	3
CO4	2	3	2	2	1	1	2	2	2	3
Average	2.5	2.5	1.5	1.5	1	1	1.5	1.75	1.5	2

Name of Subject: INDIAN FINANCIAL SYSTEM	Maximum Theory Marks: 100 (70+ 30)
Course Code: 244MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question. The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Remember the concepts of financial services and identify various kinds of financial services;

CO2: Utilize the guidelines provided by various legal and regulatory frameworks

CO3: Analyze the stock exchange operations and other NBFCs;

CO4: Demonstrate understanding of concepts of online trading activities & Employ knowledge on mutual funds.

COURSE CONTENTS:

Unit 1: Financial System – Meaning, components and functions; reforms in the Indian Financial System; money market and its segments	10 Lectures
Unit 2: Primary market; stock exchange and its function, trading in stock exchange, NSE, OTCEI, depositories and custodians, new financial instruments, role and functions of SEBI	10 Lectures
Unit 3: Commercial banks, RRBs, risk management in banks, merchant banking and its services, NBFCs	10 Lectures
Unit 4: Mutual funds, factoring and forfeiting, venture capital	10 Lectures

SUGGESTED READINGS:

1. Pathak, Bharati V (2008), The Indian Financial System, Second Edition, Pearson Education
2. Khan, M Y, Indian Financial System, Fourth Edition, Tata Mc Graw Hill
3. Machiraju, H R, Indian Financial System, Third Edition, Vikas Publication
4. Desai, Vasant, The Indian Financial System and Development, Himalaya Publishing House

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	10

2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course:244MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course244MIDSC1: Indian Financial System

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	1	2	2	1	2	2	2
CO2	3	2	2	2	3	2	2	3	2	2
CO3	3	2	2	3	3	3	2	3	3	2
CO4	3	2	2	2	3	3	2	3	2	3
Average	2.75	1.75	2.0	2.0	2.75	2.50	1.75	2.75	2.25	2.25

Name of Subject: FINANCIAL MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 244MIDSC2	Time Allowed: 3 Hrs .
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question. The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: After completing the course students will be able to:

CO1: Understand fundamental concepts of financial management;

CO2: Apply the concept of time value of money in investment and financing decisions;

CO3: Analyse the role of cost of capital and dividend policy on the value of a firm;

CO4: Evaluate different project proposals for achieving the objective of wealth maximization and business sustainability.

COURSE CONTENTS:

Unit 1: Financial management – scope, finance functions and its organization, objectives of financial management; time value of money; sources of long-term finance	10 Lectures
Unit 2: Investment decisions – importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk-adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital	10 Lectures
Unit 3: Capital structure decisions – financial and operating leverage; capital structure theories – NI, NOI, traditional and M-M theories; determinants and dividend policy and dividend models – Walter, Gordon & M M Models	10 Lectures
Unit 4: Working Capital – meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables	10 Lectures

SUGGESTED READINGS:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M Y, and Jain P K, Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J, Martin, John D Petty J William and Scott David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Home, James C, Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay
7. Kishore R, Financial Management, Taxman's Publishing House, New Delhi

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course:244MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course244MIDSC2: FINANCIAL MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	1	1	1	3	2	2
CO2	3	3	2	2	2	1	1	3	2	1
CO3	3	3	1	3	2	2	2	3	3	1
CO4	2	3	1	3	2	2	2	3	3	3
Average	2.75	2.75	1.25	2.50	1.75	1.5	1.5	3	2.5	1.75

Name of Subject: FUNDAMENTALS OF INTERNATIONAL BUSINESS	Maximum Theory Marks: 100 (70+ 30)
Course Code: 244MIMDC3	Time Allowed: 3 Hrs
Credits 4	Multi-Disciplinary Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question. The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

- CO1: Understand concepts and determinants of international business
- CO2: Understand the guidelines provided by various regulatory frameworks
- CO3: Analyze the execution of decisions in the international market
- CO4: Demonstrate decision-making while trading on the international platform.

COURSE CONTENTS:

Unit 1: International Business: An overview; Domestic versus International Business; Major risks and challenges of International Business; International Business Environment – Components and determinants; stages of internationalization of business; international business approaches, concept of Globalization	10 Lectures
Unit 2: Modes of entering into international business; nature of multinational enterprise and international direct investment; motives and determinants of Foreign Direct Investment; Foreign Exchange Market; determination of exchange rate; Balance of Payments	10 Lectures
Unit 3: Theories of International Trade – Absolute advantage theory; comparative advantage theory; factor proportions theory; Product Life Cycle theory of trade; governmental influence on trade, rationale for government intervention, instruments of trade control; the role of WTO, IMF and World Bank in international trade	10 Lectures
Unit 4: Assessing international markets; designing products for foreign markets; branding decisions, international promotions policy; international pricing, international logistics and distribution	10 Lectures

SUGGESTED READINGS:

1. Rugman Alen M and Hodgetts Richard D, International Business, A Strategic Management Approach, McGraw Hill
2. Dunning John H, The Globalisation of Business, Routledge London
3. Omkvisil and Shaw, International Marketing
4. Daniels John D and Radebaugh Lee H, International Business, Pearson Education
5. Rao P Subba, International Business, Himalaya Publishing House

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course:244MIMDC3

Table 1: CO-PO & CO-PSO Matrix for the Course 244MIMDC3: Fundamentals of International Business

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	1	2	2	1	2	2	2
CO2	3	2	2	2	3	2	2	3	2	2
CO3	3	3	3	3	3	2	2	3	3	3
CO4	3	2	2	2	3	2	2	3	3	3
Average	2.75	2.0	2.25	2.0	2.75	2.00	1.75	2.75	2.50	2.50

Name of Subject: COMPANY LAW	Maximum Theory Marks: 100 (70+ 30)
Course Code: 244MIAEC5	Time Allowed: 3 Hrs
Credits 4	Ability Enhancement Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question. The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand the concepts and components of the company.

CO2: Understand the legal framework of a company.

CO3: Remember various laws of the company's execution and use them for decision-making.

CO4: Analyze the company law's applicability in different Indian companies.

COURSE CONTENTS:

Unit 1: Company- Meaning and Characteristics; Features of company; Types of companies, advantages and disadvantages of incorporation; Lifting of corporate veil	10 Lectures
Unit 2: Formation of Company: - Promotion of company; Functions of promoter; importance of promoter; Promoter's remuneration; legal status of Promoter; Rights of promoters; Duties of promoters; Liabilities of promoters; Pre- incorporation contracts, Incorporation and commencement of Business. Prospectus:	10 Lectures
Unit 3: Memorandum of Association: - Meaning; importance; clauses of memorandum of association and their Alteration; the doctrine of ultra- virus. Articles of Association: - Meaning; contents; alteration of articles of association; constructive notice and doctrine of indoor management. Share Capital – Shares, issue and allotment of shares, transfer of shares, types of shares, alteration of share capital, buy-back of shares, surrender and forfeiture of shares, bonus shares Debentures – Meaning and kinds, debenture trust deed and duties of trustee	10 Lectures
Unit 4: Company Administration and Meetings – Board of Directors – qualification, appointment, duties and remuneration Meetings – Statutory meeting, annual general meeting, extra – ordinary general meeting Prevention of oppression and mismanagement Winding up – types of winding up, appointment of Liquidator, powers of liquidator, conduct of winding up	10 Lectures

SUGGESTED READINGS:

1. Singh, Avtar, Company Law, Eastern Book Company, Lucknow
2. Kapoor, N D, Elements of Company Law

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1 : Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10

3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course:244MIAEC5

Table 1: CO-PO & CO-PSO Matrix for the Course 244MIAEC5: Company Law

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	3	2	1	1	2	2	2
CO2	3	2	2	2	2	2	2	3	2	3
CO3	3	2	3	3	2	2	2	3	3	3
CO4	3	2	3	3	2	2	2	3	3	2
Average	2.75	1.75	2.50	2.75	2.00	1.75	1.75	2.75	2.50	2.50