



# Syllabus

## First Semester Courses in Management Studies 2023-2024

### Contents:

- Syllabus for Core Course and/or Minor Course and Vocational Skill course (VSC)
  1. **Major Course (Offered to the students of BMS)**  
**UCMGS4501MJ1: Principles of Management**
  2. **Minor Course (Offered to students of BA-MCJ, BSc IT & BAF)**  
**UCMGS4501MN1: Fundamentals of Management**
  3. **Vocational Skill Course: VSC (Offered to the students of BMS)**  
**UCMGS4501VS1: Introduction to Business Law**
- Evaluation and Assessment guidelines

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**Major Course**  
**F.Y.BMS**

**Course Code: UCMGS4501MJ1**

**Title: Principles of Management**

**Credits: 4**

**Course Objectives:**

- To provide fundamental knowledge and exposure to the concepts, theories and practices in the field of management.
- To familiarize the students with the various functions of management.
- To lay a strong foundation for understanding the principles of management.

**Course Outcomes (COs):**

1. Students will be able to integrate management principles into management practices
2. The students will execute the managerial tasks of planning, organizing, and controlling in a variety of circumstances.
3. The students will be able to understand the dynamics of motivation and this will help them to design the appropriate tools for motivating employees at different levels in the organization.
4. The students will be able to apply the concepts learned in the course to the management of their own entrepreneurial venture.
5. The assignments and industry-based projects will give the students a practical exposure to the concepts.

**Unit 1**

**(15 lectures)**

Management-concept, nature, process and Significance. An overview of functional areas of management, managerial roles (Mintzberg)

Evolution of Management Theory – Work of Fredrick. Taylor, Fayol’s contribution.

Behavioural Science approach, Contingency approach.

**Unit 2**

**(15 lectures)**

Management Functions – Planning, Organizing, Staffing, Directing and controlling.

Planning: meaning-importance-elements- process - limitations

Decision Making- concept, importance and steps in decision making

**Unit 3**

**(15 lectures)**

Organising - Concept, nature and significance; Authority and responsibility relationships, centralization and decentralization, departmentation, organization structure- forms.

Staffing - importance, sources of recruitment, selection process



**Unit 4**

(15 lectures)

Directing – meaning and steps I direction: motivation – concept; theories – Maslow, Herzberg, Mc Gregor.

Leadership- concept, styles and traits

Control: concept, process: Effective control system; control techniques.

Coordination- concept, Definition and importance.

**List of Recommended Reference Books**

1. Prasad, L. A. X. M. A. N. (2021). *Management Concepts*. Lap Lambert Academic Publ.
2. Robbins, S., DeCenzo, D., & Coulter, M. (2015). *Fundamentals of Management: Essential Concepts and Applications*. Pearson.
3. Koontz, H., Weihrich, H., & Aryasri, A. R. (2004). *Principles of Management*. Tata McGraw-Hill.
4. Webber, R. A. (1981). *To be A manager: Essentials of management*. Irwin.
5. Varney, G. H. (1979). *Management by objectives*. Dartnell Corp.

**Evaluation (Theory): Total marks per course – 100**

Formative Assessment 'for' Learning (continuous internal assessment - CIA to improve learning).

**CIA- 40 marks**

**CIA 1: Written test -20 marks,**

**CIA 2: Assignment -20 marks**

Summative Assessment 'of' Learning

**End Semester Examination – 60 marks**

One question from each unit for 15 marks, with internal choice.

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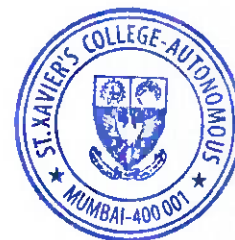
**Template for the Core Course: Principles of Management, End Semester Examination Semester 1**

UNITS	KNOWLEDGE	UNDERSTANDING	APPLICATION and ANALYSES	TOTAL MARKS - Per unit
1	6	6	3	15
2	4	4	7	15
3	3	4	8	15
4	3	4	8	15
-TOTAL - Per objective	16	18	26	60
% WEIGHTAGE	26.66%	30%	43.33%	100%

**Grid template for Evaluation of course GROUP ORAL PRESENTATION Type 2 for CIA 2**

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**MINOR COURSE (FOR BA-MCJ, BSC IT & BAF)**

**F.Y.BMS**

**Course Code: UCMGS4501MN1**

**Title: Fundamentals of Management**

**Credits: 4**

**Course Objectives:**

- To provide fundamental knowledge and exposure to the concepts, theories and practices in the field of management.
- To familiarize them with the various functions of management.
- To lay a strong foundation for understanding the principles of management.

**Course Outcomes (COs):**

1. Students will be able to integrate management principles into management practices
2. The students will execute the managerial tasks of planning, organizing, and controlling in a variety of circumstances.
3. The students will be able to understand the dynamics of motivation and this will help them to design the appropriate tools for motivating employees at different levels in the organization.
4. The students will be able to apply the concepts learned in the course to the management of their own entrepreneurial venture.
5. The assignments and industry-based projects will give the students a practical exposure to the concepts.

**Unit 1**

**(15 lectures)**

Management-concept, nature, process and Significance. An overview of functional areas of management, managerial roles (Mintzberg)

Evolution of Management Theory – Work of Fredrick. Taylor, Fayol’s contribution, Behavioural Science approach, Contingency approach.

**Unit 2**

**(15 lectures)**

Management Functions – Planning, Organizing, Staffing, Directing and controlling.  
Planning: meaning-importance-elements- process - limitations

Decision Making- concept, importance and steps in decision making

**Unit 3**

**(15 lectures)**

Organising - Concept, nature and significance; Authority and responsibility relationships, centralization and decentralization, departmentation, organization structure- forms.

Staffing - importance, sources of recruitment, selection process



**Unit 4**

**(15 lectures)**

Directing – meaning and steps I direction: motivation – concept; theories – Maslow, Herzberg, Mc Gregor.

Leadership- concept, styles and traits

Control: concept, process: Effective control system; control techniques.

Coordination- concept, Definition and importance.

**List of Recommended Reference Books**

1. Prasad, L. A. X. M. A. N. (2021). *Management Concepts*. Lap Lambert Academic Publ.
2. Robbins, S., DeCenzo, D., & Coulter, M. (2015). *Fundamentals of Management: Essential Concepts and Applications*. Pearson.
3. Koontz, H., Weihrich, H., & Aryasri, A. R. (2004). *Principles of Management*. Tata McGraw-Hill.
4. Webber, R. A. (1981). *To be A manager: Essentials of management*. Irwin.
5. Varney, G. H. (1979). *Management by objectives*. Dartnell Corp.

**Evaluation (Theory): Total marks per course – 100**

Formative Assessment 'for' Learning (continuous internal assessment - CIA to improve learning).

**CIA- 40 marks**

**CIA 1: Written test -20 marks,**

**CIA 2: Assignment -20 marks**

Summative Assessment 'of' Learning

**End Semester Examination – 60 marks**

One question from each unit for 15 marks, with internal choice.

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**Template for the Minor Course:**

**Fundamentals of Management: End Semester Examination Semester 1**

UNITS	KNOWLEDGE	UNDERSTANDING	APPLICATION and ANALYSES	TOTAL MARKS - Per unit
1	6	6	3	15
2	4	4	7	15
3	3	4	8	15
4	3	4	8	15
-TOTAL - Per objective	16	18	26	60
% WEIGHTAGE	26.66%	30%	43.33%	100%

**Grid template for Evaluation of course GROUP ORAL PRESENTATION Type 2 for CIA 2**

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**Vocational Skill Course**  
**F.Y. BMS**

**Course Code: UCMGS4501VS1**

**Title: Introduction to Business Law**  
**Credits: 2**

**Course Objectives:**

To expose the students to the objects & broad framework of legislative enactments within which business operates.

**Course Outcomes (COs):**

1. Learners will be able to appreciate the relevance of business law to individuals and businesses.
2. The students will understand the legal and fiscal structure of different forms of business organizations.
3. The students will understand and realise their responsibilities as an employer and the legal implications of their policies and actions
4. The students will be exposed to the objectives & broad framework of legislative enactments within which business operates.
5. The students will be able to understand the legal requirements when they start their entrepreneurial venture.

**Unit 1**

**(15 lectures)**

Companies Act, 2013. Understanding the essence of a company –Lifting Corporate veil- Doctrines of Constructive Notice, Indoor Management- Foreign Company, Government Company- Incorporation of Company- Memorandum of Association & Articles of association – Prospectus - Meetings - Board of Directors.

**Unit 2**

**(15 lectures)**

(A) Sales of Goods Act, 1930 Scope of the Act - Sale and Agreement to sell - Essentials of a valid sale Contract -Conditions and Warranties - Rights of an unpaid seller - Rules of Delivery – Auction sales – CIF & FOB contract

(B) Indian Partnership (The Indian Partnership Act, 1932). Essentials of Partnership - Partnership Formation - Types of Partnerships - Dissolution of Partnership - Rights, Duties and liabilities of partners.

(C) Consumer Protection Act, 1986. Objects of consumer Protection – Understanding the meaning of a consumer - Meaning of the words “Goods and Services” - Meaning of the words “Defects and Deficiencies of Goods and services” – Consumer disputes and complaints - Unfair Trade Practice





**List of Recommended Reference Books**

1. Kapoor N.D. (2022) Elements of Mercantile Law (38<sup>th</sup> Edition). Sultan Chand & Company
2. Avtar Singh. (2022) Company Law (17<sup>th</sup> Edition). Eastern Book Company
3. Jain V.K., Sharma S. (2022) Business Laws (5<sup>th</sup> Edition). Taxmann
4. Choudhary R.N. (2017) Business Law. Central Law Publications
5. Avtar Singh. (2012) Contract Law. Eastern Book Company

**Evaluation (Theory): Total marks per course - 50**

Formative Assessment ‘for’ Learning (continuous internal assessment - CIA to improve learning).

**CIA: Assignment/ Written test -20 marks**

Summative Assessment ‘of’ Learning

**End Semester Examination – 30 marks**

One question from each unit for 15 marks, with internal choice.

**Template for the Vocational Skill Course:**

**Introduction to Business Law: End Semester Examination in Semester 1**

UNITS	KNOWLEDGE	UNDERSTANDING	APPLICATION and ANALYSES	TOTAL MARKS- Per unit
1	4	5	6	15
2	4	5	6	15
-TOTAL - Per objective	8	10	12	30
% WEIGHTAGE	26.66%	33.33%	40%	100%

**Grid template for Evaluation of course GROUP ORAL PRESENTATION Type 2 for CIA 2**

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# Syllabus

## Second Semester Courses in Management Studies 2023-2024

### Contents:

- Syllabus for Core Course and/or Minor Course and Vocational Skill course (VSC)

**1. Major Course (Offered to the students of BMS)**

**UCMGS4502MJ1: Managerial Economics**

**2. Minor (Offered to students of BA-MCJ, BSc IT & BAF)**

**UCMGS4502MN1: Economics for Managers**

**3. Vocational Skill Course: VSC (Offered to the students of BMS)**

**UCMGS4502VS1: Elements of Cost Accounting**

- Evaluation and Assessment Guidelines

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## MAJOR COURSE

F.Y.BMS

Course Code: UCMGS4502MJ1

Title: Managerial Economics

Credits: 4

### Course Objectives

1. To understand the basic concepts of micro and macroeconomics and develop economic reasoning which the learners can apply in managerial decision-making.
2. To equip the students with the basic tools of economics and statistics so as to help them to analyse economic issues.
3. To understand the aggregate behaviour of the economy as a whole; and realisation of the learner's role in nation building.
4. To introduce students to the major economic issues, problems and policies of the present times.

### Course Outcomes

1. The students will understand how cost and revenue are impacted by production and demand.
2. They will be able to apply marginal analysis to the "firm" under different market conditions along with analysing the causes and consequences of different market conditions.
3. The students will understand the aggregate behaviour of the economy as a whole with reference to National Income and related concepts such as and social welfare.
4. The students will become familiar with the major economic issues, problems and policies of the present times and will be able to appreciate the policies enacted in the country in the light of India's business environment.
5. The students will be able to comprehend and analyse data that emerge from and in turn impact business flows across different types of markets (competition-wise) and analyse data that emerge from and in turn impact business flows nationally and globally.

### Unit 1

(15 Lectures)

#### **Introduction to Managerial Economics, Demand Analysis and Production Function**

Meaning of Managerial Economics-Managerial Decision-Making (Nature, Types and Process)-  
Introduction to Firms

Demand and Demand Function -Meaning of demand, Market demand function -Demand curve, factors affecting demand-Elasticity of demand -Meaning, Significance, Types, Measurement and Graphical Representation of Elasticity of Demand (Price, Income and cross elasticity of demand)-Demand Estimation and Forecasting

Production Function-Isoquants- Laws of Return to Scale- Economies and Diseconomies of Scale- Application of production function in productive sectors (service and manufacturing).



**Unit 2**

(15 Lectures)

**Cost Analysis and Market Structure**

Cost Analysis- Importance of cost in managerial decision-making – Types of Costs: Accounting vs. Economic Costs-Fixed Costs vs. Variable Costs-Total, Average, and Marginal Cost-Short-Run vs. Long-Run Cost Functions-The Learning Curve and Cost Efficiency- Break-even Analysis.

Market Structures-Meaning of market structure, need for analysing market structure-Types of markets- Perfect Competition-Monopoly-Monopolistic Competition-Oligopoly- Equilibrium in short and long run -Price Discrimination-Pricing Strategies in Different Market Structures. Non-price competition

**Unit 3**

(15 Lectures)

**National Income Aggregates and Analysis of Business Cycle**

Introduction to Macroeconomics-Inflation and Price Indices-CPI, WPI and GDP Deflator-Balance of Payments.

National Income and National Product-National Income Aggregates-GDP, GNP, NNP, PI, Disposable Income-Measurement of National Income-National Income and Economic Welfare.

Overview of classical and Keynesian analysis Business cycles- features, causes and remedial measures-Equilibrium in the goods and money markets (IS-LM).

**Unit 4**

(15 Lectures)

**Money Market, Inflation and Policy Environment**

Money Market -Concept, Importance and Measurement of Money Supply-Determinants of Money Supply-High Powered Money and Money Multiplier-Factors determining Money Supply: RBI's Analysis-Budget Deficit and Money Supply-Money Market Equilibrium-Determination of Rate of Interest

Inflation and Policy Environment-Meaning of Inflation-Demand Pull and Cost Push Inflation-Effects of Inflation-Measures to control inflation-Monetary and Fiscal Policy

**List of Recommended Reference Books**

1. Samuelson, W., Marks, S. G., Zagorsky, J. L., & Samuelson, W. (2022). *Managerial economics*. John Wiley & Sons, Inc.
2. Hirschey, M., Bentzen, E., & Scheibye, C. (2022). *Managerial economics*. Cengage Learning.
3. Salvatore, D. (2020). *Managerial economics*. McGraw-Hill Book Co
4. Ahuja, H. L., & Ahuja, A. (2017). *Managerial Economics: Analysis of Managerial Decision making*. S Chand and Company Limited.
5. Dwivedi, D. N. (2015). *Managerial economics*. Vikas Publishing House Pvt. Ltd.
6. McGuigan, J. R., Moyer, R. C., & deB, H. F. H. (2013). *Managerial economics*. South-Western.



**Evaluation (Core Theory): Total marks per course - 100.**

I. Formative Assessment 'for' Learning (continuous internal assessment - CIA to improve learning).

**CIA- 40 marks**

**CIA 1: Written test -20 marks**

**CIA 2: Assignment -20 marks**

II. Summative Assessment 'of' Learning

**End Semester Examination – 60 marks**

One question from each unit for 15 marks, with internal choice.

**Template for the Major Course:**

**Managerial Economics: End Semester Examination in Semester 2**

UNITS	KNOWLEDGE	UNDERSTANDING	APPLICATION and ANALYSES	TOTAL MARKS - Per unit
1	6	6	3	15
2	4	4	7	15
3	3	4	8	15
4	3	4	8	15
-TOTAL - Per objective	16	18	26	60
% WEIGHTAGE	26.66%	30%	43.33%	100%

Grid template for Evaluation of course **GROUP ORAL PRESENTATION Type 2 for CIA 2**

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## MINOR COURSE (FOR BA-MCJ, BSC IT & BAF)

F.Y.BMS

Course Code: UCMGS4502MN1

Title: Economics for Managers

Credits: 4

### Course Objectives

- 1.To understand the basic concepts of micro and macroeconomics and develop economic reasoning which the learners can apply in managerial decision-making.
- 2.To equip the students with the basic tools of economics and statistics so as to help them to analyse economic issues.
- 3.To understand the aggregate behaviour of the economy as a whole; and realisation of the learner's role in nation building.
- 4.To introduce students to the major economic issues, problems and policies of the present times.

### Course Outcomes

1. The students will understand how cost and revenue are impacted by production and demand.
2. They will be able to apply marginal analysis to the "firm" under different market conditions along with analysing the causes and consequences of different market conditions.
3. The students will understand the aggregate behaviour of the economy as a whole with reference to National Income and related concepts such as and social welfare.
4. The students will become familiar with the major economic issues, problems and policies of the present times and will be able to appreciate the policies enacted in the country in the light of India's business environment.
5. The students will be able to comprehend and analyse data that emerge from and in turn impact business flows across different types of markets (competition-wise) and analyse data that emerge from and in turn impact business flows nationally and globally.

### Unit 1

(15 Lectures)

#### **Introduction to Managerial Economics, Demand Analysis and Production Function**

Meaning of Managerial Economics-Managerial Decision-Making (Nature, Types and Process)-  
Introduction to Firms

Demand and Demand Function -Meaning of demand, Market demand function -Demand curve, factors affecting demand-Elasticity of demand -Meaning, Significance, Types, Measurement and Graphical Representation of Elasticity of Demand (Price, Income and cross elasticity of demand)-Demand Estimation and Forecasting

Production Function-Isoquants- Laws of Return to Scale- Economies and Diseconomies of Scale- Application of production function in productive sectors (service and manufacturing).

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## **Unit 2**

(15 Lectures)

### **Cost Analysis and Market Structure**

Cost Analysis- Importance of cost in managerial decision-making – Types of Costs: Accounting vs. Economic Costs-Fixed Costs vs. Variable Costs-Total, Average, and Marginal Cost-Short-Run vs. Long-Run Cost Functions-The Learning Curve and Cost Efficiency- Break-even Analysis.

Market Structures-Meaning of market structure, need for analysing market structure-Types of markets- Perfect Competition-Monopoly-Monopolistic Competition-Oligopoly- Equilibrium in short and long run -Price Discrimination-Pricing Strategies in Different Market Structures. Non-price competition

## **Unit 3**

(15 Lectures)

### **National Income Aggregates and Analysis of Business Cycle**

Introduction to Macroeconomics-Inflation and Price Indices-CPI, WPI and GDP Deflator-Balance of Payments.

National Income and National Product-National Income Aggregates-GDP, GNP, NNP, PI, Disposable Income-Measurement of National Income-National Income and Economic Welfare.

Overview of classical and Keynesian analysis Business cycles- features, causes and remedial measures-Equilibrium in the goods and money markets (IS-LM).

## **Unit 4**

(15 Lectures)

### **Money Market, Inflation and Policy Environment**

Money Market -Concept, Importance and Measurement of Money Supply-Determinants of Money Supply-High Powered Money and Money Multiplier-Factors determining Money Supply: RBI's Analysis-Budget Deficit and Money Supply-Money Market Equilibrium-Determination of Rate of Interest

Inflation and Policy Environment-Meaning of Inflation-Demand Pull and Cost Push Inflation-Effects of Inflation-Measures to control inflation-Monetary and Fiscal Policy

### **List of Recommended Reference Books**

1. Samuelson, W., Marks, S. G., Zagorsky, J. L., & Samuelson, W. (2022). *Managerial economics*. John Wiley & Sons, Inc.
2. Hirschey, M., Bentzen, E., & Scheibye, C. (2022). *Managerial economics*. Cengage Learning.
3. Salvatore, D. (2020). *Managerial economics*. McGraw-Hill Book Co
4. Ahuja, H. L., & Ahuja, A. (2017). *Managerial Economics: Analysis of Managerial Decision making*. S Chand and Company Limited.
5. Dwivedi, D. N. (2015). *Managerial economics*. Vikas Publishing House Pvt. Ltd.
6. McGuigan, J. R., Moyer, R. C., & deB, H. F. H. (2013). *Managerial economics*. South-Western.



**Evaluation (Core Theory): Total marks per course - 100.**

I. Formative Assessment ‘for’ Learning (continuous internal assessment - CIA to improve learning).

**CIA- 40 marks**

**CIA 1: Written test -20 marks**

**CIA 2: Assignment -20 marks**

II. Summative Assessment ‘of’ Learning

**End Semester Examination – 60 marks**

One question from each unit for 15 marks, with internal choice.

**Template for the Minor Course:**

**Economics for Managers: End Semester Examination in Semester 2**

UNITS	KNOWLEDGE	UNDERSTANDING	APPLICATION and ANALYSES	TOTAL MARKS - Per unit
1	6	6	3	15
2	4	4	7	15
3	3	4	8	15
4	3	4	8	15
-TOTAL - Per objective	16	18	26	60
% WEIGHTAGE	26.66%	30%	43.33%	100%

**Grid template for Evaluation of course GROUP ORAL PRESENTATION Type 2 for CIA 2**

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**Vocational Skill Course (Offered to BMS students)**  
**FYBMS**

**Course Code: UCMGS4502VS1**

**Title: Elements of Cost Accounting**

**Credits: 2**

**Course Objectives:**

1. To familiarise the students with the essential cost, concepts, allocation and control of various costs and methods of costing.
2. To provide them with the basis to make informed business decisions that will allow them to be better equipped in their cost and control functions.
3. To help them in preparing and presenting cost sheets and other decision-oriented information in such a way as to assist cost decisions.

**Course Outcome:**

1. The students will become familiar with the concepts of basic cost and its allocation in the financial operations of firms.
2. The students will become familiar with the methods of costing and will be able to control and manage the various components of Manufacturing firms effectively
3. This course will help the students to understand cost budgeting and estimation.
4. The students will be able to manage the finances of their own ventures efficiently and effectively.

**Unit 1 Elements of Cost: material-labour- overheads**

**(15 Lectures)**

**Bases of Cost Classification**

On the basis of :-Behavior / Variability  
Element of cost, including direct & indirect concept  
Functions

**Determination of Total Cost**

Cost structure  
Cost sheets  
Composition of the selling price

**Unit 2 Elementary Principles and Techniques of Marginal Costing**

**(15 Lectures)**

Meaning - Features of marginal costing  
Advantages of marginal costing  
Limitations of marginal costing

Concept of profit  
Contribution - Profit/volume ratio - Break-even point  
The margin of safety - Cost volume profit analysis



**List of Recommended Reference Books and Articles**

1. Bhabatosh, B. (2014). *Cost accounting*. Prentice-Hall Of India.
2. Lal, J., & Srivastava, S. (2013). *Cost accounting*. McGraw-Hill Education (India).
3. Khan, M. Y., & Jain, P. K. (2013). *Management accounting: Text, problems and cases*. McGraw-Hill Education (India).
4. Institute of Cost and Works Accountants of India. (2007). *Cost audit--The way ahead*.
5. Wolk, H. I. (2009). *Accounting theory*. Sage.
6. Pandey, I. M. (1995). *Essentials of Management Accounting*. Vikas Publishing House.

**Evaluation (Theory): Total marks per course - 50**

Formative Assessment 'for' Learning (continuous internal assessment - CIA to improve learning).

**CIA: Assignment/ Written test -20 marks**

Summative Assessment 'of' Learning

**End Semester Examination – 30 marks**

One question from each unit for 15 marks, with internal choice.

**Template for the Vocational Skill Course:**

**Elements of Cost Accounting: End Semester Examination in Semester 2**

UNITS	KNOWLEDGE	UNDERSTANDING	APPLICATION and ANALYSES	TOTAL MARKS- Per unit
1	3	5	7	15
2	4	5	6	15
-TOTAL - Per objective	7	10	13	30
% WEIGHTAGE	23%	33%	44%	100%

**Grid template for Evaluation of course GROUP ORAL PRESENTATION Type 2 for CIA 2**

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