MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
VN Karazin Kharkiv National University

Educational And Professional Program

"BUSINESS ADMINISTRATION"

first (bachelor) level of higher education

Field of knowledge 07 Management and administration
(code, name of the field)

Specialty 073 "Management"
(code)

Specialization (if it's necessary) _____
(name of the specialization

APPROVED
Academic Council
of V. N. Karazin Kharkiv National University
27.05 2024, minutes No 10

Entered into force from 2024-2025 a.y.
by order of 29.05 2024 No 0114-1/178
Vice-rector for Research and Education
_____ Oleksandr HOLOVKO

Kharkiv 2024

LETTER OF APPROVAL

of the educational-professional program

The educational program was reviewed and approved by:

1. Scientific and Methodical Council of V. N. Karazin Kharkiv National University: minutes No 8, 21.05 2024

Chairman of the Scientific and Methodical Council, Vice-President for Research and Education _____ (Oleksandr HOLOVKO)

2. Academic Council of Karazin Business School: minutes No 7, 9th of April 2024

Chairman of the Academic Council _____ (Volodymyr RODCHENKO)

3. Scientific and Methodical Commission of Karazin Business School: minutes No 7, 9th of April 2024

Chairman of the Scientific and Methodical Commission _____ (Yuliia PRUS)

4. Department of Management and Administration of Karazin Business School: : minutes No 18, 9th of April 2024

Head of the Department _____ (Victoria TRETYAK)

Preface

developed by a working group consisting of:

Name, surname	Name of positions (for part-time - the place of basic work, position)	Scientific degree, academic title, which department (specialty) assigned the
Head of the working group - guarantor of the educational program		
Parkhomenko Olena S.	Associate Professor of the higher institution of Management and Administration	PhD in Economics, Associate Professor of economy and organization of entities' activity
Members of the working group		
Rodchenko, Volodymyr B.	Professor of the higher institution of the Management and Administration Department, Head of the Management and Administration Department	Doctor of Economics, professor of economics and management
TretyakVictoria P.	Professor of the higher institution of the Management and Administration Department	Doctor of Economics, Associate Professor of Economics and management
Rekun Hanna P.	Associate Professor of the higher institution of the Management and Administration Department	PhD in Economics, Associate Professor of Economics and Management

The following are included in the design of the educational program:
Representatives of students of higher education:
BEZVESILNYI Kostyantyn - Graduate of the 3rd year of the first (bachelor's) level of the "Business Administration", head of the student council of KSHB
DOVHAL Maryna - 4th year student of the first (bachelor's) level of the "Business Administration"

Employer representatives:
Volodymyr KOSENKO - "KASKAD Group of Security Companies" LLC
Kateryna MALBIEVA - Deputy of the Kharkiv City Council, member of the NGO "Emmaus"

The requirements are taken into account:
Standard of Higher Education of Ukraine in the field of knowledge 07 Management and administration, specialties: 073 Management of the first (bachelor's) level, level of education: Bachelor. Approved and put into effect by the order of the Ministry of Education and Science of Ukraine dated October 29, 2018 № 1165 (with amendments No. 593 dated 05/28/2021)

Reviews of external stakeholders:
1. Public organization "Innovative Generation" - Chairman Volodymyr SERGEEV
2. Department of Marketing and Trade Entrepreneurship of the Educational and Scientific Institute "Pedagogy, Psychology, Management and Adult Education" of the Ukrainian Engineering and Pedagogical Academy (Kharkiv) - head. Departments, Doctor of Economics, Prof. Victoria Chobitok

1. **Profile of the educational program in the specialty 073 "Management," specialization "Business Administration."**

1 - General information	
Full name of the higher educational institution and structural subdivision	Kharkiv National University named after V.N. Karazina Educational and Scientific Institute "Karazin School of Business"
Degree of higher education and title of qualification in the original language	Bachelor, Bachelor of Management, Business Administration
The official name of the educational program	Educational-professional program “Business Administration”
Type of diploma and scope of an educational program	Bachelor's degree, single Based on complete general education: 240 ECTS credits; Based on a junior specialist (junior bachelor) - 120-180 ECTS credits. At least 50% of the educational program aims to provide general and special (professional) competencies in the specialty "Management," defined by the Standard of higher education.
Availability of accreditation	Ministry of Education and Science of Ukraine, certificate of accreditation УД № 21015497 from 18.10.2021, valid until 01.07.2025
Cycle/level	NLC Ukraine - 6 level, FQ-EHEA - the first cycle, EQF-LLL - 6 level
Prerequisites	Having completed secondary education, diploma of junior specialist (young bachelor)
Language (s) teaching	Ukrainian, English
Validity education program	4 years
Internet address of permanent placement of the description of the educational program	https://kbs.karazin.ua/programs/education/13
2 - Purpose of the educational program	
Precise and short formulation (in one-two sentence) of	provision of fundamental theoretical and practical training of highly qualified managerial staff, formation of applicants' thorough knowledge to perform professional taSCs and responsibilities, ability those for independent activity in the field of business administration, preparation of applicants for further education at higher levels of education and scientific work
3 - Characteristics of the educational program	
Subject area (field of knowledge, specialty, specialization (if any)	Field of knowledge - 07 «Management and administration » Specialty - 073" Management "
Orientation of the educational program	The program is educational and professionally applied. The program's structure involves mastering knowledge of modern methods in the field of business administration, planning the organization's activities, ways of ensuring the effective operation of organizations, and HR-management.
The main focus of the educational program and specialization	Primary higher education in the specialty "Management," educational program "Business Administration." The structure of the program involves mastering knowledge of modern methods in the field of

	business administration; planning of the organization's activities; methods of ensuring the effective operation of organizations; human resources management; solving problems in uncertain conditions; planning and management of enterprise resources in accordance with the goals of sustainable development.
Features of the program	The educational program in business administration is focused on combining theoretical and practical training of students and is the first stage of career development. Provides for modern educational technologies and participation in real projects of commercial and public organizations, authorities, grant programs. The educational program includes practical training and seminars with leading specialists and mentors in the business. During the training, applicants have the opportunity to create and run their startups. Well-known practitioners are invited to teach professionally oriented disciplines, who actively combine scientific work with practical activities, which allows applicants to acquire scientific and practical knowledge and Skills. The program provides an opportunity to undergo internships abroad. Some disciplines are taught in English. There is a possibility of mobility under the Erasmus + program, and all students participate in special seminars together with students participating in the Erasmus + program. The program envisages the possibility of training applicants according to individual curricula using elements of dual education.
4 - Suitability of graduates for employment and further training	
Suitability for employment	According to the classifier of professions DK 003: 2010, bachelor in management, business administration can engage in the following types of professional activities: – managers of production and other central departments ((1222-1229)); – heads of functional divisions (1231-1234, 1238-1239); – managers of small enterprises without management staff (1311-1319); – managers (managers) of enterprises, institutions, organizations, and their divisions (1411-1496). Employment can be carried out at enterprises of any organizational and legal form (commercial, non-commercial, state, municipal). Graduates work as managers of the primary level of management or performers of various services of the administration, state and municipal authorities, etc. According to the International Standard Classification Of Occupations (ISCO-08) bachelor in management, business administration can engage in the following types of professional activities: 12 Administrative and Commercial Managers 121 Business Services and Administration Managers 122 Sales, Marketing and Development Managers 13 Production and Specialized Services Managers 131 Production Managers in Agriculture, Forestry and Fisheries 132 Manufacturing, Mining, Construction and Distribution Managers 133 Information and Communications Technology Services Managers

	134 Professional Services Managers 14 Hospitality, Retail and Other Services Managers 141 Hotel and Restaurant Managers 142 Retail and Wholesale Trade Managers 143 Other Services Managers 24 Business and Administration Professionals 241 Finance Professionals 242 Administration Professionals 243 Sales, Marketing and Public Relations Professionals
Further education	Opportunity to study according to the program of the second (master's) level of higher education. Acquisition of additional qualifications in the system of postgraduate education.
5 - Teaching and assessment	
Teaching and learning	Teaching and learning are carried out following the student-centered approach and involves a combination of lectures, practical classes with solving situational problems and the use of case methods, business games, training that develop professional skills and teamwork; meetings with well-known representatives of business, state, and public activities to exchange positive business and professional experience; self-study, problem-oriented training, differentiated training, practical training.
Assessment	Written exams, practice, essays, presentations, project work, bachelor's thesis.
6 - Program competencies	
Integral competence	The ability to solve complex, specialized problems and practical problems characterized by complexity and uncertainty of conditions in management or the learning process involves applying theories and methods of social and behavioral sciences.
General Competences (GC)	1. The ability to exercise their rights and responsibilities as a member of society, to realize the values of civil (democratic) society and the need for its sustainable development, the rule of law, human and civil rights, and freedoms in Ukraine. 2. Ability to preserve and multiply moral, cultural, scientific values and increase the achievements of society based on understanding the history and patterns of development of the subject area, its place in the general system of knowledge about nature and culture, and the development of society, technology and technology, use different types and forms physical activity for active recreation and a healthy lifestyle. 3. Ability to abstract thinking, analysis, synthesis. 4. Ability to apply knowledge in practical situations 5. Knowledge and understanding of the subject area and understanding of the professional activity. 6. Ability to communicate in the state language both orally and in writing. 7. Ability to communicate in a foreign language. 8. Skills in the use of information and communication technologies. 9. The ability to learn and master modern knowledge. 10. Ability to research the appropriate level. 11. Ability to adapt and act in a new situation. 12. Ability to generate new ideas (creativity). 13. Appreciation and respect for diversity and multiculturalism. 14. Ability to work in an international context. 15. Ability to act based on ethical considerations (motives).

	Competencies defined by the university: 16. Ability to manage changes in conditions of uncertainty on a personal and professional level. 17. Ability to recognize and solve problems in conditions of uncertainty
Special Competences (SC)	1. The ability to identify and describe the characteristics of an organization. 2. The ability to analyze the organization's results and compare them with the factors of the external and internal environment. 3. The ability to determine the prospects for the development of the organization. 4. Ability to determine the functional areas of the organization and the relationships between them. 5. Ability to manage the organization and its departments through the implementation of management functions, 6. Ability to act socially responsible and consciously. 7. Ability to choose and use modern management tools. 8. Ability to plan the activities of the organization and manage time. 9. Ability to work in a team and establish interpersonal interaction in solving professional problems. 10. Ability to evaluate the work performed, ensure their quality and motivate the organization's staff. 11. Ability to create and organize effective communications in the management process. 12. Ability to analyze and structure the problems of the organization, to form sound decisions. 13. Understand the principles and norms of law and use them in professional activities. 14. Understand the principles of psychology and use them in professional activities. 15. Ability to form and demonstrate leadership qualities and behavioral Skills. 16. Ability to manage material, financial and human resources in the enterprise. 17. Ability to analyze theories, concepts, programs, modern models, facts, events that determine the interaction mechanisms between the state, business, and society. 18. The ability to use critical thinking techniques in the process of making and implementing management decisions in conditions of uncertainty. 19. Ability to implement the organization's activities following sustainable development goals at all stages of the value chain.
7 - Program learning outcomes (PLO)	
PLO	1. To know their rights and responsibilities as members of society, to realize the values of civil society, the rule of law, human and civil rights, and freedoms in Ukraine. 2. Preserve moral, cultural, scientific values and increase society's achievements, use different types and forms of physical activity to lead a healthy lifestyle. 3. Demonstrate knowledge of theories, methods, and functions of management, modern concepts of leadership. 4. Demonstrate Skills to identify problems and justify management decisions. 5. Describe the content of the functional areas of the organization.

	6. Identify search skills, collection and analysis of information, calculation of indicators to justify management decisions. 7. Demonstrate organizational design Skills. 8. Apply management methods to ensure the effectiveness of the organization. 9. Demonstrate skills of interaction, leadership, teamwork. 10. Have the skills to justify practical tools to motivate the organization's staff. 11. Demonstrate the skills of situation analysis and communication in various areas of the organization. 12. Assess the legal, social, and economic consequences of the organization. 13. Communicate orally and in writing in the state and foreign languages. 14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find ways to neutralize it. 15. Demonstrate the ability to act socially responsibly and consciously based on ethical considerations (motives), respect for diversity, and interculturalism. 16. Demonstrate independent work skills, flexible thinking, openness to new knowledge, and being critical and self-critical. 17. Perform research individually and/or in a group under the guidance of a leader. 18. Demonstrate the ability to effectively manage material, financial and human resources in the company. 19. Analyze theories, concepts, programs, modern models, facts, events that determine the mechanisms of interaction between state, business and society and take into account their impact on the organization. 20. Demonstrate the ability to organize the organization following sustainable development goals at all stages of the value chain.
8 - Resource support for the implementation of the program	
Specific characteristics of personnel support	The implementation of educational activities within the framework of the OP is carried out by specialists, 96% of whom have a scientific degree, including 86% - candidates of sciences, associate professors; 10% – doctors of economic sciences, professors; 32% have experience in practical activities according to the program profile. Business representatives, local self-government bodies, and other stakeholders are actively involved in the training process.
Specific characteristics of material and technical support	Material and technical support for the implementation of the Programm is carried out on the basis of: – a media room equipped with a PC, a projector, wireless and wired microphones, a projector screen, wall speakers, a sound amplifier and a wired camera; – classrooms equipped with PCs, projectors, wireless microphones, projector screens, wall speakers, sound amplifiers and wired cameras; – computer classes equipped with PCs, laptops with available Internet access channels; – - in all premises where the educational process is carried out, there is access to Wi-Fi Internet. For classes in a distance format, there is appropriate material and technical equipment that ensures the full implementation of the educational process. The system includes appropriate technologies and software that provide convenient access to educational materials,

	the ability to interact with teachers and fellow students, as well as conduct appropriate control measures and knowledge assessment.
Specific characteristics of information and educational and methodological support	For the Programm information support: – access to the electronic library of the Central Bank of Ukraine is provided, which includes an electronic catalog with electronic ordering (over 1,200,000 copies); full-text databases of magazines of foreign and domestic publishing houses; publication on electronic media in the funds of the Central Bank; - there are reading rooms for visitors of specialty 073 "Management" within the Central National Bank, designed for 155 seats; – the library is stocked with domestic and foreign specialist periodicals of the relevant or related profile, including in electronic form; – free access to full-text databases of journals of foreign and domestic publishers is provided: SCOPUS, Web of Science, EBSCO, Royal Society of Chemistry, Oxford University Press, Cambridge University Press, SpringerNature (journals*) CUL Online, Springer Link; more than 20 names of professional publications are at the disposal of applicants; – there is an official website of the educational institution, which contains basic information about its activities, and access to the Moodle remote platform is provided; - there is a website of the Karazin School of Business, which provides detailed information about the educational program (curriculums, work programs of academic disciplines), the department responsible for its implementation, and also provides information about the results of the public discussion; - in the case of the occurrence / prolongation of force majeure (including martial law, the introduction of strict quarantine restrictions in the conditions of a pandemic, with a ban on visiting higher education institutions), applicants are given access to a personal office, from which they can access the schedule of classes, the results of the current and semester control; classes are held using Google Meet, Zoom, Cisco Webex, etc. platforms. For educational and methodological support of the Program: – the educational and professional program, curricula, according to which higher education applicants are trained, were approved in the established order; – working programs for all educational disciplines of the curriculum have been developed, which include: the educational discipline program, planned learning outcomes, the procedure for evaluating learning outcomes, recommended literature (main, secondary), information resources on the Internet; - developed programs for all types of practical training for each educational program; – access to methodical materials for the final certification of higher education applicants was provided.

9 - Academic mobility	
National credit mobility	According to the programs of academic mobility within the programs and / or agreements between VN. Karazin Kharkiv National University and higher education institutions of Ukraine.
International credit mobility	Erasmus + 107 international cooperation agreements have been concluded with European higher education institutions, namely: – Université de Nice -Sophia Antipolis; – Universidad de Murcia; – Università di Foggia; – Cordoba University; – Universidad Católica de Murcia; – Instituto Politecnico de Braganca; – University of Vaasa, Finland; – Coruna University; – Tuscia University; – Masaryk University; – İzmir Kâtip Çelebi Üniversitesi; – University of Economy in Bydgoszcz etc. as well as bilateral agreements with: − SILC Business School, Shanghai University; − Kirklareli University, Turkey; − Istanbul University, Turkey; − Virginia International University, USA; − University of Vaasa, Finland; − Universidad de Sevilla; − Cordoba University; − Business School - Ilia State University; − Univerzita Palackého v Olomouci; − Masaryk University; − SolBridge International School of Business ; − Netherlands Business Academy; − Izmir University etc.
Training of foreign applicants for higher education	Training courses with English and Ukrainian languages are provided for foreign students.

2. **List of components of educational-professional / scientific program and their logical sequence**

2.1. List of the Program components

Code	**Components of the educational program (academic disciplines, course projects (works), practices, qualification work)**	**Number of credits**	**Form of the final control**
1	2	3	4
Compulsory disciplines (obligatory components – OC)			
General training cycle			
OC 1.	History of Ukraine: civilisational choice	3	Exam

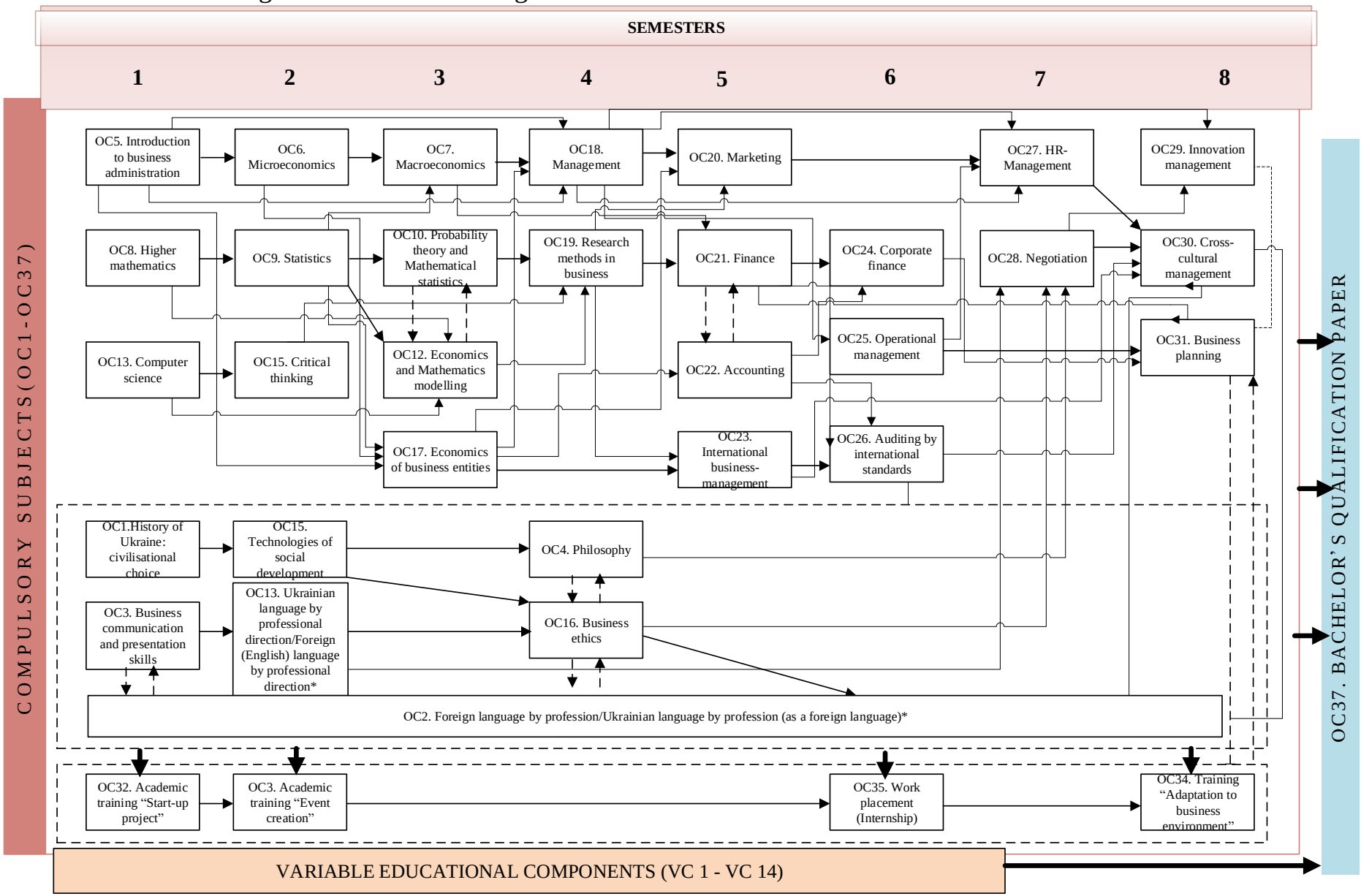
Code	Components of the educational program (academic disciplines, course projects (works), practices, qualification work)	Number of credits	Form of the final control
OC 2.	Foreign language by profession/Ukrainian language by profession (as a foreign language)*	16	Credit
OC 3.	Business communication and presentation skills	4	Credit
OC 4.	Philosophy	3	Exam
OC 5.	Introduction to business administration	4	Exam
OC 6.	Microeconomics	5	Exam
OC 7.	Macroeconomics	5	Exam
OC 8.	Higher mathematics	5	Exam
OC 9.	Statistics	5	Exam
OC 10.	Probability theory and Mathematical statistics	3	Exam
OC 11.	Economics and Mathematics modelling	4	Exam
OC 12.	Computer science	5	Exam
OC13.	Ukrainian language by professional direction/Foreign (English) language by professional direction*	4	Credit
OC 14.	Technologies of social development	5	Credit
	Total	***71***	
	Professional training cycle		
OC 15.	Critical thinking	5	Credit
OC 16.	Business ethics	5	Exam
OC 17.	Economics of business entities	5	Exam
OC 18.	Management	5	Exam
OC 19.	Management analysis	5	Credit
OC 20.	Marketing	5	Exam
OC 21.	Finance	5	Exam
OC 22.	Accounting	5	Credit
OC 23.	International business-management	5	Exam
OC 24.	Corporate finance	5	Exam
OC 25.	Operational management	5	Exam
OC 26.	Auditing by international standards	5	Exam
OC 27.	HR-Management	4	Exam
OC 28.	Negotiation	4	Exam
OC 29.	Innovation management	4	Exam
OC 30.	Cross-cultural management	3	Exam
OC 31.	Business planning	4	Exam
OC 32.	Academic training “Start-up project”	5	Exam
OC 33.	Academic training “Event creation”	5	Credit
OC 34.	Training “Adaptation to business environment”	5	Credit
OC 35.	Internship	6	Credit
OC 36.	Bachelor’s qualification paper	8	
	Total	108	
Total obligatory components:		**179**	
Elective disciplines (variable component – VC)			
General training cycle			
VC1	Elective inter-faculty discipline*	3	Credit
VC2	Elective inter-faculty discipline*	3	Credit
VC3	Elective inter-faculty discipline*	3	Credit
VC4	Elective inter-faculty discipline*	3	Credit
VC5	Variable component 5	5	Credit

Code	Components of the educational program (academic disciplines, course projects (works), practices, qualification work)	Number of credits	Form of the final control
VC6	Variable component 6	5	Credit
VC7	Variable component 7	5	Credit
VC8	Variable component 8	4	Credit
	Total	31	
*Professional training cycle***			
VC9	Variable component 9	5	Credit
VC10	Variable component 10	5	Credit
VC11	Variable component 11	5	Credit
VC12	Variable component 12	5	Credit
VC13	Variable component 13	5	Credit
VC14	Variable component 14	5	Credit
	Total	30	
Total elective components:		**61**	
TOTAL VOLUME OF THE EDUCATIONAL PROGRAM		**240**	

** Selective educational components of the cycle of general training are chosen by applicants from the catalog of interfaculty disciplines of the university*

***Selective educational components of the cycle of professional training are chosen by applicants from the Catalog of selective educational components for applicants of the first (bachelor) level under the educational and professional program "Business Administration" (entry 2024)*

2.2. Structural and logical scheme of the Program



3. Form of attestation of applicants for higher education

Attestation of graduates of the educational program of specialty 073 "Management" is carried out in the form of protection of the bachelor's degree. It ends with issuing a standard document on awarding him a bachelor's degree with the qualification "Bachelor of Management, Business Administration".

Qualification work should involve solving a complex, specialized task or practical problem in management, characterized by complexity and uncertainty of conditions, using theories and methods of economics.

In qualification work there should be no academic plagiarism, fabricated references, careless citations, etc. Qualification work is checked for borrowings from texts present in University databases, databases of other higher education institutions, education and the Internet using the anti-plagiarism system.

Defense of the qualification work is carried out openly and publicly.

The abstract of the qualification work should be published on the official website of the Karazin Business School, on the basis of which this educational program is implemented.

4. Matrix of correspondence of program competencies to components of the educational program

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC11	OC12	OC13	OC14	OC15	OC16	OC17	OC18	OC19	OC20	OC21	OC22	OC23	OC24	OC25	OC26	OC27	OC28	OC29	OC30	OC31	OC32	OC33	OC34	OC35	OC36
GC1	+			+													+																			
GC2	+			+	+	+	+										+		+									+		+					+	
GC3		+		+		+	+	+	+	+	+	+		+	+	+		+			+				+	+			+							
GC4			+		+	+		+	+		+	+	+			+		+	+		+	+	+	+	+	+	+	+			+	+	+	+	+	+
GC5			+		+											+			+						+	+		+	+	+	+	+	+	+	+	+
GC6			+		+								+				+		+								+	+		+			+	+	+	+
GC7		+	+																											+					+	
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GC9		+													+			+														+	+	+	+	+
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Continuation of the Table

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC11	OC12	OC13	OC14	OC15	OC16	OC17	OC18	OC19	OC20	OC21	OC22	OC23	OC24	OC25	OC26	OC27	OC28	OC29	OC30	OC31	OC32	OC33	OC34	OC35	OC36
SC1					+											+			+						+	+								+		+
SC2						+			+	+	+			+		+					+	+		+	+	+		+			+			+		+
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5. Matrix of providing program learning outcomes (PLO) with the relevant components of the educational program

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC11	OC12	OC13	OC14	OC15	OC16	OC17	OC18	OC19	OC20	OC21	OC22	OC23	OC24	OC25	OC26	OC27	OC28	OC29	OC30	OC31	OC32	OC33	OC34	OC35	OC36
PLO1	+			+										+			+																			
PLO2	+			+	+	+	+							+			+		+									+		+					+	
PLO3		+	+		+	+				+	+	+			+	+		+	+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
PLO4			+		+	+					+	+			+	+		+	+		+	+	+	+	+	+	+	+	+		+	+	+	+	+
PLO5			+		+																															
PLO6			+			+			+	+	+	+		+	+	+		+	+		+	+	+	+	+	+	+	+			+		+	+	+	+
PLO7					+	+			+	+	+	+		+	+	+			+		+	+	+	+	+	+					+			+		+
PLO8			+		+	+			+	+	+			+		+	+	+	+		+	+		+	+	+	+	+	+	+	+			+	+	+
PLO9			+														+		+		+	+		+	+	+	+	+	+							+
PLO10					+						+				+	+		+	+		+	+	+		+	+	+	+	+		+	+	+	+	+	+
PLO11		+	+	+		+	+	+	+	+	+	+	+	+	+	+	+	+		+	+	+	+		+	+	+		+				+	+	+	
PLO12		+	+		+		+							+	+		+	+	+			+	+		+	+	+	+		+	+			+	+	+
PLO13		+	+		+								+				+		+			+	+	+		+	+	+		+			+	+	+	+
PLO14			+	+										+			+		+		+			+		+	+	+		+						
PLO15			+												+		+		+				+				+	+		+						
PLO16		+									+				+			+										+			+	+	+	+	+	+	+
PLO17		+	+	+		+	+	+	+	+	+	+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+		+			+	+	+	+
PLO18					+		+							+		+			+			+	+	+	+	+		+	+						+	+
PLO19	+			+	+		+							+		+	+						+	+	+			+							+	
PLO20	+			+	+	+	+							+		+	+		+									+	+	+	+	+		+	+	+