



INTERNATIONAL EUROPEAN UNIVERSITY

**EDUCATIONAL AND PROFESSIONAL PROGRAM:
MANAGEMENT AND BUSINESS ADMINISTRATION**

second (Master) level

Specialty: 073 Management

knowledge area: 07 Management and Administration

qualification: Master of Management

APPROVED

**By the Decision of the Academic Council of
International European University
dd. May 30, 2024, protocol No. 6
Chair of the Academic Council,**

_____ Oleh PADALKA

**Educational and professional program
becomes effective by the Order of the Rector
of International European University
dd. June 7, 2024, No. 41-OD**

Kyiv 2024

INTRODUCTION

The Management and Business Administration educational and professional program of the second (Master) level of higher education, specialty: 073 Management, knowledge area: 07 Management and Administration, stipulates the number 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 the education quality assurance system.

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 second (Master) level of higher education approved and put into effect by the Order of the Ministry of Education and Science of Ukraine dd. July 10, 2019, No. 959.

The Management and Business Administration 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. | Y.S. Remyha (guarantor) | Director of the European Business School, Professor at the Department of Management, Finance and Business Administration | PhD in Economics, Associate Professor |
| 2. | N.V. Pryimak | Head of the Department of Management, Finance and Business Administration | PhD in Economics |
| 3. | I.M. Boiarko | Vice-Rector for Scientific, Educational and Methodical Work of International European University, Professor at the Department of Management, Finance and Business Administration | Doctor of Economics, Professor |

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 Vodoliy Group of Companies LLC, PhD in Technical Sciences, Master of Public Administration |
| 4. | M.M. Radutskyi | Co-Owner of City Beach Club LLC, O.DESERTY |
| 5. | T.V. Ponomarenko | Graduate of International European University |
| 6. | Y.V. Bezliuda | Graduate of International European University |

Profile of the educational and professional program
specialty: 073 Management

| 1. General information | |
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| Full name of the higher education institution and structural unit | PHEI “INTERNATIONAL EUROPEAN UNIVERSITY”. Education and Research Institute “European Business School”. Department of Management, Finance and Business Administration. |
| Level of higher education | Second (Master) level |
| Degree of higher education | Master |
| Knowledge area | 07 Management and Administration |
| Specialty | 073 Management |
| Name of the educational program | Management and Business Administration |
| Educational qualification | Master of Management |
| Official name of the educational and professional program | Management and Business Administration of the second (Master) level in the specialty: 073 Management |
| Type of diploma and capacity of the educational program | Master’s Degree Diploma, 90 ECTS credits |
| Accreditation | Certificate of accreditation of the educational program No. 2457 dd. December 17, 2021. |
| Cycle/level | FQ-EHEA – second cycle EQF-LLL – 7 th level NQF of Ukraine – 7 th level |
| Background | Bachelor’s degree, Master’s degree, Specialist’s degree, or Master of another specialty. Admission is conducted according to the Admission Rules of International European University in 2024: https://ieueu.edu.ua/docs/admission-rules-2024.pdf |
| Language(s) of instruction | Ukrainian, English |
| Validity of the educational and professional 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://ieueu.edu.ua/navchannia/osvitni-prohramy |
| 2. Goal of the educational program | |
| Goal of the educational program | To provide high-quality, affordable contemporary education in management and business administration due to knowledge and experience of the academic staff, as well as scientific and educational technologies, which implies training highly qualified, creative and promising managers able to take part in scientific research, create state-of-the-art management techniques, manage activities of business entities of different size and legal status, taking into account their |

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| | innovativeness and compliance with the commercial market demand, in order to ensure the country's sustainable growth and integration into the European community. |
| 3. Characteristics of the educational program | |
| Focus of the educational and professional program | The educational and professional program is based on acquiring advanced knowledge of management, theory of adaptive management, which implies a particular employment and the possibility of further education and career development: obtaining the degree of Doctor of Philosophy (PhD) in scientific programs. It provides advanced knowledge of theoretical and methodical regulations, organizational and practical tools for managing all sectors of economic entities of various scales, legal forms and types of activity. |
| Key focus of the educational program | <p>Specialized education in management and business administration.</p> <p>Focus of the program:</p> <ul style="list-style-type: none"> • general education in management and business administration; • the program structure develops a set of knowledge, skills and abilities in the efficient management of modern organizations; • the educational program is aimed at training managers of enterprises, institutions, organizations and their subsidiaries; highly skilled professionals able to integrate knowledge and solve complex professional tasks in wide aspects; specialists able to solve problems in new and strange environments with incomplete or limited information, taking into account the aspects of social and ethical responsibility. <p>Keywords: management, business administration, organization, administration, business, social economic relations</p> |
| Subject area (knowledge area, specialty) | <p>Knowledge area: 07 Management and Administration. Specialty: 073 Management.</p> <p>The program consists of:</p> <ul style="list-style-type: none"> • general disciplines – 19.0%, • professional disciplines – 21.0%, • practical training and examination – 33.3%, • elective disciplines – 26.7%. <p>Object of study:</p> <ul style="list-style-type: none"> • management of organizations and their subsidiaries. <p>Learning objectives:</p> <ul style="list-style-type: none"> • to train specialists able to identify and solve complicated tasks and problems in the management sector or during study, which include research and/or innovations as well as are characterized by complexity and uncertainty of conditions and requirements. <p>Theoretical content of the subject area:</p> <ul style="list-style-type: none"> • paradigms, laws, regularities; • principles, historical background of management development; • concepts of system, situational, adaptive, anticipative, anti- |

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| | <p>crisis, innovative, project management, etc.;</p> <ul style="list-style-type: none"> • functions, methods, technologies and managerial decisions in management. <p>Methods, techniques, technologies and tools:</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>Tools and equipment:</p> <ul style="list-style-type: none"> • cutting-edge information and communication equipment, information systems and software products applied in management. |
| <p>Features of the educational and professional program</p> | <p>The educational program also provides training in the following professional areas:</p> <ul style="list-style-type: none"> • Area 1 – Management and Business Administration The program is aimed at deep learning of the organization management system, taking into account current trends in Ukraine’s economic integration into the international economic space, acquisition of practical skills in business administration, development of business strategies, observance of corporate ethics, adoption of innovations, business leadership given the possibilities of integrating into the international economic space, establishment of cooperation with foreign partners. • Area 2 – Business Development Management The program is aimed at developing strategic thinking skills, analytical abilities and managerial competencies. Special attention is paid to practical skills due to internships and real business cases. • Area 3 – IT Project Management The program is aimed at developing knowledge and skills required to efficiently manage information technology and IT projects. The special focus is on practical aspects through participation in real-world IT projects. • Area 4 – Healthcare Organization and Management The program is aimed at developing competencies in management and administration of medical institutions. Much attention is paid to the development of analytical, risk management and communication skills, which allows graduates to efficiently manage medical institutions and improve the quality of medical care. Practical classes and internships at healthcare facilities provide real-world experience and preparation for work in the healthcare industry. <p>Concluded cooperation agreements between the University and</p> |

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| | <p>institutions and enterprises, allowing students to explore mechanisms of making efficient decisions and carrying out research based on relevant data.</p> <p>Obligatory participation in academic mobility programs using international exchange programs.</p> <p>Language of instruction: Ukrainian and English.</p> |
| 4. Graduates' ability to employment and further study | |
| Employability | <p>According to the National Classifier of Ukraine DK 003:2010, Master's program graduates can hold positions specified in paragraph 1 'Lawmakers, top civil servants, executives, managers':</p> <p>12. Directors of enterprises, institutions and organizations;</p> <p>13. Directors of small enterprises without a managerial apparatus;</p> <p>14. Managers of enterprises, institutions, organizations and their subsidiaries.</p> <p>They include the following: administrative activity manager, personnel manager, regional development manager, supply manager, head of the government regulatory body; head of the enterprise (institution, organization); head of the legal entity's unit engaged in asset management; head of the structural unit – chief specialist.</p> <p>Graduates can be employed at enterprises, organizations and institutions engaged in all primary economic activities (mining and processing industry, construction, agriculture, financial activities, etc.).</p> |
| Further study | <p>Graduates have the right to continue their study at the third educational and scientific level of higher education (PhD) and acquire additional qualifications in the postgraduate education system.</p> |
| 5. Teaching and assessment | |
| Teaching and learning | <p>Modes of study:</p> <ul style="list-style-type: none"> • full-time, • part-time. <p>Teaching methods:</p> <ul style="list-style-type: none"> • lectures, practical classes, training sessions, educational discussions and workshops, performance of independent work; • individual research and analytical activities of students: presentations, abstracts, test, calculation, analytical and situational assignments; • seminars, consultations with lecturers; scientific conferences, on-the-job and pre-graduation practical training, accomplishment of the qualifying Master's thesis, its presentation and discussion during the pre-defense, involving lecturers and classmates. <p>Teaching technologies:</p> <ul style="list-style-type: none"> • problem-oriented, practical, project, self-learning. <p>Approaches used in the training process:</p> <ul style="list-style-type: none"> • teaching and learning according to the program is based on student-centered, competence-based and methodological approaches to study. |

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| Assessment | <p>Assessment is one of the final stages of student educational activities and performance definition.</p> <p>Assessment of student progress is based on the European Credit Transfer and Accumulation System (ECTS).</p> <p>There are current and final assessments. Current assessment includes the assessment at practical classes and results of student independent work; final assessment includes exams, tests, writing of reports on practical training, accomplishment of the qualifying paper, etc.</p> |
| 6. Program competencies | |
| Integral competence (IC) | Ability to solve complicated tasks and problems in the management sector or during study, which implies carrying out of research and/or application of innovations and is characterized by uncertainty of conditions and requirements. |
| General competencies (GC) | <p>GC1. Ability to conduct research at the proper level.</p> <p>GC2. Ability to communicate with representatives of other professional groups of different levels (with experts from other industries/economic activities).</p> <p>GC3. Skills in applying information and communication technologies.</p> <p>GC4. Ability to motivate people and move towards the common goal.</p> <p>GC5. Ability to act based on ethical considerations (motives).</p> <p>GC6. Ability to generate new ideas (creativity).</p> <p>GC7. Ability to abstract thinking, analysis and synthesis.</p> |
| General competencies defined by the higher education institution | <p>GC8. Ability to communicate in a foreign language, work in the international context, use information and communication technologies in business administration.</p> <p>GC9. Ability to plan and control time in management.</p> <p>GC10. Acquisition of flexible thinking skills;</p> <p>GC11. Skills in applying knowledge of law and information technologies to make efficient managerial decisions.</p> |
| Specialized (professional, subject) competencies (SC) | <p>SC1. Ability to choose and apply concepts, methods and tools of management, particularly in accordance with defined goals and international standards;</p> <p>SC2. Ability to set values, vision, mission, goals and criteria that allow an organization to define further advancement areas, develop and implement appropriate strategies and plans;</p> <p>SC3. Ability to self-advancement, lifelong learning and self-management;</p> <p>SC4. Ability to efficiently use and develop corporate resources;</p> <p>SC5. Ability to create and arrange efficient communications as part of management;</p> <p>SC6. Ability to develop leadership qualities and show them while managing people;</p> <p>SC7. Ability to develop and manage projects, show initiative and entrepreneurial spirit;</p> <p>SC8. Ability to use psychological technologies of HR management;</p> <p>SC9. Ability to analyze and structure organizational issues, make efficient managerial decisions and ensure their implementation;</p> <p>SC10. Ability to run and develop an organization.</p> |
| Specialized competencies of professional area 1 | SC11. Ability to ground the set of administrative and managerial decisions about the foundation, development and efficient functioning of the enterprise as an integral system; |

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| | <p>SC12. Ability to define the necessity to create and use the organization potential in general and due to its components;</p> <p>SC13. Ability to find out and use methods and models of anti-crisis management: to distinguish, describe and analyze;</p> <p>SC14. Ability to apply proper management tools, including international ones, in order to improve core business processes using advanced technologies.</p> |
| Specialized competencies of professional area 2 | SC15. Ability to develop and implement strategic plans for business development, taking into account current market trends, innovative approaches and efficient management methods to achieve the company's long-term goals. |
| Specialized competencies of professional area 3 | SC16. Ability to efficiently manage the IT project lifecycle, including planning, execution, monitoring and closure, using modern project management methodologies to ensure timely and high-quality completion of tasks. |
| Specialized competencies of professional area 4 | SC17. Ability to develop and implement efficient management strategies for medical institutions, ensuring high quality of medical services, optimization of resources and compliance with the requirements of medical legislation and healthcare standards. |
| 7. Program learning outcomes | |
| Program learning outcomes (PLO) | <p>PLO 1. To critically comprehend, choose and apply proper scientific, methodical, analytical and legal tools for management in unpredictable conditions.</p> <p>PLO 2. To identify corporate challenges and ground methods of their solution.</p> <p>PLO 3. To design efficient systems of corporate management.</p> <p>PLO 4. To ground and manage projects, generate entrepreneurial ideas.</p> <p>PLO 5. To plan organization activities in the strategic and tactical context.</p> <p>PLO 6. To have skills in making, grounding and implementing managerial decisions in unpredictable conditions, taking into account the current legislation, ethical considerations and social responsibility.</p> <p>PLO 7. To arrange and conduct efficient communication in the team, with representatives of different professional groups, and in the international context.</p> <p>PLO 8. To apply specialized software and information systems to solve corporate management tasks.</p> <p>PLO 9. To be able to talk in state and foreign languages in professional and scientific environments.</p> <p>PLO 10. To show leadership skills and abilities to work in a team, interact with people, affect their behavior for solving professional tasks.</p> <p>PLO 11. To ensure personal professional development and planning of your own time.</p> <p>PLO 12. To be able to delegate powers and management of the organization (subsidiary).</p> <p>PLO 13. To be able to plan and conduct information, methodical, material, financial and staff support of the organization (subsidiary).</p> |
| Program learning outcomes defined by the | PLO 14. To be able to carry out research activities and reason your viewpoint. |

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| higher education institution | <p>PLO 15. To ground and apply investment tools in management activities.</p> <p>PLO 16. To be able to run businesses in the unstable competitive business environment.</p> <p>PLO 17. To be able to detect and investigate components of corporate financial security, ensure and keep its high level.</p> <p>PLO 18. To be able to implement comprehensive business strategies, efficiently manage organizational processes and resources, as well as implement innovative approaches to increase the company's competitiveness.</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 of the Licensing Conditions for Conducting 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>Material and technical facilities (https://ie.u.edu.ua/promieu/material-tekhnichna-baza):</p> <ul style="list-style-type: none"> • training buildings; • dormitories; • specialized classrooms; • specialized laboratories; • computer classes; • catering facilities; • wireless Internet access points; • multimedia equipment; • gym, sports grounds. <p>The training facilities allows organizing and holding classes in all academic disciplines at the proper scientific and methodical level. To hold practical classes, one uses information systems and software products applied in management, namely TeamLab., Open Workbench, GanttProject, dotProject, OneNote, EverNote, Nirvana, MS Sway, Libre office.Impress, FreeMind, Mind42, ViSta, MacANOVA, Matrixer, Microsoft to do.</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>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: https://ie.u.edu.ua/login/library.html.</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> |

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| | https://ie.u.edu.ua/navchannia/akademichna-mobylnist). |
| International credit mobility | Cooperation with Swiss Montreux Business School (SMBS) based on the Agreement on affiliated collaboration https://ie.u.edu.ua/mizhnarodna-diialnist/partnery) |
| Training of foreign students | Training of foreign students is conducted according to legislative requirements and Admission rules of International European University: https://ie.u.edu.ua/mizhnarodna-diialnist/pravyla-pryiomu-navchannia-ta-prozhyvannia-inozemnykh-studentiv |

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

2.1 List of components of the educational and professional 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 educational components | | | |
| 1.1. General training course | | | |
| OC 1 | Professional Foreign Language | 6.0 | Pass/Fail test, exam |
| OC 2 | Ethics and Organizational Culture in Professional Activities | 3.0 | Pass/Fail test |
| OC 3 | Organization of Scientific Research | 4.0 | Pass/Fail test |
| OC 4 | Information Technology in Professional Activities | 4.0 | Pass/Fail test |
| Number of general training components | | 17.0 | |
| 1.2. Professional and practical training course | | | |
| OC 5 | Administrative Management | 4.0 | Exam |
| OC 6 | Strategic Management | 4.0 | Exam |
| OC 7 | Financial Management | 4.0 | Exam |
| OC 8 | Business Administration in the Context of Transformations | 4.0 | Exam |
| OC 9 | International Management | 3.0 | Exam |
| Number of professional and practical training components | | 19.0 | |
| 1.3. Practical training and final examination | | | |
| OC 10 | On-the-Job Training | 8.0 | Pass/Fail test |
| OC 11 | Pre-Graduation Practical Training | 6.0 | Pass/Fail test |
| OC 12 | Qualifying paper | 16.0 | Defense |
| Total amount of practical training and final examination | | 30.0 | |
| Total number of obligatory components | | 66.0 | |
| 2. Elective components | | | |
| <i>Area 1. Management and Business Administration without specialization</i> | | | |
| EC 1.1 | Business Process Design | 4.0 | Pass/Fail test |
| EC 1.2 | Business Planning | 4.0 | Pass/Fail test |
| EC 1.3 | Management Consulting | 4.0 | Pass/Fail test |
| EC 1.4 | Professional Speech Activity of Managers | 4.0 | Pass/Fail test |
| EC 1.5 | Global Economy | 4.0 | Pass/Fail test |

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| EC 1.6 | Innovation and Investment Activities | 4.0 | Pass/Fail test |
| <i>Area 2. Management and Business Administration, specialization: Business Development Management</i> | | | |
| EC 2.1 | Business Modeling and Simulation | 4.0 | Pass/Fail test |
| EC 2.2 | Business Planning | 4.0 | Pass/Fail test |
| EC 2.3 | Business and Technical Communications | 4.0 | Pass/Fail test |
| EC 2.4 | Sustainable Development Management | 4.0 | Pass/Fail test |
| EC 2.5 | Global Business Management | 4.0 | Pass/Fail test |
| EC 2.6 | Social Entrepreneurship | 4.0 | Pass/Fail test |
| <i>Area 3. Management and Business Administration, specialization: IT Project Management</i> | | | |
| EC 3.1 | Introduction to Artificial Intelligence | 4.0 | Pass/Fail test |
| EC 3.2 | Project Management in IT | 4.0 | Pass/Fail test |
| EC 3.3 | Data Analytics and Business Intelligence | 4.0 | Pass/Fail test |
| EC 3.4 | IT Project Communication Management | 4.0 | Pass/Fail test |
| EC 3.5 | Blockchain Technology | 4.0 | Pass/Fail test |
| EC 3.6 | Cybersecurity and Risk Management | 4.0 | Pass/Fail test |
| <i>Area 4. Management and Business Administration, specialization: Healthcare Organization and Management</i> | | | |
| EC 4.1 | Medical Law | 4.0 | Pass/Fail test |
| EC 4.2 | Global Leadership in Healthcare | 4.0 | Pass/Fail test |
| EC 4.3 | Planning, Design and Construction of Healthcare Facilities | 4.0 | Pass/Fail test |
| EC 4.4 | Information Technology, Digital Transformation and Artificial Intelligence in Healthcare | 4.0 | Pass/Fail test |
| EC 4.5 | Management and Marketing in Healthcare | 4.0 | Pass/Fail test |
| EC 4.6 | Personnel Management Policy and Strategy at Healthcare Institutions | 4.0 | Pass/Fail test |
| Number of elective components: | | 24.0 | |
| TOTAL CAPACITY OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM | | 90.0 | |

2.2. Structural and logical scheme of the educational program



3. FORM OF STUDENT EXAMINATION

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| Forms of student examination | The examination is conducted in the form of public defense of the qualifying paper. |
| Qualifying paper requirements (if any) | A qualifying paper should solve a complex task or problem in the management sector, which requires research and/or innovations as well as is 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 |
|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|
| OC1 | | + | + | | | | | + | | | |
| OC2 | | + | | + | + | | | + | | | |
| OC3 | + | | | | | + | + | | | + | |
| OC4 | | | + | | | | | + | + | | + |
| OC5 | | + | + | + | + | | | | + | | + |
| OC6 | + | | | + | | + | + | | + | | |
| OC7 | | | | | | | | + | | + | |
| OC8 | + | | | + | | + | | | + | + | + |
| OC9 | | | | | | | + | | | | |
| OC10 | | | | | | | + | | + | | |
| OC11 | + | | | | | | + | | + | | |
| OC12 | + | | | | | + | + | | | + | |

Table 5.2.

| | SC1 | SC2 | SC3 | SC4 | SC5 | SC6 | SC7 | SC8 | SC9 | SC10 | SC11 | SC12 | SC13 | SC14 | SC15 | SC16 | SC17 |
|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|------|
| OC1 | | | | | + | | | | | | | | | | | | |
| OC2 | | + | | | + | + | | + | | | | | | | | | |
| OC3 | + | | + | | | | | | | + | + | | + | | | | |
| OC4 | | | | | | | + | | | | | | | + | | + | |
| OC5 | + | + | | | + | + | + | + | + | + | | | + | + | + | | + |
| OC6 | | + | + | + | | + | | | + | + | + | + | + | + | + | + | + |
| OC7 | + | | | + | | | | | + | | + | | | | | | |
| OC8 | | | | | + | + | + | + | | + | + | + | | + | + | + | + |
| OC9 | + | + | | + | | | | | + | | | | + | + | | | |
| OC10 | | | + | | | | | | | | | | | | | | |
| OC11 | + | | + | | | | | | | | | | | | | | |
| OC12 | + | + | | | | | | | + | | + | + | | + | | | |

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 |
|-------------|------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| OC1 | | | | | | | + | | + | | | | | | | | | |
| OC2 | + | | | | | | + | | + | + | | + | | | | | | |
| OC3 | + | + | | | | | | | | | + | | | + | | | + | |
| OC4 | | | | | | | | + | | | | | + | | | | | + |
| OC5 | + | | + | | + | + | + | | | + | + | + | + | | | | | |
| OC6 | + | | + | + | | + | | | | + | | | + | | + | + | + | + |
| OC7 | + | | + | | + | | + | | | | | | | + | + | + | | |
| OC8 | + | + | | + | + | + | + | | | + | | + | | + | + | + | + | + |
| OC9 | | | + | + | | + | + | | | | | | + | + | + | + | + | |
| OC10 | + | + | + | | | + | + | + | | + | + | + | | + | + | + | | |
| OC11 | + | | | + | + | + | | | | | | | + | + | + | + | + | |
| OC12 | + | + | + | + | + | + | + | + | | + | + | + | + | + | + | + | + | |

