



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore
Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-RURAL MANAGEMENT
I SEMESTER (2022-2024)

MBAI101 PRINCIPLES AND PRACTICE OF MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI101	CC	Principles and Practice of Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To understand the core management principles which applies to individuals, medium and large organizations. The students are expected to learn the basics of management functions and realize the ideal characteristics of a manager. The impetus of this subject is to make the students familiarize with the professional skills required to be an effective manager.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understand the role of managers.
2. Understand the major functions of management viz. Planning, Organizing, Staffing, leading and controlling.
3. Describe the interrelationship among the various functions of Management.
4. Develop a general management perspective.
5. Use analytical skills for decision making.

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COURSE CONTENT

Unit I: Nature and Evolution of Management

1. Meaning, Nature and Concept of Management
2. Functions and Responsibilities of Managers
3. Evolution of Management Thoughts
4. Early Classical Approaches – Scientific Management, Administrative Management, Bureaucracy, Hawthorne study, Principles of Fayol
5. Neo-Classical Approaches – Human Relations Movement, Behavioral Approaches
6. Modern Approaches – Quantitative Approach; Systems Approach; Contingency Approach

Unit II: Planning

1. Planning: Nature and Purpose of Planning
2. Planning Process, Types of Planning and Objectives
3. Advantages and limitations of Planning
4. MBO
5. Decision Making, Process of Decision Making

Unit III: Organizing

1. Nature and Purpose of Organizing
2. Departmentation
3. Span of Control
4. Line and Staff Relationship
5. Delegation and Decentralization

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Unit IV: Directing

1. Meaning and Characteristics of Direction
2. Elements of Direction
3. Principles of effective Direction
4. Direction Process
5. Leadership

Unit V: Controlling

1. Concepts and Process of Controlling
2. Controlling Techniques
3. Feedback and Feed Forward Controls
4. Profit and Loss Control
5. Budgetary Control
6. Return on Investment Control
7. Managing in Virtual Environment
8. Managerial Skills

Suggested Readings

- 1 Koontz and Heinz Wehrich (2008). *Essentials of Management*. Tata McGraw-Hill Education, India, Latest Edition.
- 2 Robbins and Coulter (2007). *Management*. Prentice Hall of India, Latest Edition.
- 3 Hillier Frederick S. and Hillier Mark S(2008). *Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets*. McGraw Hill, India, Latest Edition.
- 4 Wehrich Heinz and Koontz Harold (2011). *Management: A Global and Entrepreneurial Perspective*. McGraw-Hill Education, New Delhi, India, Latest Edition.
- 5 Tripathi P.C. and Reddy P.N.(2012). *Principles of Management*. Tata McGraw Hill Education, New Delhi, India, Latest Edition.

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MBAAI103 ACCOUNTING FOR MANAGERS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAAI103	CC	Accounting for Managers	60	20	20	-	-	3	-	-	3

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Course Objective

The objective of this course is to acquaint the students with the basic concept of Financial, Cost and Management Accounting and also to develop understanding of Accounting for Managers which helps them in decision making.

Examination Scheme

The internal assessment of the students’ performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of three questions, out of which student will be required to attempt any two cases / problems worth 24 marks.

Course Outcomes

1. Understand the role of accounting in business.
2. Develop an understanding of the basic accounting framework.
3. Record basic business events culminating into a balance sheet.
4. Apply the financial accounting concepts using any standard accounting package.

COURSE CONTENT

Unit I: Introduction to Financial Accounting

1. Basic Accounting Concepts and Fundamental Conventions
2. Concept of Double Entry System
3. Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance

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MBAAI103	CC	Accounting for Managers	60	20	20	-	-	3	-	-	3

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Unit II: Preparation of Final Accounts without Adjustments

Statement of Profit and Loss and Balance Sheet as per Schedule-III – Companies

Act, 2013

Unit III: Basics of Depreciation

1. Depreciation and its importance in Decision Making
2. Methods of Depreciation i.e. Straight Line Method and Written Down Value Method

Unit IV: Cost Accounting

1. Concept
2. Elements of Cost
3. Classification of Costs
4. Cost Control and Cost Reduction

Unit V: Management Accounting

1. Basic Management Accounting Concepts
2. Relationship with Financial Accounting and Cost Accounting
3. Variance Analysis
4. Uses of Variance in decision making.

Suggested Readings

1. Tulsian P.C.(2002). *Financial Accounting*. Pearson Education, India, Latest Edition.
2. Maheshwari S.N.(2013). *Introduction to Accountancy*. Vikas Publishing House, New Delhi, Latest Edition.
3. Hansen (2002). *Management Accounting*. Cengage Learning, India, Latest Edition.
4. N. Ramchandran and Kakani Ramkumar(2005). *Financial Accounting for Management*. Tata- Mac Graw-Hill Education, New Delhi, Latest Edition.
5. Paresh Shah (2007). *Basic Financial Accounting for Management*. Oxford University, New Delhi, Latest edition.

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MBAI104 ORGANIZATIONAL BEHAVIOR

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI104	CC	Organizational Behavior	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to familiarize the students with Organisational, Group and Individual Behaviour. The course also educates the students the concept and theories of Motivation, Leadership and Teamwork.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To describe human behavior and that of others in an organizational setting.
2. To examine important aspects of group/team processes and manage them.
3. To demonstrate ability to manage, lead and work with other people in the organization.

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MBAI104	CC	Organizational Behavior	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; CC- Core Course
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COURSE CONTENT

Unit I: Introduction to Organizational Behavior (OB)

1. Definition, Contributing Disciplines to the OB field, Levels of OB
2. Models of Organisational Behavior
3. Challenges and Opportunities for OB
4. Organisational Behaviour in Global Context

Unit II: Determinants of Individual Behavior

1. Personality - Concept, Determinants, Personality Traits (MBTI & Big Five); Major Personality Attributes Influencing OB.
2. Perception – Factors Affecting Perception, Attribution Theory, Errors in Perception
3. Attitude - Formation, Components of Attitudes, Types
4. Learning - Concept, Theories - Classical Learning, Operant Learning and Social Learning and Managerial Implications

Unit III: Motivation and Leadership

1. Motivation: Concept and Process
2. Theories of Motivation: Need Hierarchy Theory, Two Factor Theory, Victor Vroom Theory, Equity Theory, Organisational Justice, Application of Motivational Theories
3. Leadership: Meaning and Styles
4. Leadership Theories: Trait Theory, Behavioral Theories- Managerial Grid, Situational Theories-Fiedler’s Model and Hersey-Blanchard Model

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MBAI104	CC	Organizational Behavior	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Group Behavior and Conflict Management

1. Groups and Team: Concept, Classification, Life Cycle of a Team, Building effective Teams
2. Conflict: Meaning, Level, Sources, Model of Conflict Resolution.
3. Interpersonal Orientations: Transactional Analysis, Stroking

Unit V: Organisation Culture, Stress and Change Management

1. Organisational Culture: Concept, Creating and Sustaining Culture, OB Across Cultures
2. Change : Concept, Forces for Change, Resistance to Change, Approaches to Managing Change
3. Stress: Concept, Causes, Approaches to Stress Management
4. Issues between Organisations and Individuals.

Suggested Readings

1. Stephens, R., Judge, T. and Sanghi, S. (2011). *Organizational Behavior*. Pearson Education India, Latest Edition.
2. Newstorm, J. (2007). *Positive Organizational Behavior*. Sage Publications, 12 Edition.
3. Hitt, Millar, Colella (2006). *Organizational Behavior: A Strategic Approach*. John Wiley and Sons, Latest Edition.
4. Dwivedi R. S. (2001). *Human Relations and Organizational Behavior: A Global Perspective*. Macmillan, Latest Edition.
5. Greenberg, J. and Baron, R. (2008). *Behavior in Organizations*. Pearson Prentice Hall, Latest Edition.

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MBAI105 BUSINESS COMMUNICATION

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI105	SEC	Business Communication	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; SEC- Skill Enhancement Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of this course is to develop communication skills, discover what business communication is all about and to learn how to adapt communication experiences in life and college to the business world.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To have proficiency in written and verbal communication.
2. To understand the dynamics of communication and correspondence.
3. To have the ability to recognize and appreciate quality written pieces.

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MBAI105	SEC	Business Communication	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; SEC- Skill Enhancement Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

Unit I: Introduction

1. Defining Communication
2. Process of communication
3. Principles of effective communication
4. Importance of business communication and Importance of feedback
5. Barriers to communication

Unit II: Communication Networks

1. Formal : Upward, Downward, Lateral
2. Informal : Grapevine; Advantages and Disadvantages of the grapevine
3. Verbal Communication
4. Non-Verbal Communication: Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage

Unit III: Business Letters and Reports Writing:

1. Introduction to business letter, Types of Business Letters , Writing routine and persuasive letters: Positive and Negative messages
2. Writing Reports: Purpose, Kinds and Objectives of reports: Organization and Preparing reports
3. Short and Long reports

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MBAI105	SEC	Business Communication	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; SEC- Skill Enhancement Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Writing Proposals, Memos, Resumes and Applications

1. Writing Proposals: Structure and preparation
2. Writing Memos
3. Writing Resumes, Application letters

Unit V: Employment Communication

1. Interview skills: Interviewing and being interviewed
2. Group Discussions
3. Presentation Skills

Suggested Readings

1. Chaturvedi, P.D. (2004). *Business Communication Concepts Cases and Applications*. Pearson Education, India, Latest Edition.
2. Penrose (2003). *Business Communication for Managers*. Cengage Learning, India, Latest Edition.
3. Krizan (2008). *Effective Business Communication*. Cengage Learning, India, Latest Edition.
4. Courtland L. Bovee (1989). *Techniques of Writing Business Letters, Memos and Reports*. Jaico Publishing House, Latest Edition.
5. Kaul, A. (2015). *Business Communication*. PHI Learning, Latest Edition.
6. Loudon, Kenneth C. and Loudon Jane P. (2013). *Management Information Systems*. Pearson Education Limited, Latest Edition.
7. Jawadekar, W. S. (2009). *Management Information Systems: Text and Cases*. Tata McGraw Hill, Latest Edition.

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MBARM101 INDIAN RURAL SOCIETY AND RURAL ADMINISTRATION

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME									
			THEORY			PRACTICAL			L	T	P	CREDITS
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MBARM101	CC	Indian Rural Society and Rural Administration	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives:

1. To facilitate the students to understand the basic nature of rural society in India
2. To appraise students about the Rural Local Administration
3. To provide insights on rural demography and rural economy in India
4. To provide insights on various processes and challenges of agriculture in India
5. To make students aware of the land tenure systems and land reforms in India

Learning Outcomes:

At the end of the course, the students will be able to:

1. Describe the key aspects of rural society in India
2. Describe the rural local administration
3. Analyse the dynamics of local rural population and local rural economy
4. Explain the processes and challenges of agriculture in India
5. Summarise the components and implications of land tenure systems and land reforms in India

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MBARM101	CC	Indian Rural Society and Rural Administration	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT:

Unit I: Rural Society: Its basic features, stratification, values and value system, rural-urban differences. Rural social structure, rural power structure – caste hierarchy, landlord-labour relationship, caste in rural society, tribes and their problems.

Transaction Methodology: Video/Movie Analysis, Classroom teaching and discussion

Unit II: Panchayati Raj: A brief history existing legal framework, working and problems. Gram Panchayat and Panchayat Samitis - Power, functions, elections, working problems; Zilla Parishad - structure, powers, function, working and problems, Rural Administration – Concept & Scope, Administrative structure. State - District - Block, Block – Panchayat relationship.

Transaction Methodology: Village Study, Presentation and Discussion

Unit III: Fundamentals of Rural Demography and Economics: Rural population – Size, birth and death rates, causes and socio-economic implications of rapid growth in rural population, occupational structure, Rural Economics - Its Nature, scope and importance, analysis of rural labour force, participation of women in rural labour force, rural poverty, inequality, rural unemployment.

Transaction Methodology: Village Survey, Analysis, and Presentation

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Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-RURAL MANAGEMENT
I SEMESTER (2022-2024)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME									
			THEORY			PRACTICAL			L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBARM101	CC	Indian Rural Society and Rural Administration	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Indian Agriculture: Importance, agricultural production and productivity, agricultural backwardness, causes and consequences, modernization of agriculture, green revolution, farm management and technology of farming, natural, organic farming, co-operative farming, minor irrigation
 - Problems of Agriculture in India.

Transaction Methodology: Group Exercise, Presentation and discussion

Unit V: Land Tenure Systems and Land Reforms: Tenancy laws, land ceiling and consolidation of holdings, land-ceiling laws, and distribution of surplus land among the rural poor, tenant farmers, problems of land alienation in the tribal areas.

Transaction Methodology: Case Analysis and Discussion

Suggested Readings:

1. Choudhary, B (1990). *Tribal Development in India*, Inter-India Publications, New Delhi.
2. Desai, A. R (1969). *Rural Sociology and India*, Popular Prakashan: Bombay
3. Singh. S (1987). *Scheduled Castes and India, Dimensions of Social Change*, Jain Publication House, Delhi.

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MBA-RURAL MANAGEMENT
I SEMESTER (2022-2024)

MBARM102 MARKETING MANAGEMENT FOR RURAL ORGANIZATIONS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME									
			THEORY			PRACTICAL			L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
MBARM102	CC	Marketing Management for Rural Organizations	60	20	20	-	-	3	-	-	3	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives:

1. To provide an understanding of Rural Marketing issues and concepts
2. To orient the students on rural marketing strategies
3. To familiarize the students about the Rural Distribution Systems
4. To create awareness on ICTs in rural marketing
5. To make the students acquainted with commercial banks and rural credit & marketing linkages for rural organizations.

Learning Outcomes:

At the end of the course, the students will be able to

1. Identify issues in rural marketing and suggest strategies to overcome them.
2. Discuss the need, importance and process of Rural Marketing Strategy.
3. Study about rural communication and distribution systems and role of Agricultural Produce Marketing Committees (APMCs)
4. Apply ICT tools in rural marketing
5. Source the finance for rural products

COURSE CONTENT:

Unit I: Overview of Rural Marketing: Meaning and definition of rural markets. issues in rural marketing- rural products and rural consumer behavior

Transaction Methodology: Classroom teaching and discussion

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MBA-RURAL MANAGEMENT
I SEMESTER (2022-2024)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBARM102	CC	Marketing Management for Rural Organizations	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Rural Marketing Strategy: Tangible and intangible rural products - Evolving Rural Marketing Strategy - marketing strategy for rural products ; role of informal communication

Transaction Methodology: Case analysis and discussion

Unit III: Rural Distribution Systems: Rural Communication and Distribution systems, Distribution system for small markets, niche markets and exclusive products, market segmentation, Agricultural Marketing and Role of Agricultural Produce Marketing Committees (APMCs)

Transaction Methodology: Village Visit on Rural Distribution Systems, Presentation and distribution

Unit IV: ICTs in Rural Marketing: ICTs in Rural Marketing, Role of Social Media, e-NAM, Agricultural Marketing Network (AGMARKNET) and Rural Go downs. Rural vs. Urban storage systems.

Transaction Methodology: Village Visit and Recommendations for use of effective ICT in Rural Marketing, project work, presentation and discussion

Unit V: Market support: Role of commercial bank, Rural Credit and Marketing linkages

Transaction Methodology: Village Visit and Study of Role of commercial bank, Rural Credit and Marketing linkages and Presentation

Suggested Readings:

1. Dogra, B.&Karminder, G. (2008). Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, NewDelhi
2. Kotler, P(2002). *Marketing Management* (11th Edition). Prentice - Hall India Ltd:NewDelhi
3. Singh A.K. &Pandey.S (2007). *Rural Marketing: Indian Perspective*, New Age International Publuishers: NewDelhi

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