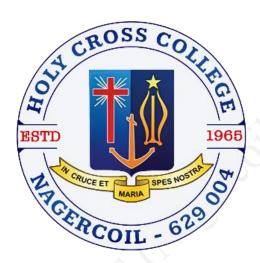
Holy Cross College (Autonomous) Accredited with A⁺ by NAAC (CGPA 3.35) Nagercoil, Kanyakumari District, TamilNadu, India.

Website: www.holycrossngl.edu.in

Affiliated to Manonmaniam Sundaranar University, Tirunelveli



Learning Outcomes-based Curriculum Framework (LOCF) with Choice Based Credit System (CBCS)

GUIDELINES FOR POSTGRADUATE PROGRAMME

2023-2026

Issued from THE DEANS' OFFICE

Vision

Imbibing the Spirit of the Holy Cross, the institution envisions a harmonious society by empowering young women for global competency and ecological sustainability through holistic approach with innovative skills.

Mission

- 1. To provide quality education and to promote scholarly activities catering to global competency.
- 2. To nurture participatory leadership to enhance social consciousness and social responsibility.
- 3. To uphold ethical values of honesty, personal accountability and transparency through professional commitment.
- 4. To create global professionals and entrepreneurs with innovative spirit and zeal.
- 5. To create empowered women of competence, commitment and compassion.
- 6. To instill in students the awareness of inter connectedness between human and nature.

Graduate Attributes

Graduates of our College develop the following attributes during the course of their studies.

> Creative thinking:

Equipping students with hands-on-training through skill based courses and promote startup.

> Personality development:

Coping with increasing pace and change of modern life through value education, awareness on human rights, gender issues and giving counselling for the needful.

> Environmental consciousness and social understanding:

Reflecting upon green initiatives and understanding the responsibility to contribute to the society; promoting social and cultural diversity through student training and service learning programmes.

Communicative competence:

Offering effective communication skills in both professional and social contexts through bridge courses and activities of clubs and committees.

> Aesthetic skills:

Engaging mind, body and emotions for transformation through fine arts, meditation and exercise; enriching skills through certificate courses offered by Holy Cross Academy.

> Research and knowledge enrichment:

Getting in-depth knowledge in the specific area of study through relevant core papers; ability to create new understanding through the process of critical analysis and problem solving.

> Professional ethics:

Valuing honesty, fairness, respect, compassion and professional ethics among students. The students of social work adhere to the *National Association of Social Workers Code of Ethics*

Student engagement in the learning process:

Obtaining extensive and varied opportunities to utilize and build upon the theoretical and empirical knowledge gained through workshops, seminars, conferences, industrial visits and summer internship programmes.

Employability:

Enhancing students in their professional life through Entrepreneur development, Placement & Career guidance Cell.

> Women empowerment and leadership:

Developing the capacity of self-management, team work, leadership and decision making through gender sensitization programmes.

PG Programme Educational Objectives (PEOs) ARTS & SCIENCE

PEOs	Upon completion of M.A./ M. Sc. /MSW Degree Programme,	Mapping
	the graduates will be able to:	with Mission
PEO1	apply scientific and computational technology to solve socio	M1, M2
	ecological issues and pursue research.	
PEO2	continue to learn and advance their career in industry both in	M4 & M5
	private and public sectors	
PEO2	develop leadership, teamwork, and professional abilities to	M2, M5 &
	become a more cultured and civilized person and to tackle the	M6
	challenges in serving the country.	

PG Programme Educational Objectives (PEOs) – COMMERCE

PEOs	Upon completion of M.Com Degree Programme, the	Mapping with
	graduates will be able to:	Mission
PEO1	utilize computational technology to solve social and financial	M1& M2
	issues and to pursue research.	
PEO2	exercise professional skills, values, team spirit and leadership	M2, M4 & M5
	to face challenges and to contribute building the nation.	
PEO3	continue to learn and advance their career in industry both	M5 & M6
	public and private sectors, government and academia.	

PG Programme Outcomes (POs) -SCIENCE

POs	Upon completion of M.Sc. Degree Programme, the graduates will be able to:	Mapping with PEOs
PO1	apply their knowledge, analyze complex problems, think independently, formulate and perform quality research.	PEO1 & PEO2
PO2	carry out internship programmes and research projects to develop scientific and innovative ideas through effective communication.	PEO1, PEO2 & PEO3
PO3	develop a multidisciplinary perspective and contribute to the knowledge capital of the globe.	PEO 2
PO4	develop innovative initiatives to sustain ecofriendly environment	PEO1, PEO2
PO5	through active career, team work and using managerial skills guide people to the right destination in a smooth and efficient way.	PEO 2
PO6	employ appropriate analysis tools and ICT in a range of learning scenarios, demonstrating the capacity to find, assess, and apply relevant information sources.	PEO1, PEO2 & PEO3
PO7	learn independently for lifelong to execute professional, social and ethical responsibilities promoting sustainable development.	PEO3

PG Programme Outcomes (POs) - ARTS

POs	Upon completion of M.A./MSW Degree Programme, the graduates will be able to:	Mapping PEOs	with
PO1	enhance in-depth learning by using innovative technological	PEO1	

	sources	
PO2	design and undertake individual research which will contribute to the future ideological and societal development	PEO1, PEO2 & PEO3
PO3	integrate various theories and methodologies relating to social and environmental contexts.	PEO 2
PO4	excel in competitive examinations, face interviews and handle real life situations.	PEO 2& PEO3
PO5	articulate critically to address the emerging national and global challenges with an ethical outlook.	PEO1, PEO2 & PEO3
PO6	perform the professionalism and team spirit and exhibit leadership, communication and managerial skills.	PEO 2& PEO3
PO7	learn independently for lifelong to execute professional, social and ethical responsibilities promoting sustainable development	PEO3

PG Programme Outcomes (POs) - COMMERCE

Upon completion of M. Com Degree Programme, the graduates	Mapping with				
will be able to:	PEOs				
apply high level knowledge and skills in various fields of	PEO1				
	DE 04 0 DE 04				
, , ,	PEO2 &PEO3				
publication skills.					
identify and analyse functional management issues at various levels	PEO2				
of career advancement					
develop competency and skills to pursue higher level programmes	PEO2 &PEO3				
in commerce and industry					
function effectively as a member or leader in teams by	PEO1, PEO2				
demonstrating soft skills, coping skills and human values	& PEO3				
holistic development					
	PEO3				
	will be able to: apply high level knowledge and skills in various fields of commerce Obtain opportunities in research, writing, communication and publication skills. identify and analyse functional management issues at various levels of career advancement develop competency and skills to pursue higher level programmes in commerce and industry function effectively as a member or leader in teams by demonstrating soft skills, coping skills and human values sensitize professional ethics and societal needs which lead them for				

Regulations for the PG Programme

1. Eligibility

(i) For Admission: A candidate who is a graduate of this college or any other recognized University in the main subject/subjects as given below against each or who has passed an examination accepted as equivalent thereto by the Syndicate of Manonmaniam Sundaranar University, Tirunelveli, is eligible for admission.

ARTS

S.No.	Name of the Eligibility		Medium of
	Programme		Instruction
1.	M.A. English	A pass in B.A. English	English
	(Aided & Self-		
	Financed)		
2.	M. A. History	A pass in B. A. History	English
	(Self-Financed)		
3.	M.A. Economics	A pass in B.A. Economics	English
	(Self-Financed)		
		A pass in B. Com. / Bank Management	_
	M.Com.	/Computer Applications/ Financial	

4.	(Self-Financed)	Management/B.Com. (Applied) /CA-	English
		Operation/ B.B.A. and other related	
		Programmes equivalent to B.Com.	
5.	MSW (Social	A pass in any degree	English
	Work) (Self-		_
	Financed)		

SCIENCE

S.No.	Name of the Programme		
			Instruction
1.	M.Sc. Mathematics	A pass in B.Sc. Mathematics	English
1.	(Aided &Self-Financed)		
		A pass in B. Sc Physics/ B.Sc.	English
2.	M.Sc. Physics	Electronics/ Applied Physics / Four	
		year Physics (Honours)	
3.	M.Sc. Zoology	A pass in B.Sc. Zoology	English
4.	M.Sc. Chemistry	A pass in B.Sc.Chemistry	English
4.	(Self-Financed)		
5.	M.Sc. Botany	A pass in B.Sc. Botany	English
٥.	(Self-Financed)		
6.	M.Sc. Computer Science	A pass in B.Sc. Computer Science	English
	(Self-Financed)		-

ii) Degree

The candidates shall have subsequently undergone the prescribed Programme of study in Holy Cross College (Autonomous) affiliated to the Manonmaniam Sundaranar University for a period of not less than two academic years comprising four semesters, passed the examinations prescribed and fulfilled such conditions as have been prescribed there of.

2. Duration

The duration of PG Programme is for a period of two years. Each academic year shall comprise of two semesters, viz. Odd and Even semesters. Odd semester shall be from June to October / November and Even Semester shall be from November / December to April. There shall be not less than 90 working days which shall comprise 450 teaching clock hours for each Semester (excluding the days for the conduct of end-semester examinations).

3. LOCF with CBCS

Learning Outcomes-based Curriculum Framework is a student-centric teaching and learning methodology where the course delivery and assessment are planned to achieve, stated objectives and outcomes. It focuses on measuring performance of the student i.e. outcomes at different levels. The main feature of the CBCS is to make postgraduate education student centric, allowing students to choose inter-disciplinary, intra-disciplinary courses, skill-oriented courses (even from other disciplines according to their learning needs, interests and attitude) with optimal flexibility for students on par with global standards.

In keeping with the spirit of CBCS based on the norms of UGC, the curriculum has been restructured once in every three years since the college was conferred with the autonomous status in 2007- 2008.

A PG student may take up an Internship/ Summer Training Programme relevant to the subject in any reputed institution for a period of twenty-five days, in order to develop knowledge and skills, and equip for career. This programme was included within the curriculum with one credit under curriculum restructuring from 2011-12.

4. Courses

I. Curricular Courses:

The following are the various categories of courses offered in the PG programme:

(i) Core Courses & Core Lab Course:

These courses should compulsorily be studied by a candidate as a core requirement. Lab Courses are integral for science disciplines They provide basic understanding of the main discipline.

(ii) Elective Courses:

The college provides all information to students regarding Elective Courses as to enable them to choose the relevant ones.

(iii) Core Research Project:

Each candidate shall be required to take up an individual project of regional relevance and submit it at the end of the third semester. The Head of the Department shall assign the Guide who, in turn, will suggest the Project Work to the student in the beginning of the final year. The Project will be evaluated by an internal and an external examiner nominated by the Controller of Examinations. The candidate concerned will have to defend her Project through a Viva-voce.

(iv) Skill Enhancement Course (SEC):

These courses focus on developing skills or proficiencies in the student, and aim at providing hands-on training.

(v) Internship:

Internship during the first year vacation, i.e. during summer vacation between semester II and III for at least twenty five days, will help the students gain valuable work experience, that connects classroom knowledge to real world experience and to narrow down and focus on the career path. Internship Report should be submitted to the Controller of Examination through respective departments.

II. Co-curricular Courses:

(i) Life Skill Training I &II: (1 credit each)

Life Skill Training is offered to the PG students in order to mould them into responsible individuals. External Examination is conducted at the end of the II & IV Semesters.

(ii) Field Project:

Minimum seven days with one credit is mandatory for all I PG students to undertake at the end of semester I which has to be relevant to society.

(iii) Specific Value-added Courses:

Students have to undergo the courses in the discipline.

(iv) Generic Value-added Courses:

Students can choose the courses offered by the institution.

(v) Massive Open Online Courses (MOOCs):

The students have to undergo any 4 weeks course of their choice to earn the mandatory 1 credit. They can earn extra 2 credits by completing 8 or 12 weeks course (maximum 2 courses).

(vi) Community Engagement Activity (UBA)

This extension activity is offered for 30 hours.

(vii) Library Hour:

One hour per week is allotted as library hour which can be allocated by the departments.

5. Course Coding and Classification:

The following code system (11 alphanumeric characters) is adopted for Post Graduate courses:

Department Code	PG	Year of Revision	Semester	Course Specification	Course number
X	P	23	1-4	CC/CP	1,2,3 etc

Course Specifications:

CC - Core Course IS- Internship

CP- Core Practical SE – Skill Enhancement

RP- Research Project FP- Field Project

6.Course Classification

The courses offered are classified as New Courses, Multidisciplinary, Interdisciplinary and Industry 4.0, as courses catering to Employability, Entrepreneurship and Skill Development, as courses of local, national, regional and global relevance and, as courses based on Cross Cutting Issues such as Gender Equity, Environment and Sustainability, Human Values, Professional Ethics and Indian Knowledge System.

7.Course Structure

(i) Curricular Courses:

Distribution of Hours and Credits

Course		SEMESTER				Total	
	I	II	III	IV	Hours	Credits	
Core Course & Core Lab	7(5) +	6(5)+	6(5) +	6(5) +	74	58	
Course	7(5) +	6(5) +	6(5) +	6(5)+			
	6(4)	6(4)	6(5)	6(5)			
			()				
Elective Course	5 (3) +	4 (3) +	4(3)	4 (3)	30	21	
	5 (3)	4(3)		+ 4(3)			
Core Research Project		- 1	5(4)		5	4	
Skill Enhancement Course		4(2)	3 (2)	4(2)	11	6	
Internship			(2)		-	2	
Total	30 (20)	30 (22)	30 (26)	30 (23)	120	91	

Total Number of Hours

(ii) Co-curricular Courses

Course	SEMESTER				Total
	I	II	III	IV	Credits
Life Skill Training –I	-	(1)	-	-	1
Life Skill Training –II	-	-	-	(1)	1
Field Project	(1)		-		1
Specific Value-Added Courses	(1)		(1)		2
Generic Value-Added Courses		(1)		(1)	2
Massive Open Online Courses (MOOCs)		(1)		(1)	2
Community Engagement Activity (UBA)		(1)			1

Total Number of Credits = 91 + (10)

Non-academic courses are mandatory and conducted outside the regular working hours.

8. Credits

Credit refers to the weightage given to a course, usually in relation to the instructional hours assigned to it and a quantum of work a student is required to put in for a particular course. The credits of a Course should be less than the hours allotted to it. The total minimum credits, required for awarding PG Degree is 91 + (10).

9. Extra Credits (Maximum 10 credits)

Extra credits can be acquired by taking up the following:

=120

i. MOOCs / Self -Learning Courses

1 credit for a course (Maximum 2 credits)

ii. **Sports Representation** – (Maximum 5 credits)

International level - 5 Credits
National level - 4 Credits
State level - 3 Credits
University level - 2 Credits
District level - 1 Credit

iii. Research Articles:

Publication in Journals (International/National) (max.3 papers)

Peer-reviewed journals or any journal with ISSN/ ISBN - 1 credit.

SCOPUS / Web of Science (Science Disciplines) and UGC Care List – Category II (Arts and Humanities Disciplines) - 2 credits

Presentation in Seminars/ Conferences/ Workshops/ Webinars

1 credit for a research paper (Maximum 2 credits)

iv. Entrepreneurship Initiatives:

Founders of Start Steps: 2 extra credits Co-Founders of Start Steps: 1 extra credit

Udhayam/MSME Registered Start Steps and Small Scale Industries: 3 extra credits Innovative Start Steps with Successful Business Scaling (turnover of ₹1 lakh or more per year): 5 extra credits

10. CBCS for PG Programme

Components	No. of Courses	Credit/Course	Total
Core Course/Lab Course	12	4-5	58
Elective Course	7	3	21
Core Research Project	1	4	4
Skill Enhancement Course	3	2	6
Internship	1	2	2
Co-curricular Courses	^(^Y		
Life Skill Training	2	1	2
Field Project	1	1	1
Specific Value-added Course	2	1	2
Generic Value Added Courses	2	1	2
Massive Open Online Courses	2	1	2
Community Engagement	1	1	1
Activity (UBA)	1	1	1
Total		<u> </u>	91 + 10

11. Pedagogy

Each Course is designed with Lectures / Tutorials / Laboratory or Field Work / Seminar /Practical Training / Assignments or Report Writing/ Book review / Group Discussion/Flipped / Blended/ Open Book test/ Problem Solving/ Inquiry based Learning/ Debate/ Experiential Learning etc. to meet effective teaching, learning and evaluation requirements.

12. Examination Pattern

Curricular Courses:

i) Core Course / Elective Course

Internal: External-25:75

Continuous Internal Assessment (CIA)

Internal Components and Distribution of Marks

Components	Marks
Internal test (2) (40 marks)	10

Quiz (2) (20 marks)	5
Seminar (10 marks)	5
Assignment: (Model Making, Exhibition, Role Play, Group	5
Discussion, Problem Solving, Class Test, Open Book Test (Minimum	
three items per course) (30 marks)	
Total	25

Question Pattern

Internal Test	Marks	External Exam	Marks
Part A 4 x 1 (No choice)	4	Part A 10 x 1 (No choice)	10
Part B 2 x 6 (Internal choice)	12	Part B 5 x 6 (Internal choice)	30
Part C 2 x 12 (Internal choice)	24	Part C 5 x 12 (Internal choice)	60
Total	40	Total	100

ii) Core Lab Course:

Ratio of Internal and External= 25:75

Total: 100 marks

Internal Components and Distribution of Marks

Internal Components	Marks
Performance of the Experiments	10
Regularity in attending practical and submission of records	5
Record	5
Model exam	5
Total	25

Question pattern

External Exam	Marks
Major Practical	
Minor Practical / Spotters / Record	75
Total	75

iii) Core Research Project:

Ratio of Internal and External 25: 75

Internal (Supervisor)	Marks
I Review	5
II Review	5
Report	15
External (External Examiner)	
Report	40
Viva-voce (individual, open viva-voce)	35
Total	100

iv) Skill Enhancement Course

Ratio of Internal and External = 25:75

Internal Components and Distribution of Marks

Components	Marks
Internal test (2) – (40 marks)	10
Quiz (2) – (20 marks)	5
Assignment: (Model Making, Exhibition, Role Play, Album, Group	10
Activity (Mime, Skit, Song) (Minimum three items per course)	
Total	25

Question Pattern

Internal Test	Marks	External Exam	Marks
Part A 2 x 2 (No Choice)	4	Part A 5 x 2 (No Choice)	10
Part B 3 x 4 (Open choice Three	12	Part B 5 x 4 (Open choice	20
out of Five)		any Five out of Eight)	
Part C 1 x 9 (Open choice One	9	Part C 5 x 9 (Open choice	45
out of Three)		any Five out of Eight)	
Total	25	Total	75

v) Internship

Components	Marks
Industry Contribution	50
Report & Viva-voce	50
Total	100

Co-Curricular Courses:

(i) Life Skill Training

Internal Component

Components		Marks
	Album (20 pages)	30
Life Skill Training -I	Group Activity	20
	(Group of 5 students)	
	Total	50
Life Skill Training -II	Case Study (30 pages)	50
	Total	50

External Component

Written Test	Five out of Seven (5 x 10)	50
	Total	50

(ii) Field Project:

Components	Marks
Field Work	50
Field Project Report & Viva-voce	50
Total	100

(iii) Specific Value-Added Courses & Generic Value-Added Courses:

	Components	Marks
Internal		25
External		75
Total		100

(iv) Community Engagement Activity-UBA

Internal Component	
Component	Marks
Attendance (Field Work)	30
Participation	20
<u> Fotal</u>	50

External Component

Component	Marks
Group Project Report/ Case Study	50
(10-15 pages in print)	
Total	50

13. **OBE**

(i) Knowledge levels for assessment of Outcomes based on Blooms Taxonomy

S.	Level	Parameter	Description
No.			
1	KI	Knowledge/Remembering	It is the ability to remember the previously
			learned
2	K2	Comprehension/Understanding	The learner explains ideas or concepts
3	K3	Application/Applying	The learner uses information in a new way
4	K4	Analysis/Analysing	The learner distinguishes among different parts
5	K5	Evaluation/Evaluating	The learner justifies a stand or decision
6	K6	Synthesis /Creating	The learner creates a new product or point of view

(ii) Weightage of K – levels in Question Paper Number of questions for each cognitive level:

Assessment	Cognitive Level	KI		K2		К3		K4, K5, K6			Total			
Internal Test	Part	Α	В	C	A	В	C	A	В	С	A	В	C	
	No. of Questions	1	1	1.	1	7	-	1	-	1	2	1	1	8
External	Part	Α	В	C	A	В	С	A	В	C	A	В	C	
Examination	No. of Questions	3	-	1	3	1	1	1	2	1	3	2	2	20

The levels of assessment are flexible and it should assess the cognitive levels and outcome attainment.

14. Evaluation

- i. The performance of a student in each Course is evaluated in terms of percentage of marks with a provision for conversion to grade points.
- ii. Evaluation for each Course shall be done by a Continuous Internal Assessment (CIA) by the Course teacher as well as by an end semester examination and will be consolidated at the end of the semester.
- iii. There shall be examinations at the end of each semester, for odd semesters in October / November; for even semesters in April / May.
- iv. A candidate who does not pass the examination in any course (s) shall be permitted to re-appear in such failed course (s) in the subsequent examination to be held in October / November or April / May. However, candidates who have arrears in Practical Examination(s) shall be permitted to re-appear for their arrears only along with Regular Practical examinations in the respective semester.
- v. Viva-voce: Each candidate shall be required to appear for Viva-voce Examination in defense of the Project.
- vi. The results of all the examinations will be published in the College website.

15. Conferment of the Master's Degree

A candidate shall be eligible for the conferment of the Degree of Master of Arts / Science/Commerce only if the minimum required credits for the programme thereof (91 +10 credits) is earned.

16. Grading System

For a semester examination:

Calculation of Grade Point Average for End Semester Examination:

GPA = Sum of the multiplication of grade points by the credits of the course Sum of the credits of the courses (passed) in a semester

For the entire programme:

Cumulative Grade Point Average (CGPA) $\Sigma_n \Sigma_i C_{ni} G_{ni} / \Sigma_{ni} \Sigma_i C_{ni}$

CGPA = Sum of the multiplication of grade points by the credits of the entire programme

Sum of the credits of the courses of the entire programme

where

- C_i Credits earned for course i in any semester
- G_i Grade point obtained for course i in any semester
- n semester in which such courses were credited

17. Final Result

Conversion of Marks to Grade Points and Letter Grade

Range of Marks	Grade Points	Letter Grade	Description
90-100	9.0-10.0	0	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	В	Average
00-49	0.0	U	Re-Appear
ABSENT	0.0	AAA	ABSENT

Overall Performance

CGPA	Grade	Classification of Final Results
9.5-10.0	O+	First Class Example w/*
9.0 and above but below 9.5	0	First Class – Exemplary*
8.5 and above but below 9.0	D++	
8.0 and above but below 8.5	D+	First Class with Distinction*
7.5 and above but below 8.0	D	
7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	First Class
6.0and above but below 6.5	A	
5.5and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	В	Second Class
0.0 and above but below 5.0	U	Re-appear

^{*}The candidates who have passed in the first appearance and within the prescribed semester are eligible.

18. Mapping of Vision / Mission / Programme Education Objectives of the Institution

Vision	Mission	Programme Education
		Objectives
Imbibing the Spirit	1 . To provide quality	1. The graduates will apply
of the Holy Cross,	education and to promote	appropriate theory and
the institution	scholarly activities catering to	scientific knowledge to
envisions a	global competencies.	participate in activities that
harmonious society	2. To nurture participatory	support the humanity and
by empowering	leadership to enhance	economic development,
young women for	social consciousness and	nationally and globally,
global competency	social responsibility.	developing as leaders in their
and ecological	3 . To uphold ethical values of	fields of expertise.
sustainability	honesty, personal	M1 & M2

through	holistic	accountability	and	2. The graduates pursue life-
approach	with	transparency	through	long learning and continuous
innovative s	kills.	professional commitm	nent.	improvement of the
		4. To create	global	Knowledge and skills with
		professionals and entr	1	the highest professional and
		with innovative spirit	and zeal.	ethical standards.
		5. To create er	npowered	M3 & M4
		women of con	mpetence,	3. The graduates will develop
		commitment and com	passion.	strong and competent
		6. To instill in stu	dents the	knowledge with diversified
		awareness	of	professional skills in
		interconnectedness	between	accordance with dynamic real-
		human and nature		time challenges and career
				opportunities.
				M5 & M6

Mapping of PEO'S and PO'S

SCIENCE

PEOs	PO1	PO 2	PO3	PO4	PO5
PEO 1	S	S	S	M	S
PEO 2	M	S	M	S	S
PEO 3	M	S	M	S	S

Strong -S (3), Medium – M (2), Low – L (1)

ARTS

PEOs	PO1	PO 2	PO3	PO4	PO5	PO6
PEO 1	S	S	S	S	S	S
PEO 2	S	S	M	M	S	S
PEO 3	M	M	S	S	S	S

Strong -S (3), Medium – M (2), Low – L (1)

COMMERCE

PEOs	PO1	PO 2	PO3	PO4	PO5	PO6
PEO 1	S	S	S	S	S	S
PEO 2	S	S	M	M	S	S
PEO 3	M	M	S	S	S	S

Strong -S (3), Medium – M (2), Low – L (1)