



INTERNATIONAL EUROPEAN UNIVERSITY

EDUCATIONAL AND PROFESSIONAL PROGRAM: MANAGEMENT

First (Bachelor) level

Specialty: 073 Management

Knowledge area: 07 Management and Administration

Educational qualification: Bachelor of Management

APPROVED

**By the Decision of the Academic Council of
International European University**

dd. May 30, 2023, protocol No. 4

Chair of the Academic Council,

Oleh PADALKA

**Educational and professional program
becomes effective by the order of the Acting
Rector of International European University
dd. June 5, 2023, No. 41-OD**

Kyiv – 2023

INTRODUCTION

The Management educational and professional program of the first (Bachelor) level of higher education, specialty: 073 Management, knowledge area: 07 Management and Administration, is developed according to the Law of Ukraine “On Higher Education” dd. July 1, 2014, No. 1556-VII (as amended and supplemented), Resolutions of the Cabinet of Ministers of Ukraine: “About approval of the National qualifications frameworks” dd. November 23, 2011, No. 1341 (as amended by the Resolution of the Cabinet of Ministers of Ukraine dd. June 25, 2020, No. 519), “About approval of Licensed conditions of implementation of educational activities” dd. December 30, 2015, No. 1187 (as amended).

The educational and professional program is based on the Higher Education Standard in the specialty: 073 Management, knowledge area: 07 Management and Administration, of the first (Bachelor) level of higher education approved and put into effect by the Order of the Ministry of Education and Science of Ukraine dd. October 29, 2018, No. 11665.

The educational and professional program stipulates the background for access to study, the focus and key focus, the amount of ECTS credits required to gain a corresponding degree, the list of competencies and program learning outcomes, the normative content of student training, forms of student assessment and requirements for higher education quality control.

The Management educational and professional program is developed by the working group of International European University, consisting of:

No.	Full name	Position	Academic degree, academic title
1.	N.V. Pryimak (guarantor)	Acting Head of the Department of Management, Finance and Business Administration	PhD in Economics
2.	Y.S. Remyha	Acting Director of the European Business School, professor at the Department of Management, Finance and Business Administration	PhD in Economics, associate professor
3.	A.S. Navolokina	President of International European University, associate professor at the Department of Management, Finance and Business Administration	PhD in Economics, associate professor

External stakeholders involved in the development of the educational program:

No.	Full name	Place of work, position
1.	S.Y. Lukin	Director of the Professional Development Center in the Kyiv Region, Doctor of Public Administration, associate professor
2.	O.O. Ryzhkova	Director of SYSTEM LEGAL CONSULTING LLC
3.	S. Boiko	CEO of Vodolii Group of companies LLC, PhD in Technical Science, Master of Public Administration
4.	O.V. Honchar	Director of IDEA SHOP LLC
5.	R.I. Hrytsan	Graduate of International European University
6.	K.S. Avramenko	Student

1. PROFILE OF THE EDUCATIONAL PROGRAM

Specialty: 073 Management

Knowledge area: 07 Management and Administration

Educational qualification: Bachelor of Management

1. General information	
Full name of the higher education institution and structural unit	INTERNATIONAL EUROPEAN UNIVERSITY. Education and Research Institute “European Business School”. Department of Management, Finance and Business Administration.
Degree of higher education and name of qualification in the original language	Bachelor Educational qualification – Bachelor of Management
Official name of the educational program	Management
Type of diploma and capacity of the educational program	Bachelor’s Degree Diploma, single, 240 ECTS credits, Period of study: 3 years and 10 months.
Accreditation	Certificate of accreditation of the educational program No. 3037 dd. March 29, 2022.
Cycle/level	First (Bachelor) level, FQ-EHEA – first level, EQF-LLL – 6 level, National Qualifications Framework of Ukraine – 6 level
Background	Based on complete general secondary education – 240 ECTS credits Based on the degree of Junior Bachelor (Junior Specialist), the higher education institution has the right to acknowledge and recredit ECTS credits obtained as part of the previous educational program of training Junior Bachelors (Junior Specialists) in the amount of no more than 120 ECTS credits. Based on the degree of Professional Junior Bachelor, the higher education institution has the right to acknowledge and recredit no more than 60 ECTS credits obtained as part of the previous educational program of professional pre-higher education. Admission based on the degree of Junior Bachelor, Professional Junior Bachelor or Junior Specialist is conducted according to the results of external independent testing/National Multi-Subject Test in the manner prescribed by the legislation. At least 50% of the amount of the educational program should be focused on general and specialized (professional) competencies in the specialty defined by the Higher Education Standard. Admission is conducted according to the Admission Rules of International European University in 2023: https://ieu.edu.ua/docs/admission-rules-2023.pdf
Language(s) of instruction	Ukrainian, English
Validity of the educational program	The Certificate of accreditation of the educational program is valid until July 1, 2027.
Internet address of constant placement of educational program description	https://ieu.edu.ua/navchannia/osvitni-prohramy

2. Goal of the educational program	
<p>To train managers of enterprises, institutions, organizations and/or their subsidiaries, who will be able to solve complicated professional specialized tasks and practical problems in professional activities and/or during study, which require the application of conceptual scientific and practical knowledge, critical comprehension of theories, principles, methods and concepts in professional activities and/or during study, in order to ensure country's sustainable growth, innovation adoption and integration into the European community, complying with the academic integrity requirements.</p>	
3. Characteristics of the educational program	
<p>Subject area (knowledge area, specialty)</p>	<p>Knowledge area: 07 Management and Administration. Specialty: 073 Management.</p> <p><i>The program consists of:</i></p> <ul style="list-style-type: none"> • general disciplines – 27.5%, • professional disciplines – 36.25%, • practical training and assessment – 10.75%, • elective disciplines – 25.5%. <p><i>Object of study:</i></p> <ul style="list-style-type: none"> • management of organizations and their subsidiaries. <p><i>Learning objectives:</i></p> <ul style="list-style-type: none"> • training of specialists able to solve practical issues and complex specialized tasks characterized by complexity and uncertainty of conditions in management of organizations and their subsidiaries. <p><i>Theoretical content of the subject area:</i></p> <ul style="list-style-type: none"> • paradigms, laws, regularities, principles, historical background of management development; • concepts of system, situational, adaptive, anticipative, anti-crisis, innovative, project management, etc.; • functions, methods, technologies and managerial decisions in management. <p><i>Methods, techniques and technologies:</i></p> <ul style="list-style-type: none"> • general scientific and specific research methods (calculation and analytical, economic and statistical, economic and mathematical, expert assessment, evidential, social, documentary, balance, etc.); • methods of fulfilling management functions (marketing research methods; economic diagnostic methods; forecasting and planning methods; organizational management structure design methods; motivation methods; controlling methods; assessment methods of social, organizational and economic management efficiency, etc.); • management methods (administrative, economic, social and psychological, technological); • managerial decision rationale technologies (economic analysis, simulation modeling, decision tree, etc.). <p><i>Tools and equipment:</i></p> <ul style="list-style-type: none"> • cutting-edge information and communication equipment, information systems and software products applied in management.

Focus of the educational program	The educational and professional program focuses on training of managers of enterprises, institutions, organizations and their subsidiaries who are able to solve complex professional tasks, which requires deep practical training and application of conceptual scientific knowledge, critical comprehension of theories, principles and methods in professional activities.
Key focus of the educational program and specialization	General education in the knowledge area: 07 Management and Administration. Training of lower and middle managers for enterprises and organizations of various property forms in different economic sectors. Keywords: administration, management, organization, managerial decisions, managerial activities, human resource management, communication, motivation, planning, business intelligence.
Program features	The program implies learning of profession-oriented disciplines during all academic years, theoretical and practical training, high foreign language proficiency with potential instruction in English, as well as ensures acquisition of excellent management knowledge and skills as part of sustainable development and self-actualization in order to train competitive and sought-after skillful specialists with comprehensive knowledge and competencies by integrating foreign learning experience and symbiosis of educational components. The program's unique feature is consecutive development of students' professional competencies according to European and international management standards.
4. Graduates' ability to employment and further study	
Employability	After completion of the educational and professional program, graduates are able to carry out professional activities specified in DK 003:2010 and can hold a primary position according to the current list of the Occupational classification: 14. Managers of enterprises, institutions, organizations and their subsidiaries; 343 Technical experts in the management sector; 3436 Assistant directors; 3436.1 Assistant directors of enterprises, institutions and organizations. 3436.2 Assistant directors of manufacturing and other primary subsidiaries; 3436.3 Assistant directors of small enterprises without a managerial apparatus; 3436.9 Other assistants; 3439 Other technical experts in the management sector.
Academic rights of graduates	Graduates have the right to continue their study at the second (Master) level of higher education. Acquisition of additional qualifications in the postgraduate education system.
5. Teaching and assessment	
Teaching and learning	Modes of study: <ul style="list-style-type: none"> • full-time, • part-time. Approaches used in the training process:

	<ul style="list-style-type: none"> • competence-based, student-centered, problem-oriented approaches to initiative self-learning. <p>Teaching methods:</p> <ul style="list-style-type: none"> • interactive scientific lectures, practical classes, seminars, research activities, preparation of term papers, independent work, accomplishment of creative works and tasks in the form of individual home tasks and abstracts; • consultations with lecturers, introductory, educational, technological and on-the-job practical training; accomplishment of the qualifying paper; • conducting educational, industrial and pre-graduation practical training, writing a Bachelor's qualifying paper, its presentation and discussion during the pre-defense involving lectures and classmates.
Assessment	<p>The assessment system is based on taking into account the initial performance of students' learning activity in the process of passing the current and final control within certain forms of organization of the educational process: classes, independent work, practical training, control activities.</p> <p>Assessment of student progress is based on the European Credit Transfer and Accumulation System (ECTS).</p> <p>Assessment of graduates is conducted in the form of public defense of the qualifying paper.</p>
6. Program competencies	
Integral competence	Ability to solve complicated specialized tasks and practical problems in the management sector or during study, which implies the application of theories and methods of management, as well as characterized by complexity and uncertainty of conditions.
General competencies (GC)	<p>GC 1. Ability to exercise your rights and obligations as a member of society, realize values of civil (democratic) society and need for its steady growth, supremacy of law, rights and freedoms of individuals and citizens in Ukraine.</p> <p>GC 2. Ability to keep and multiply moral, cultural, scientific values, as well as multiply achievements of society based on the understanding of history and regularities of subject area development, its place in the general system of knowledge about nature and society and in the evolution of society, engineering and technologies, as well as to use different types and forms of physical activity for outdoor activities and a healthy lifestyle.</p> <p>GC 3. Ability to abstract thinking, analysis and synthesis.</p> <p>GC 4. Ability to apply knowledge in practical situations.</p> <p>GC 5. Ability to know and understand the subject area and professional activities.</p> <p>GC 6. Ability to talk in a state language both orally and in written form.</p> <p>GC 7. Ability to communicate in a foreign language.</p> <p>GC 8. Skills in applying information and communication technologies.</p> <p>GC 9. Ability to learn and acquire contemporary knowledge.</p> <p>GC 10. Ability to conduct research at the proper level.</p> <p>GC 11. Ability to adapt and act in a new situation.</p> <p>GC 12. Ability to generate new ideas (creativity).</p> <p>GC 13. Appreciation and respect of diversity and multiculturality.</p>

	GC 14. Ability to work in the international context. GC 15. Ability to act based on ethical considerations (motives).
General competencies (GC) defined by the higher education institution	GC 16. Ability to apply and comply with national and international standards, effective legal standards in professional activities.
Specialized competencies (SC)	SC 1. Ability to define and describe organization characteristics. SC 2. Ability to analyze organization operating results, compare them with impact factors of external and internal environments. SC 3. Ability to determine organization development prospects. SC 4. Ability to identify functional areas of the organization and their relations. SC 5. Ability to run the organization and its subsidiaries by implementing the management function. SC 6. Ability to act in a socially conscious manner. SC 7. Ability to choose and apply contemporary management tools. SC 8. Ability to plan organization activities and manage time. SC 9. Ability to work in a team and establish the interpersonal interaction while solving professional tasks. SC 10. Ability to assess performed works, ensure their quality and motivate staff members. SC 11. Ability to create and arrange efficient communications as part of management. SC 12. Ability to analyze and structure organizational issues, make reasonable decisions. SC 13. Ability to understand principles and standards of law and apply them in professional activities. SC 14. To understand psychological principles and use them in professional activities. SC 15. Ability to develop and show leadership qualities and behavioral skills.
Specialized (professional, subject) competencies (SC) defined by the higher education institution	SC 16. Ability to understand and seamlessly apply mathematical and numerical methods frequently used to make reasonable managerial decisions, particularly in the context of international economic activities.
7. Program learning outcomes	
Program learning outcomes (PLO)	PLO 1. To know your rights and obligations as a member of society, realize values of civil society, supremacy of law, rights and freedoms of individuals and citizens in Ukraine. PLO 2. To keep moral, cultural, scientific values, as well as multiply achievements of society, use different types and forms of physical activity for a healthy lifestyle. PLO 3. To show knowledge of theories, methods and functions of management, contemporary leadership concepts. PLO 4. To show skills in defining problems and grounding managerial decisions. PLO 5. To describe the content of functional areas of organization operations. PLO 6. To define skills in finding, collecting and analyzing information, calculating criteria for grounding managerial decisions. PLO 7. To determine organization design skills.

	<p>PLO 8. To apply management methods for ensuring efficient organization operations.</p> <p>PLO 9. To show interaction, leadership and teamwork skills.</p> <p>PLO 10. To have skills in grounding efficient tools for motivating organization personnel.</p> <p>PLO 11. To show skills in analyzing the situation and carrying out communications in different areas of organization activities.</p> <p>PLO 12. To assess legal, social and economic consequences of organization functioning.</p> <p>PLO 13. To talk in state and foreign languages both orally and in written form.</p> <p>PLO 14. To identify stress causes, adapt yourself and your team members to a stress situation, find ways of its neutralization.</p> <p>PLO 15. To show the ability to act in a socially conscious manner based on ethical considerations (motives), respect of diversity and multiculturalism.</p> <p>PLO 16. To show skills in individual work, flexible thinking, openness to new knowledge; to be critical and self-critical.</p> <p>PLO 17. To carry out research individually and/or in a group under leader's supervision.</p>
Program learning outcomes defined by the higher education institution	<p>PLO 18. To identify ecological and economic and legal consequences of enterprise functioning in the context of social steady development.</p> <p>PLO 19. To assess enterprise participation in European integration processes and detect prospects of their future development.</p> <p>PLO 20. To show skills in applying information, communication and innovative technologies.</p>
8. Resource support of program implementation	
Staffing	<p>The academic staff engaged in the implementation of training components of the educational program have a verified level of scientific and professional activity, are primarily full-time employees of International European University. Their activity level is verified by accomplishment of at least four types and results of the listed in paragraph 38 Licensed conditions of implementation of educational activities approved by the Resolution of the Cabinet of Ministers of Ukraine dd. December 30, 2015, No. 1187 (as amended by the Resolution of the Cabinet of Ministers of Ukraine dd. March 24, 2021, No. 365).</p>
Material and technical support	<p>There are classrooms and lecture rooms fitted with computer workplaces, multimedia equipment, technical training aids; bases for student internship or current internship agreements. A training base allows organizing and holding classes in all academic disciplines at the proper scientific and methodical level</p> <p>https://ie.u.edu.ua/pro-mieu/material-tekhnichna-baza</p>
Information and educational and methodical support	<p>The official website https://ie.u.edu.ua/ contains information about educational programs, educational and scientific activities, structural units, admission rules, contact information.</p> <p>Teaching and learning materials (complexes) of academic disciplines, including textbooks, workbooks, lecture notes, collections of case problems, methodical elaborations for practical classes, methodical guidelines for term papers, individual work of students, individual practical tasks; methodical materials for internships, assessment tasks (examination cards, tests, complex control works); modern</p>

	<p>information sources; library with contemporary educational literature, scientific, informative and specialized periodical publications.</p> <p>All teaching and learning materials are available to students in the reading room of the academic and research library. The reading room is equipped with computers and wireless Internet access. All library resources can be found on the university website:</p> <p>https://library.ieu.edu.ua/</p>
9. Academic mobility	
National credit mobility	<p>Recognition of learning outcomes at other education institutions as part of academic mobility according to agreements of International European University</p> <p>(https://ieu.edu.ua/navchannia/akademichna-mobylnist).</p>
International credit mobility	<p>Cooperation with Swiss Montreux Business School (SMBS) based on the Agreement on affiliated collaboration</p> <p>(https://ieu.edu.ua/mizhnarodna-diialnist/partnery)</p>
Training of foreign students	<p>Training of foreign students is conducted according to legislative requirements and Admission rules of International European University.</p> <p>https://ieu.edu.ua/mizhnarodna-diialnist/pravyla-pryiomu-navchannia-ta-prozhyvannia-inozemnykh-studentiv</p>

2. LIST OF COMPONENTS OF THE EDUCATIONAL PROGRAM AND THEIR LOGICAL SEQUENCE

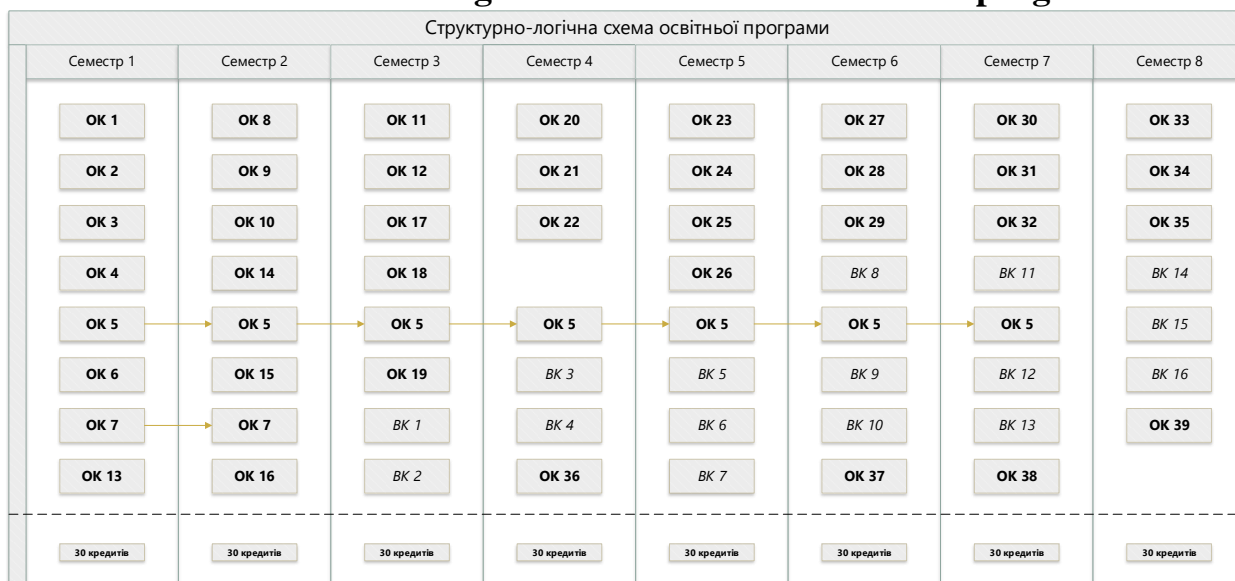
2.1. List of components of the educational program

Discipline code	Components of the educational program (academic disciplines, practical training)	Number of credits	Form of final control
1	2	3	4
1. OBLIGATORY COMPONENTS OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM			
1.1. General training course			
OC 1	History of Ukrainian statehood and culture	4	exam
OC 2	Academic integrity and basics of scientific research	4	exam
OC 3	Ukrainian (professional)	4	exam
OC 4	Health and safety, labor protection and civil defense	3	Pass/Fail test
OC 5	Foreign language (professional)	21	Pass/Fail test, exam
OC 6	Information systems and technologies	4	exam
OC 7	Higher and applied mathematics	8	Pass/Fail test, exam
OC 8	Philosophy, ethics and aesthetics	3	Pass/Fail test
OC 9	Law	4	Pass/Fail test
OC 10	Economic theory	4	exam
OC 11	Business psychology	3	Pass/Fail test
OC 12	Statistics	4	exam
Total for the general training course		66	
1.2. Professional training course			
OC 13	Introduction to the Management specialty	4	exam
OC 14	Professional ethics of the manager	4	Pass/Fail test
OC 15	Organization of management operations	4	exam
OC 16	Economics of enterprises of different forms of ownership	4	exam
OC 17	Finance, money and credit	4	exam
OC 18	International economic relations	4	exam
OC 19	Foreign economic activities of the enterprise	4	exam
OC 20	Accounting and auditing	4	exam
OC 21	Management	6	exam, term paper
OC 22	Marketing	4	exam
OC 23	Enterprise management technologies	3	Pass/Fail test
OC 24	European transnational space	4	exam
OC 25	Organization of entrepreneurial activity	4	exam
OC 26	Business communications	4	exam
OC 27	Logistics	3	exam
OC 28	Economic planning and forecasting	3	exam
OC 29	Controlling	3	exam
OC 30	Operations management	3	exam

OC 31	Human resource management	3	exam
OC 32	Methods for management decision making	3	Pass/Fail test
OC 33	Public management and administration	4	exam
OC 34	Project management	4	exam
OC 35	Startup management	4	exam
OC 36	Educational practical training	5	graded test
OC 37	On-the-job practical training	6	graded test
OC 38	Pre-graduation practical training	6	graded test
OC 39	Qualifying paper	9	-
Total for the professional training course		113	
Total amount of obligatory components:		179	
2. ELECTIVE COMPONENTS OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM			
Total amount of elective components:		61	
TOTAL CAPACITY OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM		240	

*The choice is made out of the catalog of elective disciplines: <https://ieu.edu.ua/navchannia/vib-rkov-d-stsipl-ni>

2.2. Structural and logical scheme of the educational program



3. FORM OF STUDENT ASSESSMENT

Forms of student assessment	Assessment is conducted in the form of public defense of the qualifying paper.
Qualifying paper requirements (if any)	A qualifying paper should solve a complex specialized task or practical problem in the management sector characterized by complexity and uncertainty of conditions using theories and methods of economics. The qualifying paper should not contain academic plagiarism, falsification and copying. The qualifying paper should be published on the official website of International European University or its unit – the European Business School, or in the repository of International European University.

4. SYSTEM OF INTERNAL HIGHER EDUCATION QUALITY ASSURANCE

International European University has the system of internal higher education quality assurance (internal quality assurance system) that includes the following procedures and measures:

- definition of principles and procedures of higher education quality assurance;
- monitoring and periodical review of educational programs;
- annual assessment of students, academic and teaching staff of the University and regular announcement of the assessment results on the official website of the University, information stands or in any other way;
- advanced training of the teaching, scientific and academic staff;
- availability of resources required to organize the educational process, including independent work of students due to each educational program;
- availability of information systems for efficient management of the educational process;
- publicity of information about educational programs, higher education degrees and qualifications;
- compliance with academic integrity among the University personnel and students, including creation and functioning of the efficient system for preventing and detecting academic plagiarism;
- other procedures and measures.

The system of internal higher education quality assurance (internal quality assurance system) is assessed as requested by the University by the National Agency for Higher Education Quality Assurance (NAQA) or independent institutions of higher education quality assessment and assurance accredited by NAQA for its compliance with the requirements of the higher education quality assurance system approved by NAQA, international standards and recommendations for higher education quality assurance.

5. MATRIX OF COMPLIANCE OF PROGRAM COMPETENCIES WITH COMPONENTS OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM

Table 5.1

	GC1	GC2	GC3	GC4	GC5	GC6	GC7	GC8	GC9	GC10	GC11	GC12	GC13	GC14	GC15	GC16
OC 1	+	+				+									+	
OC 2		+								+	+	+				
OC 3	+					+										
OC 4	+	+									+					
OC 5							+						+	+		
OC 6				+				+	+							
OC 7			+						+	+						
OC 8		+	+						+				+		+	
OC 9	+															+
OC 10			+		+											
OC 11	+	+									+		+		+	
OC 12			+	+	+			+								
OC 13				+	+				+		+					
OC 14				+	+			+	+				+		+	+
OC 15				+	+	+	+		+			+				+
OC 16					+				+							+
OC 17			+	+	+			+								
OC 18				+									+	+		
OC 19				+							+			+		
OC 20			+	+	+											
OC 21			+	+	+			+	+		+	+				
OC 22			+	+					+			+				
OC 23			+	+	+			+								
OC 24							+	+		+	+	+	+	+		+
OC 25				+	+							+				
OC 26					+			+			+					
OC 27			+	+	+			+			+					
OC 28					+					+				+		+
OC 29			+	+	+											
OC 30				+	+						+					
OC 31				+	+										+	
OC 32				+	+			+			+	+				
OC 33				+	+							+				
OC 34			+	+				+		+		+				
OC 35			+	+	+			+		+	+	+				
OC 36				+	+						+	+				
OC 37				+	+						+	+				
OC 38				+	+						+	+				
OC 39			+		+			+		+		+				

Table 5.2

	SC1	SC2	SC3	SC4	SC5	SC6	SC7	SC8	SC9	SC10	SC11	SC12	SC13	SC14	SC15	SC16
OC 1						+										
OC 2						+										
OC 3						+					+					
OC 4						+										
OC 5						+					+					
OC 6							+									+
OC 7																+
OC 8						+			+							
OC 9													+			
OC 10	+															
OC 11						+								+		
OC 12	+		+									+				
OC 13						+			+							
OC 14					+	+		+	+	+	+				+	
OC 15	+	+	+	+	+	+		+	+	+	+		+			
OC 16	+			+												
OC 17		+	+					+				+				
OC 18		+				+										
OC 19			+			+						+				+
OC 20		+			+	+										
OC 21				+	+		+		+		+	+				
OC 22		+	+	+								+				
OC 23				+	+		+	+								
OC 24											+					+
OC 25	+	+	+	+	+	+		+				+				
OC 26			+	+							+					
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OC 29			+			+		+		+		+				
OC 30	+			+	+							+				
OC 31					+				+	+	+			+		
OC 32		+			+		+					+			+	+
OC 33							+				+				+	
OC 34	+	+	+		+		+	+								
OC 35							+	+	+		+				+	
OC 36	+	+	+	+								+				
OC 37	+	+	+	+					+			+				
OC 38	+	+	+	+			+		+			+				
OC 39	+	+	+	+			+					+				+

6. MATRIX OF PROVIDING PROGRAM LEARNING OUTCOMES (PLO) WITH COMPONENTS OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM

	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	PLO11	PLO12	PLO13	PLO14	PLO15	PLO16	PLO17	PLO18	PLO19	PLO20
OC 1	+	+																		
OC 2		+		+												+	+			
OC 3	+										+		+							+
OC 4		+																+		
OC 5											+		+							+
OC 6						+	+													+
OC 7						+	+													+
OC 8		+													+	+				
OC 9	+											+			+			+		
OC 10			+		+							+								
OC 11	+									+	+			+	+					
OC 12						+	+				+	+								
OC 13			+		+											+	+			
OC 14				+					+			+		+	+					
OC 15			+	+	+		+	+					+							+
OC 16				+	+			+												
OC 17				+		+		+				+								
OC 18					+	+		+				+	+		+				+	
OC 19					+	+		+			+	+	+		+			+	+	
OC 20						+	+				+	+								
OC 21			+	+	+	+	+	+	+	+		+						+		
OC 22			+		+	+					+				+	+	+			
OC 23			+	+	+	+		+				+								+
OC 24											+		+		+			+	+	
OC 25			+	+	+	+	+	+	+			+								+
OC 26					+	+					+									+
OC 27			+	+	+	+		+			+	+						+		+
OC 28						+						+				+				
OC 29			+	+		+					+	+			+					
OC 30			+		+		+	+			+									+
OC 31			+					+	+	+	+			+				+		
OC 32			+	+		+		+	+		+	+								
OC 33			+		+			+	+		+				+					
OC 34			+	+	+	+	+									+	+			+
OC 35			+	+		+	+	+	+									+	+	+
OC 36			+	+	+	+										+	+			
OC 37			+	+	+	+	+				+					+	+			+
OC 38			+	+	+	+	+				+					+	+			+
OC 39			+	+	+	+	+	+			+	+				+	+	+	+	+

