



**St. Mary's College (Autonomous)**  
**(Re-accredited with A+ Grade by NAAC)**  
**Thoothukudi**  
**Newsletter 2023-2024**



**PG Department  
of  
Human Resource  
Management**



# HOD'S MESSAGE

**"NOTHING IS IMPOSSIBLE WITH GOD" LUKE 1:37**


I am delighted to share some updates and insights of our exciting journey in Human Resource Management. Our department continues to evolve, staying at the forefront of HR education by integrating contemporary practices, innovative research, and industry partnerships into our curriculum. Our goal is to prepare students not only for today's HR challenges but for the dynamic future of work. This year, we have focused on enhancing practical learning through workshops, guest lectures, and collaborations with leading organizations. We aim to provide our students with hands-on experience and exposure to the latest HR trends such as people analytics, diversity and inclusion, and strategic talent management. Together, we are building a vibrant and engaged community that equips our students with the tools they need to thrive as HR professionals.

**STAY TUNED FOR MORE EXCITING DEVELOPMENTS**

**Dr. S. Janat Jeya kavitha**  
(Coordinator and Assistant Professor of MHRM)

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02/02



## **EDITORIAL TEAM**



### **DEPARTMENT OF MHRM**

- 1. DR. S. JANAT JEYA KAVITHA**
- 2. DR. C. PURNIMA**
- 3. MS. M. FATIMA LUCIA SHEEBA**
- 4. MS. RESHMA FERNANDO**

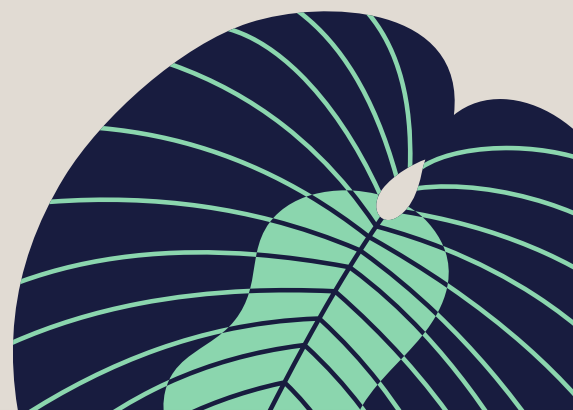
## **STAFF MEMBERS**



**DR. S. JANAT JEYA KAVITHA**  
Assistant Professor and Coordinator of MHRM

**DR. C. PURNIMA**  
Assistant Professor of MHRM

**MS. M. FATIMA LUCIA SHEEBA**  
Assistant Professor of MHRM



# BOS MEETING

09/03/2024

## EXTERNAL MEMBERS

**Dr.J. Christopher Xavier,**

Associate Professor, RVS Institute of Management Studies,Coimbatore.

**2. Dr. Sr. A. Scarlet,**

Head and Associate Professor of commerce, Jayaraj Annapackiam  
College for Women (Autonomous), Periyakulam

**3. Dr. N. Maria Navis Soris,**

Head and Associate Professor, Department of Commerce,  
V.O.C College, Thoothukudi.

**4. Mr. X. Raja,**

Senior General Manager, Kerry Indev Logistics Private Limited, Thoothukudi

**5. A. Christeena Mascarenhas,**

Alumana of St. Mary's College Autonomous, Tuticorin

## INTERNAL MEMBERS

**1. Dr. Janat Jeya Kavitha S,**

Assistant Professor and Coordinator of MHRM

**2. Dr. C. Purnima,**

Assistant Professor of MHRM

**3. Ms. M. Fatima Lucia Sheeba,**

Assistant Professor of MHRM,

**4. Ms. C. Reshma Fernando,**

Assistant Professor of MHRM




## MENTOR MENTEE SYSTEM

The system is designed to support and foster the holistic development of each student within the department. Each teacher is responsible for a group of 10 to 15 students, overseeing their academic progress and overall well-being. A key component of this approach is the Tutor-Ward Meeting, held every Friday from 2:30 p.m. to 4:00 p.m., where the teacher focuses on addressing the psychological needs of the students. During these sessions, the teacher maintains detailed records of each student's academic performance and personal data. Throughout the semester, students meet with their mentor a total of seven times in the odd semester and seven times in the even semester to ensure consistent support and guidance.

ODD SEMESTER	EVEN SEMESTER
23/06/2023	08/12/2023
30/06/2023	15/12/2023
07/07/2023	05/01/2024
14/07/2023	12/01/2024
28/07/2023	19/01/2024
11/08/2023	02/02/2024
25/08/2023	09/02/2024
01/09/2023	16/02/2024
08/09/2023	01/03/2024
22/09/2023	15/03/2024
06/10/2023	05/04/2024
	12/05/2024

## **PTA MEETING**



**DATES**  
**15/12/2023**  
**22/01/2024**  
**06/02/2024**

**THE PARENTS TEACHERS ASSOCIATION CONDUCTED MEETINGS REGULARLY FOR ALL THE PARENTS AND STUDENTS OF THE DEPARTMENT. THE PARENTS TEACHERS ASSOCIATION CONDUCTED MEETINGS REGULARLY FOR ALL THE PARENTS AND STUDENTS OF THE DEPARTMENT.**

## **ALUMNAE MEET**

**AN ALUMNAE MEET PROVIDED A GREAT PLATFORM FOR NETWORKING, MENTORSHIP, AND FOSTERING A SENSE OF COMMUNITY BETWEEN PAST AND PRESENT STUDENTS.**



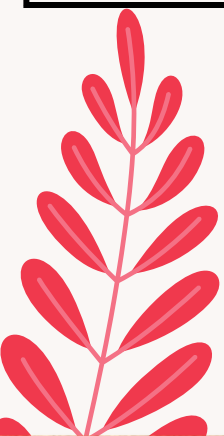
**DATES**  
**11/03/2023**  
**13/04/2024**

## FACULTY ACTIVITIES

Name of the Staff	Seminars/ Webinars	Workshops	FDP	Conferences
Dr. S. Janat Jeya kavitha	2	1		
Ms. M. Fatima sheeba Lucia	2	1		1

## BOOK PUBLISHED

Name of the Author	Book Title	Publisher Year	ISBN
Dr. Janat Jeya Kavitha S	Strategic Business Management	Maayan Publications, Tamilnadu	2023 978-93-92264-39-9



## AS RESOURCE PERSON

<b>Name of the Staff</b>	<b>Topic</b>	<b>Place</b>	<b>Date</b>
<b>Dr. S. Janat Jeya kavitha</b>	<b>A Workshop on Skill Enhancement Program</b>	<b>Holycross Engineering College, Vagaikulam, Thoothukudi</b>	<b>24/08/2023</b>
<b>Dr. S. Janat Jeya kavitha</b>	<b>Soft Skill Development, An overview</b>	<b>Holy Cross Home Science College, Thoothukudi</b>	<b>12/07/2023</b>
<b>Dr. S. Janat Jeya kavitha</b>	<b>Impact of Artificial Intelligence in Business</b>	<b>Pope's College (Autonomous), Sawyerpuram, Thoothukudi</b>	<b>19/03/24</b>
<b>Ms.Fatima Lucia Sheeba</b>	<b>The art of turning Entrepreneurship vision to reality</b>	<b>Grace College of Engineering, Thoothukudi 628005</b>	<b>11-12-2023</b>



# INDUSTRIAL VISIT



LOCATION: DCW, THOOTHUKUDI  
DATE: JULY 11, 2023



**On receiving the letter of permission from DCW Limited, Sahupuram 40 students with three faculty members of MHRM Department went to an Industrial visit on 11.07.2023. It provided students an insight into the real time experience with working environment, workstations, plants, assembly lines, machines, systems. We had a seminar session with highly trained and experienced personnel. The industrial visit was an enriching experience providing valuable insights into the functioning of the industry. The visit helped to bridge the gap between theoretical knowledge and practical application by showcasing real-life operations and processes. The interaction with industry professionals was insightful, as they shared their experience and provided a deeper understanding of the industry's challenges and opportunities. Overall, the industrial visit was well-organized and provided a great learning opportunity, which will be beneficial for our future career endeavors.**

**LOCATION: KDHP, MUNNAR  
DATE: FEBRUARY 11, 2024**



**Kanan Devan Hills Plantations Company Private Limited is one of the leading Tea manufacturing company in South India, was started in 1880 at Munnar, Tamilnadu. 34 students with three faculty members went to an Industrial visit on 11.02.2024. An executive level manager explained about various process and methods involved in making tea powder.. The industrial visit was an enriching experience providing valuable insights into the functioning of the industry. The visit helped to bridge the gap between theoretical knowledge and practical application by showcasing real-life operations and processes. The interaction with industry professionals was insightful, as they shared their experience and provided a deeper understanding of the industry's challenges and opportunities. Overall, the industrial visit was well-organized and provided a great learning opportunity, which will be beneficial for our future career endeavors.**

# STUDENTS ACTIVITIES

S. No	Reg . No	Student Name	Total
1	23SPHR01	T. Anna Sugitha	50
2	23SPHR03	E. Chandrakala Sowmiya	54
3	23SPHR04	A. Gokula priya	47
4	23SPHR05	J. Kenya	46
5	23SPHR06	M. Maria leonit V Rayen	54
6	23SPHR08	M. Mariya Antony Jency	47
7	23SPHR09	R. Megimalar	53
8	23SPHR11	S. Nithyasree	49
9	23SPHR12	R. Oliviya Sharon	49
10	23SPHR15	S.Srisanthiya	47
11	23SPHR17	M. Xavier Infanta	56
12	23SPHR17	A.Preetha	71 ( Elite)

**MOOC COURSE RESULT –  
OCTOBER 2024  
NAME OF THE PAPER:  
SOFT SKILL ,  
THE PSYCHOLOGY OF  
LANGUAGE**

# STUDENTS PROJECTS

REGISTER NUMBER	STUDENT NAME	PROJECT TOPIC
22SPHR01	ANITHA ROSHINI J	A STUDY ON QUALITY OF WORK LIFE IN MACHADO SONS PVT LTD, THOOTHUKUDI
22SPHR02	ANTONY GNANA PUSHPAM A	A STUDY ON EFFECTIVE RELATIONSHIP BETWEEN HR AND EMPLOYEES IN THE ORGANIZATION TO SIBAFLO NATURAL DECORATIONS PRIVATE LIMITED
22SPHR04	BRIGHTINA LIVYA M	A STUDY ON GREEN HRM PRACTICES AND POLICIES AT SIBAFLO NATURAL DECORATIONS PRIVATE LIMITED
22SPHR05	CHRISTILDA C	ANALYSIS OF EMPLOYEES PERCEPTION OF WORK PLACE SUPPORT AND LEVEL OF MOTIVATION AT SIBAFLO NATURAL DECORATIONS PRIVATE LIMITED
22SPHR06	DENILA J	A STUDY ON LATEST RECRUITMENT TRENDS IN RAMUSSY'S TECHNOLOGY PVT LTD
22SPHR07	GEETHA PRIYA DHARSHINI G	A STUDY ON CONFLICT MANAGEMENT IN VELAVAN HYPER MARKET PVT LTD
22SPHR08	JAIWIN BETCY A	A STUDY ON ORGANISATION CULTURE AND ITS IMPACT ON EMPLOYEE BEHAVIOUR AT MACHADO SONS PRIVATE LIMITED
22SPHR10	JEMIMA J	A STUDY ON IMPACT OF QUALITY MANAGEMENT SYSTEM ON EMPLOYEE EMPOWERMENT AT RAMUSSY'S TECHNOLOGY PVT LTD
22SPHR11	KAMALI J	A STUDY ON PROMOTION AND REWARD POLICY IN WE BELIEVE LOGISTICS , THOOTHUKUDI



22SPHR12	KANAGA PUSHBAM R	A STUDY ON TALENT MANAGEMENT IN HUMAN RESOURCE AT VELAVAN HYPER MARKET PVT LTD THOOTHUKUDI
22SPHR13	KARTHIKA R	A STUDY ON TALENT MANAGEMENT STRATEGY IN DCW PVT LTD, SAHUPURAM, ARUMUGANERY
22SPHR14	MAREESWARI S	A STUDY ON JOB STRESS AMONG EMPLOYEES IN RAMUSSY'S TECHNOLOGY PVT LTD
22SPHR15	MARIA ANTONY MAHIMA J	A STUDY ON EFFECTIVENESS OF EMPLOYEE RETENTION STRATEGIES AT SIBAFLORE NATURAL DECORATIONS PRIVATE LIMITED
22SPHR16	MINU RACHEL S	A STUDY ON EMPLOYEE WELFARE MEASURES IN MACHADO PRIVATE LIMITED THOOTHUKUDI
22SPHR17	NAINAR NARMATHA V	A STUDY ON EMPLOYEE MORAL AT DCW PRIVATE LIMITED SAHUPURAM ARUMUGANERY
22SPHR18	RAJAKANI CHRISTINA K	AN ENHANCING EMPLOYEE PERFORMANCE THROUGH MONITORY INCENTIVE IN HERO KARUNYA MOTORS PRIVATE LIMITED ERAL
22SPHR19	RITHINA P	A STUDY ON GENDER EQUALITY AT WORKPLACE RAMAUWSSYA TECHNOLOGY PRIVATE LIMITED KOVILPATTI
22SPHR20	ROHINISHA FDO I	A COMPREHENSIVE STUDY ON EMPLOYEES BENEFITS AND WORKPLACE SAFETY AT GENERAL MOTORS INDIA PRIVATE LIMITED, CHENNAI
22SPHR21	ROSARY FASNI A	THE WORK-LIFE BALANCE AND WORK-LIFE FIT IN HERO KARUNYA MOTORS PRIVATE LIMITED ERAL
22SPHR22	ROWENDA R	A STUDY ON LEADERSHIP STYLES IN HUMAN RESOURCES AT VELAVAN HYPER MARKET PVT LTD THOOTHUKUDI
22SPHR23	SARANYA K	A STUDY ON THE MEDIATING ROLE OF EMOTIONAL INTELLIGENCE IN EMPLOYEE PERFORMANCE AT WE BELIEVE LOGISTICS PVT LTD
22SPHR24	SELVALAKSHMI S	A STUDY ON EMPLOYEE SATISFACTION AT VARIOUS STAGES OF EMPLOYEE LIFE CYCLE SREE GANGA MOTORS, PASUVANTHANAI
22SPHR25	SNEHA R	A STUDY ON EMPLOYEE ENGAGEMENT AT HERO KARUNYA MOTORS PRIVATE LIMITED ERAL
22SPHR26	SUBHASHINI S	A STUDY ON EFFECT OF LEADERSHIP ON EMPLOYEE PERFORMANCE WITH SPECIAL REFERENCE TO SIBAFLORE NATURAL DECORATIONS PRIVATE LIMITED THOOTHUKUDI
22SPHR27	THANGA SHALINI J	A STUDY ON ANALYSIS OF EMPLOYEE MOTIVATION AT MACHADO SONS PVT LTD THOOTHUKUDI



## STUDENTS PLACEMENT DETAILS

Name of students placed	Course Completed	Name of the employer
CHRISTILDA.C	MHRM	Assistant Professor, Grace College of Engineering, Thoothukudi
Rosary Fasni.A	MHRM	Teacher, Pearls Public School, Arumuganeri
Jaiwin Betsy.A	MHRM	Teacher, St. Xavier's Nursery and Primary School, Punaikayal.

## STUDENTS PASS PERCENTAGE

Batch	Course code	No of students	Appeared	Absentees	Passed Percentage
2021 - 2023	MHRM	26	25	-	99.11

# DEPARTMENT ACTIVITIES

## SEMINAR ON RECENT TRENDS IN HR ON JULY 10TH 2023

The Department of human resources management organized a seminar on the topic recent trends in HR on 10.07.2023. Dr. K. Maridurai, Managing Director (Polaris technologist), Coimbatore was the resource person.



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THOOTHUKUDI,  
Department of Human Resource Management

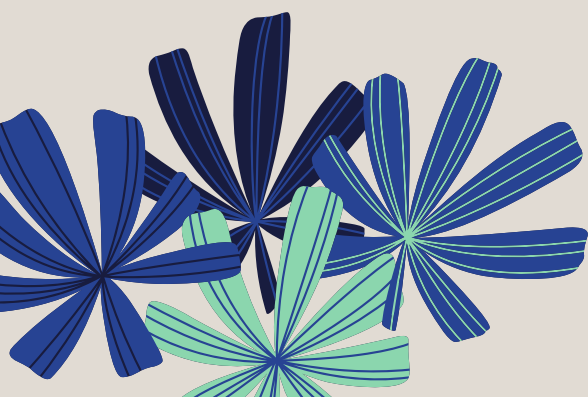
Organises  
*Seminar on*  
**Recent Trends in HR**

**RESOURCE PERSON**  
Dr. K.MARIDURAI, M.E, Ph.D  
Managing Director ,(Polaris Technologist)  
Coimbatore

**DATE:** 10.07.23  
**TIME:** 10 A.M  
**VENUE:** STAR HALL


**BEST WISHES FROM**  
Rev. Sr. Dr. C.Shibana, Secretary  
Rev. Sr. Dr. Jessie fernando, Principal  
Rev. Sr. Dr. S.Kulandai Therese,  
Deputy Principal  
Rev. Sr. Josephine Jeyarani, Director,  
SSC

Organising Team  
Dr. S. Janat Jeya Kavitha, Co-ordinator  
Dr.C.S.Purnima  
Ms. M. Fatima Lucia Sheeba  
Ms. C.Reshma Fernando



# GUEST LECTURE ON ESSENTIALS OF WOMEN EMPOWERMENT AT WORKPLACE ON JULY 28TH 2023

The Department of human resources management organized a guest lecture on the topic "Essentials of Women Empowerment at Workplace" on 28.07.2023 Mrs. A.M. Jenitta Michael, HR Manager, PSA SICAL Terminals Ltd, was the resource person.




**St. Mary's College (Autonomous)**  
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DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Organizes a Guest Lecture on

## Essentials of Women Empowerment at Workplace



**RESOURCE PERSON**  
A M Jenitta Michael  
HR Manager  
PSA SICAL Terminals Limited  
Thoothukudi.

Date: 28.07.2023  
Time: 11.30 to 01.10p.m  
Venue: Star Hall

Best Wishes from

Rev. Sr. Dr. C. Shibana,  
Secretary  
Rev. Sr. Dr. Jessie Fernando,  
Principal  
Rev. Sr. Dr. Kulandai Therese,  
Deputy Principal  
Rev. Sr. Josephine Jeyarani,  
Director, SSC

**Organising Team**  
Dr. S. Janat Jeya Kavitha, Coordinator  
Dr.C.S.Purnima  
Ms. M. Fatima Lucia Sheeba  
Ms. C.Reshma Fernando





# ASSOCIATION MEETING ON INTRODUCTION AND HANDS ON TRAINING IN HR ANALYTICS ON 21ST AUGUST 2023

The Department of Human Resources Management organized an association meeting on the topic "Introduction and Hands on Training in HR analytics on 21.08.2023 Mrs. Evangeline kiruba (Assistant Professor) Department of Management Studies, Francis Xavier engineering college, Tirunelveli, was the resource person.



 **ST.MARY'S COLLEGE (AUTONOMOUS)**  
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THOOTHUKUDI,

Department of Human Resource Management

ORGANISES

**ASSOCIATION MEETING**

On

**INTRODUCTION & HANDS ON TRAINING IN HR ANALYTICS**



Resource Person

**MRS. EVANGELINE KIRUBA**  
(ASSISTANT PROFESSOR )  
Department of Management Studies,  
Francis Xavier Engineering College, Tirunelveli)

 DATE: 21.08.2023  
TIME: 11. A.M  
VENUE: FATIMA HALL

Organising Team  
Dr. S. Janat Jeya Kavitha, Co-ordinator  
Dr.C.S.Purnima  
Ms. M. Fatima Lucia Sheeba  
Ms. C.Reshma Fernando

BEST WISHES FROM  
Rev. Sr. Dr. C.Shibana, Secretary  
Rev. Sr. Dr. Jessie fernando, Principal  
Rev. Sr. Dr. S.Kulandai Therese, Deputy Principal  
Rev. Sr. Josephine Jeyarani, Director, SSC

# A PLATFORM FOR FUTURE MANAGERIAL EVENT “ LEAD THE WORLD TOMORROW” ON 19TH FEBRUARY 2024

The Department of Human Resources Management and Department of Library organized a platform for future managerial event on the topic “Lead the world tomorrow” on 19.02.2024 at MHRM Department. Mrs. D. Vijaya Lakshmi (Assistant Professor) Department of Business Administration, Kamaraj college, Thoothukudi, was the guest of honour. . All the students are actively participated in managerial speak and tried to express their talent. Mrs. D. Vijaya Lakshmi, the chief guest announced prize winners. P. Pavithra, Final year B. Com(corporate) won the first prize, Sri Lakshmi Preethi and Dhanusha S from III B.B.A won the second and third prize.



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THOOTHUKUDI

Department of Human Resource Management and Department of Library  
organise

A platform for Future Managers

## Lead the World Tomorrow

**Guest of Honour**  
Ms. D. Vijaya Lakshmi, Assistant Professor,  
Department of Business Administration,  
Kamaraj College,  
Thoothukudi

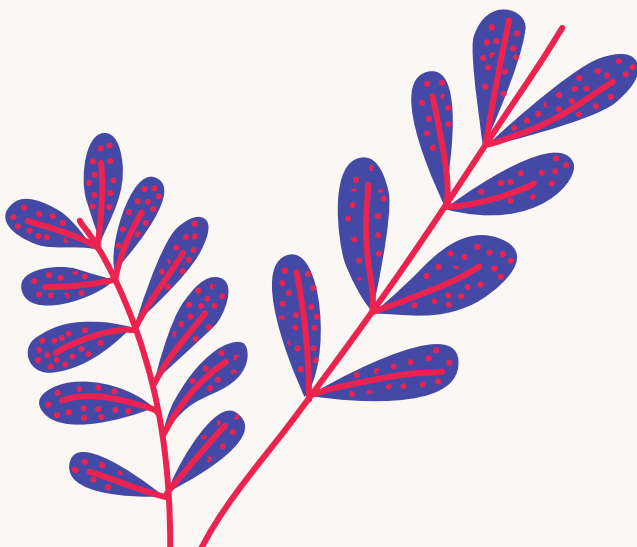
Date: 19.02.2024 (Monday)  
Time: 1 P.M - 2 P.M  
Venue: Department of MHRM

**Co-ordinators**  
Dr. K. Vinita, Librarian (SG)  
Dr. S. Janat Jeya Kavitha, Co-ordinator - MHRM

**Organising Committee**  
Dr. C. S. Purnima, Assistant Professor  
Ms. M. Fatima Lucia Sheeba, Assistant Professor  
Ms. C. Reshma Fernando, Assistant Professor

**Under the Patronage of:**  
Rev. Sr. Dr. C. Shibana, Secretary  
Rev. Sr. Dr. Jessie Fernando, Principal  
Rev. Sr. Dr. S. Kulandal Therese, Deputy Principal  
Rev. Sr. Josephine Jeyarani, Director, SSC

IT IS A ROUGH ROAD THAT  
LEADS TO THE  
HEIGHTS OF GREATNESS  
*Lord Venkateswara*





# ASSOCIATION MEETING ON CAREER OPPORTUNITIES & DEVELOPMENT ON 23RD FEBRUARY 2024

The Department of Human Resource Management organized a seminar on the topic career opportunities and development on 23.02.2024 Mr. K. Dhanush Mathan (Head of New Product. The resource person explained about various employment opportunities available in both private and government sector and he also well explained about self-employment, entrepreneurship and start up business.



**JCI**  
**ST. MARY'S COLLEGE (AUTONOMOUS)**  
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Thoothukudi  
**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**  
ORGANISES  
**ASSOCIATION MEETING**  
On  
**CAREER**  
*OPPORTUNITIES & DEVELOPMENT*

**DATE: 23.02.2024**  
**TIME: 11:30 A.M**  
**VENUE: STAR HALL**

**Resource Person**  
**MR. K. DHANUSH MATHAN**  
(HEAD)  
New Product Development  
VVD & Sons Pvt Ltd, Thoothukudi

**BEST WISHES FROM**  
Rev. Sr. Dr. C. Shibana, Secretary  
Rev. Sr. Dr. Jessie Fernando, Principal  
Rev. Sr. Dr. S. Kulandai Therese, Deputy Principal  
Rev. Sr. Josephine Jeyarani, Director, SSC

**Organising Team**  
Dr. S. Janat Jeya Kavitha, Co-ordinator  
Dr. C. S. Purnima, Assistant Professor  
Ms. M. Fatima Lucia Sheeba, Assistant Professor  
Ms. C. Reshma Fernando, Assistant Professor

**"DEFINE YOUR  
CAREER BY IMPACT  
NOT TITLE."**



# HANDS ON TRAINING IN BASICS OF SPSS ON 16TH MARCH 2024

The PG Department of Human Resource Management organized Hands on training in basics of SPSS. Dr. Bulomine Regi S, Assistant Professor, Department of Commerce, St. Mary's College(Autonomous), Thoothukudi was the resource person. The Resource person gave hands on training in SPSS tools and well explained with free SPSS software. Nearly 41 students benefited through this workshop. The participants were actively participated and imbibed the knowledge about the tools and techniques of SPSS.



  
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**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**  
ORGANISES  
**HANDS ON TRAINING IN BASICS OF SPSS**

  
**Resource Person**  
**DR. S. BULOMINE REGI**  
Assistant Professor of COMMERCE  
St.Mary's College (Autonomous), Thoothukudi

**DATE: 16.03.2024**  
**TIME: 10:00 A.M**  
**VENUE: II MHRM**

**BEST WISHES FROM**  
Rev. Sr. Dr. C.Shibana, Secretary  
Rev. Sr. Dr. Jessie Fernando, Principal  
Rev. Sr. Dr. S.Kulandai Therese, Deputy Principal  
Rev. Sr. Josephine Jeyarani, Director, SSC

**Organising Team**  
Dr. S. Janat Jeya Kavitha, Co-ordinator  
Dr.C.S.Purnima, Assistant Professor  
Ms. M. Fatima Lucia Sheeba, Assistant Professor  
Ms. C.Reshma Fernando, Assistant Professor



# HANDS ON TRAINING IN INFERENTIAL ANALYSIS OF SPSS ON 27th MARCH 2024

The PG Department of Human Resource Management organized Hands on training in inferential analysis of SPSS. Dr. Bulomine Regi S, Assistant Professor, Department of Commerce, St. Mary's College(Autonomous), Thoothukudi was the resource person. This was an advanced level of learning and implementing various tools in SPSS. Nearly 41 students benefited through this hands on training. The participants were actively participated and imbibed the knowledge about the tools and techniques of SPSS.



  
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DEPARTMENT OF HUMAN RESOURCE MANAGEMENT  
ORGANISES  
HANDS ON TRAINING  
IN  
INFERENTIAL ANALYSIS USING SPSS

 DATE: 27.03.2024  
TIME: 11:00 A.M  
VENUE: II MHRM

  
Resource Person  
DR. S. BULOMINE REGI  
Assistant Professor of COMMERCE  
St. Mary's College (Autonomous),  
Thoothukudi

BEST WISHES FROM  
Rev. Sr. Dr. C. Shibana, Secretary  
Rev. Sr. Dr. Jessie Fernando, Principal  
Rev. Sr. Dr. S. Kulandai Therese, Deputy Principal  
Rev. Sr. Josephine Jeyarani, Director, SSC

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Ms. C. Reshma Fernando, Assistant Professor