

(Recognized as "College with Potential for Excellence" by UGC) (Accredited at A<sup>++</sup> Grade with a CGPA of 3.66 out of 4 in IV Cycle by NAAC)

Address : 21, North Highground Road, Palayamkottai - 627 002, Tamil Nadu.

# ACADEMIC YEAR: 2023-2024

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## COURSES OFFERED Shift - I (Aided Courses) 08.30 a.m. to 01.30 p.m. 1. UNDERGRADUATE COURSES

Major	Allied I	Allied II
1. Botany	Chemistry	Zoology
2. Commerce	Economics & Statistics	Commercial Law (DTP & Programming)
3. Computer Science	Mathematics – oriented Courses	Hardware - oriented courses
4. Chemistry	Mathematics	Physics
5. Economics	Statistics	History
6. English Literature	Language Skills	Literary Forms & Social History
7. Mathematics	Physics	Statistics
8. Physics	Mathematics	Chemistry
9. Zoology	Chemistry	Botany

4) M.Sc. Botany 5) M.Sc. Mathematics 6) M.Sc. Zoology

## 3. Ph.D. (PART-TIME & FULL-TIME) PROGRAMME

1) Tamil	2) Folklore	3) Botany	4) Zoology
5) Mathematics	6) Computer Science	7) Physics	8) Commerce
9) Chemistry	10) English	11) Economi	cs

COURSES OFFERED Shift II (Self - financing Courses)

#### 1.45 P.M. TO 6.45 P.M.

## 1. UNDERGRADUATE COURSES

Major	Allied I	Allied II
1. BBA Maritime Lagistics	Accounting for Managers	ICD & amp; CFS Operations
2. BCA (Comp.Application	Mathematics	Mathematics
3. B.Com. Honours	Business Economics	Business Environment
4. B.Sc. Criminology and Forensic Science	Crime and Delinquency	
5. Business	Business Mathematics &	Computer Application
Administration	Statistics	Packages for Managers
6. Commerce	Economics & Statistics	Commercial Law (DTP &
(Two sections)		Programming)
7. Commerce (Corporate	Economics & Statistics	Commercial Law (DTP &
Secretaryship)		Programming)
8. Computer Science	Mathematics - oriented	Hardware - oriented
	courses	Courses
9. English Literature	Language Skills	Literary Forms & Social History
10. Mathematics	Physics	Statistics
11. Physics	Mathematics	Chemistry
12. Physical Education	Foundation of Yoga	Human Anatomy & Physiology
n na stalligent se	Fundamentals of Computer	Kinsiology & Biomechanics
13. Tamil	History of Literature	Journalism
14. Visual Communication	Computer Graphics	Folk Communication

### 2. POSTGRADUATE COURSES

1) M.A. English Literature	2) M.Sc. Chemistry	
3) M.Sc. Physics	4) M.Sc. Computer Scie	ence
5) M.Sc. Mathematics	6) M.Sc. Data Science	7) M.C.A.
8) M.A. Social Work (MSW)	9) M.A. Economics	10) MBA

## 3. Ph.D. (PART-TIME & FULL-TIME) PROGRAMME

**Business Administration** 

### 4. DIPLOMA COURSE

PG Diploma in Computer Application in Business (PGDCAB)

### **CHOICE - BASED CREDIT SYSTEM**

While the Tamil Nadu State Council of Higher Education (TANSCHE) came forward to introduce CBCS in all the affiliated colleges in Tamil Nadu in June 2008, St. Xavier's College had already introduced CBCS as early as June 2002 for UG courses and in June 2003 for PG courses. The aim of the Choice Based Credit System is to provide ample choice of subjects to students, based on the weighted credit point system. This system offers the learners a chance to match their aptitude and interest with the subjects of their choice and learn at their own pace. Thus St. Xavier's College gives every student an opportunity to study his/her respective course and pursue other courses from any other discipline simultaneously.

### ESSENTIAL FEATURES OF CBCS

- Standardization of degree courses to internationally accepted levels
- · Focus on skill-based curriculum
- · Emphasis on value education
- Institution Industry collaboration
- Provision for earning more credits
- Development of communication skills

### TANSCHE SYLLABUS

The Tamil Nadu State Council for Higher Education (TANSCHE) introduced common syllabus throughout the state in the academic year 2023 - 24. The syllabus of St. Xavier's College was modified in June 2023 as per the guidelines given by TANSCHE.

## **OBJECTIVES OF THE RESTRUCTURED CURRICULUM**

The academic programme for the UG course has the following general objectives :

- 1. To develop language skills in students.
- 2. To sensitize the students to the social realities around them with a view to making them responsible citizens and other-centred persons.
- 3. To develop the personality of the students to be able to realize their potential and to interact well with society.
- To develop in them an in-depth knowledge in a selected area of their study.
- To broaden the outlook of the students through interdisciplinary approach, to enable them to access knowledge and use the same meaningfully.
- To impart an education that promises an integrated growth of knowledge, skills and values and enable the students to have confidence and a positive outlook.
- To sensitize them to social realities and prepare them to make this world a better place to live in by participating well in the outreach programme (STAND).

## STRUCTURE OF UG SYLLABUS (For 2023 - 24 batch of students)

The UG syllabus consists of five parts:

ANTER A		Part IV
Part V	:	Extension Activities (STAND)
		Internship
		Foudation Courses (FC)
		Value Education (VE)
		Environmental Studies (EVS)
Part IV	:	Skill Enhancement Courses (SEC) / (NME)
		Project
		Electives / Allied Subjects
Part III	:	Core subjects
Part II		General English
Part I	:	Tamil / Other languages
1201		

Non-Major Electives in I & II semesters will be offered by respective departments to students of other majors.

## The Department of Human Excellence will offer the following courses:

I Semester : Foundation Course (Catholic Doctrine / Ethics)
II Semester : SEC 3 Integrated Personality Development
III Semester : SEC 4 Life Issues and Coping Skill Development
V Semester : VE Human Rights & Social Analysis

SEC8 Professional Competency Skill in VI Semester will be offered by respective departments to their major students.

### STRUCTURE OF UG SYLLABUS UNDER CBCS

The UG syllabus under CBCS consists of five parts:

Part I	:	Tamil / Other languages
Part II	:	English
Part III	:	Core subjects
		Allied Subjects
		Project / Electives (Including interdisciplinary papers)
Part IV	:	Non-Major Electives (NME)
		Skill - Based Electives (SBE)
		Environmental Studies (EVS)
		Value Education (VE)
Part V	:	Extension Activities

Part IV

Non-Major Electives in I & II semesters will be offered by respective departments to students of other majors.

The Department of Human Excellence will offer the following courses :

I Semester	: Value	Education (	Catholic	Doctrine /	Ethics)	
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I Semester : SBE 1 Integrated Personality Development

II Semester : SBE 2 Life issues and Coping Skill Development

III Semester: SBE 4 Human Rights & Social Analysis

SBE 3 Professional English in II Semester will be offered by respective departments only to their major students.

SBE 5 in III semester will be offered by respective departments only to their major students.

SBE 6 in IV Semester will be offered by respective departments to student of other department students.

Environmental Studies will be offered in III semester for all students.

### CREDITS

Every paper of study is allotted a particular number of hours per week, based on which credits are allotted. The successful completion of a paper enables a student to gain the full credit for that paper. A student must earn a minimum of 140 credits to get his/her UG degree. He/She may choose extra credit courses to earn more credits. It is also mandatory that every student involves himself/herself in at least one of the extra-curricular activities for earning one credit under part V. Four credits are allotted to NCC.

### EXTRA CREDIT COURSES

In order to cater to the diverse needs of students, extra credit courses are conducted by the College.

In the UG Course at least 6 Extra-Credit Courses (Self – Study / taught) / Value Added Courses will be offered by each department; these courses are open to all the UG students. 1 Extra-Credit Course will be offered in each semester. 3 credits are allotted to 1 Extra-Credit Course. The duration of External Examination is 3 hours. The students who choose the Extra-Credit Courses will register their names in the Office of the Controller of Examinations before 31<sup>st</sup> July in the Odd Semester and 15<sup>th</sup> December in the Even Semester. Extra credit Courses are offered for PG Students also.

Students are expected to enrich their knowledge and develop their skills by joining extra credit courses outside the class hours. This facility enables the students to earn more credits.

Failure is the opportunity to begin again more intelligently. – Henry Ford You don't drown by falling in the water; you drown by staying there. – Ed Cole

SEMESTER	TA	MIL	ENG	LISH	CO	RE	1	EC	S	EC	F	C	E	VS	V	'E	TO	TAL
	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs
I	6	3	6	3	5 5	5 5	4	3	2	2	2	2					30	23
П	6	3	6	3	5 5	5 5	4	3	2 2	2 2							30	23
ш	6	3	6	3	5 5	5 5	4	3	2 2	2 2							30	23
IV	6	3	6	3	5 4	5 4	3	3	2 2	2 2			2	2			30	24
V					6 6 5	5 5 5 4	5	3							2	2	30	24*
VI					6 6 6	4 4 4	5 5	3 3	2	2							30	20*
																	180	137
															Inter	rnship		2
															ST	AND		1
Fotal	24	12	24	12	80	70	30	21	16	16	2	2	2	2	2	2	180	140

EC: Elective Course SEC - Skill Enhancement Cource (NME) FC: Fundation Course EVS: Environmental Studies VE - Value Education

Total	24	12	24	12	45	40	30	22	23	18	12	11	16	16	2	2	2	2	2	2	180	140
													-						STA	ND		1*
																		Iı	nterns	ship		2*
								_	-						_						180	137
					6	3*																
					5	4	4	2												_		
VI					5	4	4	2	4	3			2	2							30	20*
					5	5	5	3		1		~							~	~	23	-1
V	-				5	5	5	3	4	3	4	3							2	2	30	24*
IV	6	3	6	3	4	4	3	3	3	3	2	2	2 2	2 2			2	2			30	24
		-						-		-	-	-			-		-	-				~ .
Ш	6	3	6	3	5	5	3	3	4	3	2	2	2 2	2 2							30	23
													2	2								
П	6	3	6	3	5	5	3	3	4	3	2	2	2	2							30	23
Ι	6	3	6	3	5	5	3	3	4	3	2	2	2	2	2	2				_	30	23
1.91	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs	Hrs	Crs
SEMESTER	TAI	MIL	ENG	LISH	COR	E-T	Core	e - P	EC	- T	EC	- P	SE	EC	I	FC	EV	S	V	E	TO	TAL

Value Education \* Project with Viva Voce

						the same of the sa										
TAMIL	_	ENGLISH	ISH	CORE	RE	ALLIED	ED	ELE	NZ	NME	SBE		EVS	VE	TOTAL	Г
Hrs Crs	50	Hrs	Crs	Hrs Crs	Crs	Hrs C	Crs	Hrs Crs	Hrs	Crs	Hrs Crs		Hrs Crs	Hrs Crs	Hrs	Crs
6 3		9	3	9	5	6 5	5		0	2	2 2			2 2	30	22
6 3		9	3	9	5	6 5	5		2	2					30	22
2	+	2	"	9	4	4	4			1	2 0					
		>	2		2							2	2		30	22
6 3		9	3	9	5	6 5	5	4 4			2 2				30	22
				ss	4 4			55							30	25
				v v	4 4											
	-			5	4											
				9	5 5			6 6							30	26
				9	s s											
	-						-								180	139
	-												STAND	Q		1
24 12	-	24	12	73	09	24 2	20	15 15	4	4	12 12	2 2	5	2 2	180	140

	ENGLISH	CORE	ALLIED	ELE	NME	SBE	EVS	VE	TO	TOTAL
	Hrs Crs	Hrs Crs	Hrs Crs	Hrs Crs	Hrs Crs	Hrs Crs	Hrs Crs	Hrs Crs	Hrs	Crs
	6 3	4 4 4 1	4 0 4 -		2 2	2 2		2 2	30	22
	6 3	4 6 4 1	4 4 4		2 2	2 2			30	52
and the second sec	6 3	4 4 2 1	4 4 1			5 5 5 5 5 5	2 2		30	22
	6 3	4 4 1	4 (1 4 -	4 4		2 2			30	22
		4 4 4 6 8 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4		so N					30	26
				7 6					30	25
									180	139
		-					STAND	Q	-	1
	24 12	72 60	24 20	16 15	4 4	12 12	2 2	2 2	180	140

SEMESTER	TA	MIL		LISH		RE		LIED	EL		NM			BE	PROGR EVS	VE	TOTA	L
	Hrs			Crs		Crs	10000000	Crs	Hrs	- 10 C	Hrs	· · · ·	Hrs		Hrs Crs	Hrs Crs	Hrs	Crs
Ι	6	3	6	3	6	5	6	5			2	2	2	2		2 2	30	22
П	6	3	6	3	6	5	6	5			2	2	2 2	2 2			30	22
Ш					6 6 6	4 4 3	6	5					2 2	2 2	2 2		30	22
IV					6 6 6	4 4 3	6	5	4	4			2	2			30	22
V					5 5 5 5 5	4 4 4 4 4			5	5							30	25
VI					6 6 6	5 5 5 5			6	6							30	26
																	180	139
															STAN	D		1
Total	12	6	12	6	97	72	24	20	15	15	4	4	12	12	2 2	2 2	180	140

ELE: Electives NME - Non Major Electives SBE - Skill - Based Electives VE - Value Education EVS: Environmental Studies

SEMESTER	Part	RE			EC			S	EC	TOT	AL
		CORE	Hrs	Crs	E	Hrs	Crs	Hrs	Crs	Hrs	Crs
I	А	1			1	5	3				
12 II.		2	18	12	2	5	3			30	20
		3		_							
	В							2	2		
П	А	4	18	12	3	5	4				
		5			4	5	4			30	22
		6			-						
	В							2	2		
III	А	7	20	16	5	6	5				
		8									
		9								30	24
		10								_	
			4	3							
IV	Α	11	18	12	6	4	3				
		12								26	18
		13	-	-			-	-			
(1) (16)	В							4	3		
									1	116	84
								Proj		4	4
									ship		2
								Stan	d		1
Total			78	55		30	22	10	9	120	91

### AS PER THE GUIDELINES GIVEN BY TANSCHE ACADEMIC YEAR 2023 - 2024 (M.A. / M. COM.)

## Prayer for Generosity

Loard, teach me to be generous,

to serve you as you deserve,

to give and not to count the cost,

to fight and not to head the wounds,

to toil and not to seek for rest,

to labour and not to look for any reward,

save that of knowing that I do your holy will

- Amen

SEMESTER	Part	RE			EC			S	EC	TOT	AL
		CORE	Hrs	Crs	ш	Hrs	Crs	Hrs	Crs	Hrs	Crs
I	А	1									
		2	20	14						30	20
		3									
	В				1	6	4				
					2	4	2				
II	А	4	18	14							
		5								30	22
		6									
	В				3	4	3	4	2		
					4	4	3				
III	A	7	24	19							
		8									
		9								30	24
		10									
	В				5	3	3	3	2		
IV	А	11	12	10							
		12								20	15
	В				6	4	3	4	2		
										110	81
								Proje	ect	10	7
								Inter			2
								Stan	d		1
Total			74	57		25	18	11	6	120	91

## AS PER THE GUIDELINES GIVEN BY TANSCHE ACADEMIC YEAR 2023 - 2024 (M.Sc. / MCA)

### STRUCTURE OF THE PG SYLLABUS UNDER CBCS

The existing PG curriculum was thoroughly upgraded based on the expectations of the academicians and the aspirations of the student community. The PG syllabus has two parts : Core and Elective. The minimum number of credits to be earned by a student is 91. For MCA, it is 140. The aim of the project work at the PG level is to develop the skill of solving problems and to promote research motivation.

SEMESTER	COR Hrs			CTIVE Crs	LIB./ SEM. Hrs	TOT. Hrs	
1	6 6 5 5	5 5 4	6	5	2	30	23
П	6 6 5 5	4 5 5 4 4	6	5	2	30	23
Ш	6 6 5 5	5 5 4 4	6	5	2	30	23
IV	5 5 5 5	4 4 4 4	6	5	4	30	21
Lep(1)			Cont. March	Add. L.L	STAN	D	1
Total	86	70	24	20	10	120	91

#### COURSE PATTERN FOR M.A. / M.Com. PROGRAMME

#### **COURSE PATTERN FOR M.Sc. PROGRAMME**

SEM.	THE Hrs	ORY Crs		ACT. Crs	ELEC Hrs	T. /PROJ. Crs	LIB./ SEM. Hrs	TO Hrs	TAL Crs
I	5 5 5	5 5 5	8	4	5	5	2	30	24
Ш	5 5 5	5 5 5	8	4	5	5	2	30	24
Ш	5 5 5	5 5 5	8	4	5	5	2	30	24
IV	5	5	6	3	10	5	4	30	18
	5	5							
							STAND		1
Total	55	55	30	15	25	20	10	120	91

## RULES REGARDING INTERNAL ASSESSMENT

The aim of the internal assessment system is to assess the performance of the student throughout the semester. The assessment will be done by the course teachers. CIA has the following components :

1)	Two	Written	Tests	(35 + 35)	=	70
2)	Other	Modes	(any	two) = $15 + 15$	=	30
				Total	=	100

Other Modes of Internal Assessment

- 1. Quiz announced / unannounced
- 2. Individual viva or group viva
- 3. Short duration objective type tests / snap tests
- 4. Short answer/problem solving tests (15 minutes to 30 minutes for periodical assessment of cognitive abilities)
- 5. Long answer tests / essay writing (30 minutes to 60 minutes for periodical assessment of higher order cognitive abilities)
- 6. Guided individual / group projects (only for a few talented students)
- 7. Lab./ Field / Practical work / Case study (to assess practical skills in handling instruments, experimenting, reporting etc.)
- 8. Group discussion (once in a month to assess originality, creativity, initiative, communication skills, etc.)

9. Seminar

10. Assignment

## CONTINUOUS INTERNAL ASSESSMENT (CIA) & SEMESTER EXAMINATIONS

- 1. There is no internal minimum for any paper. However, Continuous internal assessment (CIA) is a mandatory requirement for all the students. A student must take at least one CIA test out of two tests and must fulfill at least one mode of assessment among assignments, quiz, seminars, etc. Otherwise he/she will not be permitted to write the semester examination
- 2. Retest: If a student is absent for CIA tests with valid and genuine reasons, and if the student applies for CIA retest within a week to the Principal through the Head of the Department, he/she will be given a chance to write the CIA retest. When the Principal gives permission, the HOD will make arrangement for conducting CIA retest within ten days after the first internal test and before the CIA publications for the second internal test.
- 3. For all UG courses, the pass minimum is 20 marks out of 50 in the external examination and 40 marks out of 100 in the aggregate, that is, internal and external together.
- 4. For PG and Diploma Courses, the pass minimum is 25 marks out of 50 in the external examination and 50 marks out of 100 in the aggregate, that is, for internal and external together.
- 5. The number of practicals for practical papers will be decided by the department. At the end of the Semester/Year, Semester Exam for Practical papers will be conducted. The pass minimum is the same as for the theory papers.
- 6. The internal and external marks will be computed for 50 for each paper and the consolidation of these internal and external marks will be for 100.
- For all the courses under Part IV (NME/SBE/VE/EVS), the duration of Internal Test is 1 hour and the duration of Semester Examination is 2 hours.

### **External Examination**

External examination will be of three hour duration for all the theory and practical papers except NME / SBE / VE / EVS papers. Every theory paper for UG Courses will have objective type questions for 20% of the marks.

### ATTENDANCE & REPEATING THE SEMESTER

Attendance in this college is compulsory. A student must put in a minimum of 80% attendance to be eligible to write the semester examination. Students who are not eligible to appear for the examinations of a particular semester due to lack of attendance will not be permitted to attend classes and write the examination in the subsequent semesters. They will be eligible to repeat the semester only in the concerned odd / even semester of the following academic year. This becomes applicable for students who are admitted from June 2017.

Each student is required to have a minimum of 80% attendance every semester. If a student is absent for one hour, he/she will lose attendance for half a day. If a student is absent for two hours or more, he/she will lose attendance for the whole day.

The grant of condonation is at the discretion of the Principal. The Principal may condone shortage of attendance for a semester. In order to apply for condonation on medical grounds, prior permission from the Principal either during the treatment or prior to the treatment is compulsory. Producing medical certificate without prior permission will not be considered for condonation. A student can avail condonation only once during the course of study.

## SEMESTER EXAMINATIONS

### Theory:

In general, all theory question papers for semester examinations will be set by external examiners. While there is single valuation for U.G. answer scripts, there is double valuation for P.G. scripts, with the subject teacher being one examiner and an external examiner being the second. If the difference of marks between the two valuations is 20 and above, the scripts will be sent for third valuation and the average of the closest two marks will be taken.

The students who have papers in arrear are permitted to write their even semester papers in the even semester examination and odd semester papers in any semester examination. A student can write a maximum of 8 papers in arrear (6 theory+2 practicals) in any semester examination.

### THE TIME LIMIT FOR COMPLETION OF COURSE

The maximum number of semesters within which a student must complete and qualify for a degree will be equal to twice the number of semesters of the regular program. Hence for UG and MCA it will be 6 (3+3)years; for PG other than MCA it will be 4 (2+2) years; for M.Phil. it will be 2 (1+1) years. This rule has come into effect

A smile is the beginning of peace - Mother Teresa

from the 2013 Batch of UG and MCA students, 2014 Batch of PG students other than MCA students and 2015 Batch of M.Phil. students. All earlier Batches of UG, PG, M.Phil. students of St. Xavier's College must have completed and qualified for the degree not later than the semester examination in April 2018. A candidate is permitted to appear for a maximum of 15 theory papers in the final semester including the papers in arrear.

### PRACTICALS

A student should do a minimum of 75% of the practicals arranged by the class teacher and submit the record note book to be eligible to appear for the practical examinations. The minimum mark required for a pass is the same as for the theory papers. The semester/ year-end practicals for both UG and PG candidates will be conducted by the teacher-in-charge of practicals for the class, assisted by another teacher of the department who has not been handling practicals for that class. The latter takes the place of the external examiner. For absentees and failed candidates who wish to take the practical examinations again, the odd semester practical papers will be offered in the odd semester and the even semester papers in the even semester. However, in the final semester, students may apply for appearing for a maximum of 3 practicals of any semester in arrear.

### RESULTS

After the semester examinations, the results will be scrutinized by the Awards Committee. Students will be given a mark sheet for every semester examination. At the end of the course, a consolidated mark sheet of the final results based on weighted credit point system will be awarded to each student.

### SUPPLEMENTARY EXAMINATIONS

Supplementary examinations will be held for final year regular students who have appeared and failed in any of the semester theory papers and have only 3 papers in arrear to get their degree. The supplementaries will be announced after the year-end results are published. Examination fee has to be paid as prescribed by the College for the Supplementary Examinations.

## **RETOTALLING / REVALUATION**

Retotalling is permitted for UG students who apply for it within the stipulated time on payment of a prescribed fee. Revaluation is permitted only for the UG papers for which the student has appeared as a regular candidate.

CIA INIPROVEMENT		CIA	IMPROVEMENT	
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If a student fails to obtain a pass mark in the aggregate of both CIA and Semester Examination (40% for UG and 50% for PG), he/she may appear for CIA Improvement in the final semester.

In order to appear for CIA Improvement, he/she should have passed the Semester Examination.

CIA improvement will be conducted by the Controller of Examinations.

A student can appear for CIA improvement only once. CIA improvement cannot be repeated.

### SANCTIONS AGAINST MALPRACTICE

Students should evince utmost honesty and good behaviour during the conduct of the examinations. They should keep silence in the examination hall and cooperate in the orderly conduct of the examinations.

If any student is caught indulging in malpractice even in one regular or arrear paper in a semester, it will lead to cancellation of his/her result of all the regular and arrear papers of that semester. Malpractice in any practical examination will lead to the result of cancellation of that practical. The student can reappear for those papers / practicals in the next odd / even semester only, as the case may be.

If a student is found indulging in malpractice in any CIA tests, the case will be brought to the notice of the Principal. The student will be awarded zero for that semester and he/she cannot appear for Semester Exam in that Semester for that paper. Serious action will be taken by the Principal if the student is caught again for malpractice.

It may not be out of place to insist that all our students must be honest in their behaviour and activites; so much so, the degree that he/she will get will be worth the paper on which the certificate is given.Attention is drawn in particular towards doing one's work - be it a class test or assignment - without copying from another person's work or just downloading it from the internet.

You cannot shake hands with a clenched fist - Golda Meir