

# **management information systems managing the digital firm seventh canadian edition 7th edition**

Management Information Systems Managing The Digital Firm Seventh Canadian Edition 7th Edition Management Information Systems Managing the Digital Firm Seventh Canadian Edition 7th Edition Management Information Systems (MIS) play a pivotal role in transforming traditional organizations into digital firms capable of thriving in an increasingly interconnected and technology-driven marketplace. The Seventh Canadian Edition of Managing the Digital Firm offers an in-depth exploration of how information technology (IT) and systems are integrated into modern business strategies, operations, and competitive advantage. This edition emphasizes the strategic importance of MIS in fostering innovation, improving efficiency, and enabling organizations to adapt swiftly to the dynamic digital landscape. It provides a comprehensive understanding of the core components, frameworks, and emerging trends in MIS, equipping managers, students, and practitioners with the knowledge necessary to leverage technology effectively. --- The Role of Management Information Systems in Modern Organizations Understanding the Digital Firm A digital firm is an organization that fully integrates digital technologies into all aspects of its operations, creating new value propositions and transforming how it interacts with customers, suppliers, and other stakeholders. MIS serve as the backbone of such firms by providing timely, relevant, and accurate information that supports decision-making, coordination, and control. Key Functions of MIS in a Digital Firm MIS supports organizations through several essential functions: - Data Collection and Storage: Gathering vast amounts of data from various sources and storing it efficiently. - Information Processing: Transforming raw data into meaningful information through processing and analysis. - Decision Support: Providing managers with tools and reports to make informed decisions. - Automation of Processes: Streamlining operations via automation to enhance productivity. - Communication and Collaboration: Facilitating seamless communication within and outside the organization. Strategic Importance of MIS MIS is not merely an operational tool but a strategic asset. It contributes to: - Competitive Advantage: By enabling differentiation through innovative information-based strategies. - Customer Relationship Management: Improving customer satisfaction and loyalty. - Operational Excellence:

Enhancing efficiency and reducing costs. - Innovation: Supporting new business models and digital transformation initiatives. --- Core Components of Management Information Systems Hardware Hardware encompasses all physical technology components such as servers, computers, networking devices, and peripherals that support data processing. Software Software includes operating systems, enterprise applications, analytics tools, and other programs that enable data processing and management. Data Data is the raw material for MIS, encompassing all organizational information used for analysis and decision-making. Networks Networks connect hardware and software components, facilitating data sharing and communication across organizational boundaries. People Users and IT professionals are central to MIS, responsible for designing, implementing, and utilizing systems effectively. --- Types of Management Information Systems Transaction Processing Systems (TPS) These systems handle daily routine transactions such as sales, payroll, and inventory management, providing the foundational data for other systems. Management Reporting Systems (MRS) MRS generate summarized reports to assist middle managers in monitoring operational performance and making tactical decisions. Decision Support Systems (DSS) DSS aid managers in semi-structured or unstructured decision-making processes by providing analytical models and simulation capabilities. Enterprise Systems Enterprise Resource Planning (ERP) systems integrate core business processes across departments, providing a unified view of organizational data. Customer Relationship Management (CRM) Systems CRM systems help manage customer information, interactions, and sales pipelines to enhance customer satisfaction and retention. Supply Chain Management (SCM) Systems SCM systems coordinate and optimize supply chain activities from procurement to delivery, reducing costs and improving responsiveness. --- Leveraging MIS for Competitive Advantage Strategic Alignment Aligning IT initiatives with business goals ensures that MIS contributes directly to organizational success. This involves: - Conducting strategic planning for IT investments. - Ensuring organizational processes support digital initiatives. Innovation and Digital Transformation MIS facilitates innovation by enabling: - Development of new business models. - Adoption of emerging technologies like cloud computing, big data analytics, and artificial intelligence. Data-Driven Decision Making Organizations harness MIS to analyze large datasets, uncover insights, and make proactive decisions, thus gaining a competitive edge. Enhancing Customer Engagement MIS supports personalized marketing, faster response times, and improved service delivery, strengthening customer relationships. --- Challenges in Managing MIS in a Digital Firm Data Security and Privacy As data volumes grow, so do risks related to breaches and privacy violations. Organizations must implement robust security measures. Integration of Systems Integrating legacy systems with modern applications can be complex and costly, requiring careful

planning and execution. Managing Rapid Technological Change Keeping pace with technological advancements demands continuous learning and agile adaptation. Cost Management Implementing and maintaining sophisticated MIS can be expensive, necessitating strategic investment decisions. Skills Shortage A shortage of skilled IT personnel can hinder the effective deployment and management of MIS. --- Emerging Trends in Management Information Systems Cloud Computing Provides scalable, flexible, and cost-effective infrastructure for organizational data and applications. Big Data and Analytics Enables organizations to analyze vast datasets for 3 insights into customer behavior, operations, and market trends. Artificial Intelligence and Machine Learning Automate complex tasks, improve decision-making, and enhance customer experiences. Internet of Things (IoT) Connects physical devices to collect real- time data, improving operational efficiency and product innovation. Blockchain Technology Offers secure, transparent transaction records, particularly valuable in supply chains and financial services. --- Best Practices for Managing MIS in the Digital Age Strategic Planning Develop comprehensive IT strategies aligned with organizational objectives. Governance and Compliance Establish policies to ensure data security, privacy, and regulatory adherence. User Training and Support Invest in training programs to maximize system utilization and user competence. Continuous Improvement Regularly evaluate and update MIS to adapt to changing business needs and technological advancements. Collaboration and Communication Foster cross-departmental collaboration to leverage shared information and insights. --- Conclusion Management Information Systems are integral to the success of the digital firm, enabling organizations to operate efficiently, innovate continuously, and maintain competitive advantage. The Seventh Canadian Edition of Managing the Digital Firm offers valuable insights into the strategic role of MIS, its core components, various system types, and emerging trends shaping the future of digital organizations. By understanding and effectively managing MIS, organizations can unlock the full potential of their digital assets, drive growth, and adapt swiftly to the rapidly evolving technological landscape. As digital transformation accelerates across industries, the strategic deployment and management of MIS will remain a critical factor in organizational success.

QuestionAnswer What are the key components of a Management Information System (MIS) as discussed in the Seventh Canadian Edition? The key components include hardware, software, data, procedures, and people. These elements work together to collect, process, store, and distribute information crucial for decision-making within a digital firm. How does the Seventh Canadian Edition address the role of MIS in supporting digital transformation? It emphasizes how MIS enables digital transformation by integrating new technologies, streamlining processes, enhancing communication, and providing strategic insights to

adapt to rapidly changing digital environments. What are the main challenges organizations face when implementing Management Information Systems according to the book? Challenges include high implementation costs, user resistance, data security concerns, integration issues with existing systems, and ensuring alignment with organizational goals. 4 How does the book explain the concept of a 'digital firm' and the importance of MIS in its operations? A 'digital firm' leverages digital technologies to fundamentally change how it creates value. MIS plays a crucial role by providing real-time data, improving efficiency, enabling innovation, and supporting strategic decisions in such firms. What emerging technologies are highlighted in the Seventh Canadian Edition as influencing management information systems? Emerging technologies include cloud computing, big data analytics, artificial intelligence, machine learning, Internet of Things (IoT), and blockchain, all of which are transforming how MIS supports business operations. In what ways does the book suggest MIS can provide competitive advantage to firms in the digital age? MIS can provide competitive advantage by enabling faster decision-making, enhancing customer experiences, optimizing supply chains, supporting innovation, and facilitating data-driven strategies that differentiate firms from competitors. Management Information Systems Managing the Digital Firm Seventh Canadian Edition 7th Edition is a comprehensive textbook designed to equip students and professionals with an in-depth understanding of how information systems drive modern organizations. As digital technology continues to transform industries, this book stands out by offering a detailed exploration of the strategic, operational, and technological aspects of managing information systems within the context of a rapidly evolving digital economy. This review aims to evaluate the content, structure, pedagogical features, and practical relevance of this edition, helping readers determine its value as a learning resource. Overview of the Book's Content and Structure The Seventh Canadian Edition of Management Information Systems: Managing the Digital Firm is meticulously organized to serve as both an introductory guide and a detailed reference for students and practitioners. The book is divided into multiple sections, each focusing on critical aspects of information systems management. Core Topics Covered - Introduction to Management Information Systems (MIS) - The Digital Firm and Business Strategy - Building Information Systems Infrastructure - Enterprise Applications and Business Processes - Data Management and Business Intelligence - E-commerce, E- business, and Digital Markets - Cybersecurity and Risk Management - Emerging Technologies and Future Trends The structure facilitates a logical progression from foundational concepts to advanced topics, making it suitable for various levels of expertise. Management Information Systems Managing The Digital Firm Seventh Canadian Edition 7th Edition 5 Pedagogical Features - Case Studies: Real-world examples from Canadian and

global firms illustrate key concepts. - Discussion Questions: Encourage critical thinking and class participation. - Chapter Summaries and Key Terms: Reinforce learning and retention. - Hands-on Exercises: Practical activities to develop skills in system analysis and design. This well- rounded approach makes the material accessible while promoting active engagement. Strengths and Features of the Seventh Canadian Edition Localization and Relevance to the Canadian Market One of the standout features of this edition is its focus on Canadian businesses and regulatory environments. The inclusion of case studies involving Canadian companies like Shopify, Telus, and Canadian banks enhances relevance for students in Canada, providing contextually appropriate insights into local challenges and opportunities. Up-to-Date Content Covering Emerging Technologies The book extensively covers recent technological developments, including: - Cloud computing - Artificial intelligence and machine learning - Internet of Things (IoT) - Blockchain technology - Big Data analytics This ensures readers are aware of the current landscape and future trends shaping the digital firm. Focus on Business Strategy and Digital Transformation Unlike traditional MIS textbooks, this edition emphasizes strategic alignment and digital transformation initiatives. It explains how organizations leverage information systems to gain competitive advantage, innovate business models, and improve customer engagement. Pros and Cons of the Book's Features Pros: - Clear, logical organization with comprehensive coverage - Strong focus on Canadian context and case studies - Integration of current technological trends - Practical exercises and real-world applications - User-friendly language suitable for undergraduate and graduate levels Cons: - Some topics may require supplementary readings for depth - Certain chapters could benefit from more interactive or multimedia content - The emphasis on Canadian examples might limit direct applicability outside Canada, although many concepts are universal Management Information Systems Managing The Digital Firm Seventh Canadian Edition 7th Edition 6 In-Depth Analysis of Key Topics Managing Information Systems for Competitive Advantage The book effectively discusses how firms utilize MIS to outperform competitors through innovation, operational excellence, and customer intimacy. It introduces frameworks like Porter's Five Forces and the Value Chain analysis, contextualized within digital strategies. Building the Digital Infrastructure The text covers hardware, software, networks, and data centers, emphasizing scalable and resilient infrastructure design. It also discusses the importance of aligning IT infrastructure with business goals, especially in cloud migration and hybrid environments. Data Management and Business Intelligence Data is positioned as a strategic asset. Topics include data warehouses, data mining, analytics, and visualization tools, with practical examples demonstrating how organizations turn raw data into actionable insights. Cybersecurity and Ethical Issues Recognizing the

increasing importance of security, the book dedicates significant space to cybersecurity threats, risk mitigation, and ethical considerations related to data privacy and compliance with regulations like PIPEDA and GDPR. Emerging Trends and Future Directions The final chapters explore disruptive innovations and how organizations can adapt. Discussions include digital ecosystems, platform-based business models, and the impact of AI on decision-making processes. Practical Relevance and Suitability The book's integration of current case studies and examples makes it highly relevant for students preparing to join the workforce. Its emphasis on strategic thinking, innovation, and technology management aligns well with the skills demanded by modern organizations. For instructors, the wealth of teaching resources simplifies course design, and for students, the practical exercises foster applied learning. Limitations and Areas for Improvement While the book is comprehensive, some areas could be enhanced: - Interactive Content: Incorporation of multimedia elements such as videos, simulations, or online quizzes could increase engagement. - Global Perspective: Although the Canadian focus is valuable locally, a broader international perspective would benefit students aiming for global careers. - Depth in Certain Topics: Advanced readers might find some chapters introductory; supplementary readings or advanced modules could fill this gap. Conclusion and Final Assessment Management Information Systems Managing the Digital Firm Seventh Canadian Edition is an authoritative, well-structured textbook that balances foundational knowledge with modern technological trends. Its emphasis on Canadian context, practical applications, and strategic insights make it particularly valuable for students in Canada and elsewhere interested in understanding how information systems shape the digital economy. Although there is room for incorporating more interactive features and expanding global perspectives, the edition succeeds in providing a robust learning platform for aspiring managers and IT professionals. Overall, this book is highly recommended for undergraduate courses in MIS, business technology, and digital transformation, as well as for practitioners seeking to deepen their understanding of managing information systems in today's digital-driven world. management information systems, digital firm, MIS, information technology, business management, information systems strategy, enterprise systems, digital transformation, IT management, organizational information systems

Federal Register Acts of the Parliament of the Dominion of Canada Annual Report on Transport Statistics in the United States for the Year Ended ... Canadian Machinery and Manufacturing News Survey of Current Business The Standard Deduct It! Report of the Superintendent of Insurance of the Dominion of Canada for the Year Ending 31st

December ... Report of the Railway Rates Commission, 7th May, 1895 Scott's Canadian Sourcebook Official Gazette of the United States Patent Office Sessional Papers - Legislature of the Province of Ontario Outing and the Wheelman Railway News, Finance and Joint-stock Companies' Journal Journals of the Senate of Canada Intermediate Accounting, Volume 2 The Commercial & Financial Chronicle and Hunt's Merchants' Magazine The Economist Seventh Regiment Gazette The Canada Gazette Canada Stephen Fishman Canada. Railway Rates Commission United States. Patent Office Ontario. Legislative Assembly Canada. Parliament. Senate Jerry J. Weygandt Canada

Federal Register Acts of the Parliament of the Dominion of Canada Annual Report on Transport Statistics in the United States for the Year Ended ... Canadian Machinery and Manufacturing News Survey of Current Business The Standard Deduct It! Report of the Superintendent of Insurance of the Dominion of Canada for the Year Ending 31st December ... Report of the Railway Rates Commission, 7th May, 1895 Scott's Canadian Sourcebook Official Gazette of the United States Patent Office Sessional Papers - Legislature of the Province of Ontario Outing and the Wheelman Railway News, Finance and Joint-stock Companies' Journal Journals of the Senate of Canada Intermediate Accounting, Volume 2 The Commercial & Financial Chronicle and Hunt's Merchants' Magazine The Economist Seventh Regiment Gazette The Canada Gazette *Canada Stephen Fishman Canada. Railway Rates Commission United States. Patent Office Ontario. Legislative Assembly Canada. Parliament. Senate Jerry J. Weygandt Canada*

reduce your taxes deduct it shows you how to maximize your business deductions quickly easily and legally it covers deductions for start up and operating expenses travel and meals home offices health care expenses equipment and inventory and more this book also has updated information on 100 bonus depreciation as well as everything you need to know about the 20 pass through deduction easy to read and full of real world examples deduct it will pay for itself many times over especially if the IRS comes calling this edition includes key federal tax law changes under the one big beautiful bill act that affect small businesses

appendices to the various volumes bound separately

intermediate accounting 13th canadian edition has always been and continues to be the gold standard that helps connect students to the what the why and the how of accounting information through new edition updates you will be able to spark efficient and effective learning and inspire and prepare students to be the accounting professionals of tomorrow to help develop a deeper understanding of course

concepts and move beyond basic understanding students work through a high quality assessment at varying levels helping them learn more efficiently and create connections between topics and real world application this course also presents an emphasis on decision making through integrated cases and research and analysis questions that allow students to analyze business transactions apply both ifrs and aspe and explore how different accounting standards impact real companies throughout the course students also work through a variety of hands on activities including data analytics problems analytics in action features excel templates and a new emphasis on sustainability all within the chapter context these applications help students develop an accounting decision making mindset and improve the professional judgement and communication skills needed to be successful in the evolving accounting world

As recognized, adventure as capably as experience not quite lesson, amusement, as skillfully as pact can be gotten by just checking out a books

**management information systems managing the digital firm seventh canadian edition 7th edition** then it is not directly done, you could believe even more roughly this life, in the region of the world. We manage to pay for you this proper as with ease as easy showing off to get those all. We provide management information systems managing the digital firm seventh canadian edition 7th edition and numerous ebook collections from

fictions to scientific research in any way. in the midst of them is this management information systems managing the digital firm seventh canadian edition 7th edition that can be your partner.

1. What is a management information systems managing the digital firm seventh canadian edition 7th edition PDF? A PDF (Portable Document Format) is a file format developed by Adobe that preserves the layout and formatting of a document, regardless of the software, hardware, or operating system used to view or print it.
2. How do I create a management information systems managing the

digital firm seventh canadian edition 7th edition PDF? There are several ways to create a PDF:

3. Use software like Adobe Acrobat, Microsoft Word, or Google Docs, which often have built-in PDF creation tools. Print to PDF: Many applications and operating systems have a "Print to PDF" option that allows you to save a document as a PDF file instead of printing it on paper. Online converters: There are various online tools that can convert different file types to PDF.
4. How do I edit a management information systems managing the digital firm seventh canadian edition 7th edition PDF? Editing a PDF can be done with software like Adobe Acrobat, which



allows direct editing of text, images, and other elements within the PDF. Some free tools, like PDFescape or Smallpdf, also offer basic editing capabilities.	alternatives to Adobe Acrobat for working with PDFs? Yes, there are many free alternatives for working with PDFs, such as:	which may or may not be legal depending on the circumstances and local laws.
5. How do I convert a management information systems managing the digital firm seventh canadian edition 7th edition PDF to another file format? There are multiple ways to convert a PDF to another format:	9. LibreOffice: Offers PDF editing features. PDFsam: Allows splitting, merging, and editing PDFs. Foxit Reader: Provides basic PDF viewing and editing capabilities.	<b>Introduction</b>  The digital age has revolutionized the way we read, making books more accessible than ever. With the rise of ebooks, readers can now carry entire libraries in their pockets. Among the various sources for ebooks, free ebook sites have emerged as a popular choice. These sites offer a treasure trove of knowledge and entertainment without the cost. But what makes these sites so valuable, and where can you find the best ones? Let's dive into the world of free ebook sites.
6. Use online converters like Smallpdf, Zamzar, or Adobe Acrobats export feature to convert PDFs to formats like Word, Excel, JPEG, etc. Software like Adobe Acrobat, Microsoft Word, or other PDF editors may have options to export or save PDFs in different formats.	10. How do I compress a PDF file? You can use online tools like Smallpdf, ILovePDF, or desktop software like Adobe Acrobat to compress PDF files without significant quality loss. Compression reduces the file size, making it easier to share and download.	
7. How do I password-protect a management information systems managing the digital firm seventh canadian edition 7th edition PDF? Most PDF editing software allows you to add password protection. In Adobe Acrobat, for instance, you can go to "File" -> "Properties" -> "Security" to set a password to restrict access or editing capabilities.	11. Can I fill out forms in a PDF file? Yes, most PDF viewers/editors like Adobe Acrobat, Preview (on Mac), or various online tools allow you to fill out forms in PDF files by selecting text fields and entering information.	
8. Are there any free	12. Are there any restrictions when working with PDFs? Some PDFs might have restrictions set by their creator, such as password protection, editing restrictions, or print restrictions. Breaking these restrictions might require specific software or tools,	
		<b>Benefits of Free Ebook Sites</b>  When it comes to reading, free ebook sites offer numerous advantages.
		<b>Cost Savings</b>  First and foremost, they save you money. Buying books can be expensive,

especially if you're an avid reader. Free ebook sites allow you to access a vast array of books without spending a dime.

### **Accessibility**

These sites also enhance accessibility. Whether you're at home, on the go, or halfway around the world, you can access your favorite titles anytime, anywhere, provided you have an internet connection.

### **Variety of Choices**

Moreover, the variety of choices available is astounding. From classic literature to contemporary novels, academic texts to children's books, free ebook sites cover all genres and interests.

### **Top Free Ebook Sites**

There are countless free ebook sites, but a few stand out for their quality and range of offerings.

#### **Project Gutenberg**

Project Gutenberg is a pioneer in offering free

ebooks. With over 60,000 titles, this site provides a wealth of classic literature in the public domain.

#### **Open Library**

Open Library aims to have a webpage for every book ever published. It offers millions of free ebooks, making it a fantastic resource for readers.

#### **Google Books**

Google Books allows users to search and preview millions of books from libraries and publishers worldwide. While not all books are available for free, many are.

#### **ManyBooks**

ManyBooks offers a large selection of free ebooks in various genres. The site is user-friendly and offers books in multiple formats.

#### **BookBoon**

BookBoon specializes in free textbooks and business books, making it an excellent resource for students and professionals.

### **How to Download Ebooks Safely**

Downloading ebooks safely is crucial to avoid pirated content and protect your devices.

### **Avoiding Pirated Content**

Stick to reputable sites to ensure you're not downloading pirated content. Pirated ebooks not only harm authors and publishers but can also pose security risks.

### **Ensuring Device Safety**

Always use antivirus software and keep your devices updated to protect against malware that can be hidden in downloaded files.

### **Legal Considerations**

Be aware of the legal considerations when downloading ebooks. Ensure the site has the right to distribute the book and that you're not violating copyright laws.

## Using Free Ebook Sites for Education

Free ebook sites are invaluable for educational purposes.

### Academic Resources

Sites like Project Gutenberg and Open Library offer numerous academic resources, including textbooks and scholarly articles.

### Learning New Skills

You can also find books on various skills, from cooking to programming, making these sites great for personal development.

### Supporting Homeschooling

For homeschooling parents, free ebook sites provide a wealth of educational materials for different grade levels and subjects.

### Genres Available on Free Ebook Sites

The diversity of genres available on free ebook

sites ensures there's something for everyone.

### Fiction

From timeless classics to contemporary bestsellers, the fiction section is brimming with options.

### Non-Fiction

Non-fiction enthusiasts can find biographies, self-help books, historical texts, and more.

### Textbooks

Students can access textbooks on a wide range of subjects, helping reduce the financial burden of education.

### Children's Books

Parents and teachers can find a plethora of children's books, from picture books to young adult novels.

### Accessibility

### Features of Ebook Sites

Ebook sites often come with features that enhance accessibility.

## Audiobook Options

Many sites offer audiobooks, which are great for those who prefer listening to reading.

### Adjustable Font Sizes

You can adjust the font size to suit your reading comfort, making it easier for those with visual impairments.

### Text-to-Speech Capabilities

Text-to-speech features can convert written text into audio, providing an alternative way to enjoy books.

### Tips for Maximizing Your Ebook Experience

To make the most out of your ebook reading experience, consider these tips.

### Choosing the Right Device

Whether it's a tablet, an e-reader, or a smartphone,

choose a device that offers a comfortable reading experience for you.

## Organizing Your Ebook Library

Use tools and apps to organize your ebook collection, making it easy to find and access your favorite titles.

## Syncing Across Devices

Many ebook platforms allow you to sync your library across multiple devices, so you can pick up right where you left off, no matter which device you're using.

## Challenges and Limitations

Despite the benefits, free ebook sites come with challenges and limitations.

## Quality and Availability of Titles

Not all books are available for free, and sometimes the quality of the digital copy can be poor.

## Digital Rights Management (DRM)

DRM can restrict how you use the ebooks you download, limiting sharing and transferring between devices.

## Internet Dependency

Accessing and downloading ebooks requires an internet connection, which can be a limitation in areas with poor connectivity.

## Future of Free Ebook Sites

The future looks promising for free ebook sites as technology continues to advance.

## Technological Advances

Improvements in technology will likely make accessing and reading ebooks even more seamless and enjoyable.

## Expanding Access

Efforts to expand internet access globally will help

more people benefit from free ebook sites.

## Role in Education

As educational resources become more digitized, free ebook sites will play an increasingly vital role in learning.

## Conclusion

In summary, free ebook sites offer an incredible opportunity to access a wide range of books without the financial burden. They are invaluable resources for readers of all ages and interests, providing educational materials, entertainment, and accessibility features. So why not explore these sites and discover the wealth of knowledge they offer?

## FAQs

Are free ebook sites legal? Yes, most free ebook sites are legal. They typically offer books that are in the public domain or have the rights to distribute them. How do I know if an ebook site is safe? Stick to well-

known and reputable sites like Project Gutenberg, Open Library, and Google Books. Check reviews and ensure the site has proper security measures. Can I download ebooks to any device? Most free ebook sites offer downloads in	multiple formats, making them compatible with various devices like e-readers, tablets, and smartphones. Do free ebook sites offer audiobooks? Many free ebook sites offer audiobooks, which are perfect for those who	prefer listening to their books. How can I support authors if I use free ebook sites? You can support authors by purchasing their books when possible, leaving reviews, and sharing their work with others.
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

