

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
National technical university
“Kharkiv polytechnic institute”

APPROVED

The Rector of NTU “KhPI”

_____ **Yevgen SOKOL**

« ____ » _____ 20__

**EDUCATIONAL AND PROFESSIONAL PROGRAM
«MANAGEMENT OF ORGANIZATIONS AND
ADMINISTRATION»**

The first (bachelor) level of higher education
in specialty **073 – Management**
in the field of knowledge **07 – Management and Administration**
qualification **Bachelor of Management**

**APPROVED BY
THE ACADEMIC COUNCIL OF NTU “KhPI”**

The Head of the Academic Council

_____ / **Leonid TOVAZHNYANSKYI**

Protocol № _____

dated « ____ » _____ 20__

Kharkiv 20__

APPROVAL SHEET
for the educational and professional program

Level of higher education	First (bachelor)
Field of knowledge	07 Management and Administration
Specialty	073 «Management»
Educational program	Management of Organizations and Administration
Qualification	Bachelor of Management

DEVELOPED
by the project group in the specialty
"Management"
Guarantor of the educational program

_____ **Olena LINKOVA**

« ____ » _____ **20** __ p.

RECOMMENDED
by the Methodological Council
of NTU "KhPI"
Deputy Head of
the Methodological Council

_____ **Ruslan MYGUSHCHENKO**

« ____ » _____ **20** __

AGREED
Head of the Department of
Management and Taxation

_____ **Nataliia KRASNOKUTSKA**

« ____ » _____ **20** __.

AGREED
Director of the Institute of
Education and Science in
Economics, Management and
International Business

_____ **Oleksandr MANOYLENKO**

« ____ » _____ **20** __

APPROVED AND PUT INTO EFFECT

by the Order of the Rector of National technical university “Kharkiv polytechnic institute” of « _____ » _____ 20__ № _____.

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FOREWORD

This program was developed by the project group formed by the departments of management and taxation at the Institute of Education and Science in Economics, Management and International Business of National technical university “Kharkiv polytechnic institute”. The project group consisted of :

The Head of the project group (the program guarantor) – Olena Linkova, PhD (Management), associate professor of the department of management and taxation.

The members of the project group:

1. Brin Pavlo – PhD (Management), associate professor of the department of management and taxation.
2. Krasnokutska Nataliia - DSc (Economics & Management), professor, head of the department of management and taxation.
3. Makovoz Oksana - DSc (Economics & Management), professor of the department of management and taxation.
4. Prokhorenko Olena - candidate of economic sciences, associate professor, associate professor of the department of management and taxation.

**I. PROFILE OF THE EDUCATIONAL AND PROFESSIONAL PROGRAM
IN SPECIALTY 073 – MANAGEMENT**

1 – General information	
Full name of higher educational institution and structural unit	National technical university “Kharkiv polytechnic institute”; the institute of education and science in economics, management and international business; the department of management and taxation, the department of international business and finance, the department of innovative entrepreneurship management and international economic relations
The degree of higher education and qualification title	Bachelor, Bachelor of Management
Official name of the educational program	The educational and professional program “Management of Organizations and Administration”
Type of diploma and scope of the educational program	Unitary, 240 ECTS credits, term of study - 4 years
Availability of accreditation	Certificate HД № 2192162, valid until July 1, 2025
Cycle/level	National Qualification Framework (Ukraine) – level 7, EQF LLL – Level 6; QF EHEA – First cycle
Prerequisites	Complete secondary education
Language of instruction	Ukrainian
The period of validity of the educational program	Valid until July 1, 2025
Internet-address of the permanent description of the educational program	http://www.kpi.kharkov.ua
2 – The purpose of the educational program	
To train professionals capable of solving practical problems and complex specialized tasks in the sphere of management of organizations, due to developing a system of professional competencies	
3 – Characteristics of the educational program	
Subject area (field of knowledge, specialty, specialization)	07 Management and Administration 073 Management
Orientation of the educational program	The educational and professional program has a practical orientation. The program’s emphasis is on the formation of capabilities for carrying out administrative, entrepreneurial, and analytical activities using modern approaches and methods of managing organizations.
The main focus of the educational program and specialization	Comprehensive general education in specialty 073 «Management». Key words: management, organization, human resource management, strategic management, planning, innovation management, international business

Features of the program	The program is based on paradigms, laws, regularities, principles of management, and historical background of its development. Specialized subject areas include knowledge of concepts of operational, strategic, innovation, personnel and other areas of management; functions, methods and techniques of making managerial decisions. The program also provides for the possibility of training foreign citizens in English
4 – Suitability of graduates for employment and further training	
Suitability for employment	Graduates can be employed in the following groups of positions (according to the National classifier of Ukraine: Classification of occupations SC 003:2010): 14. Managers (administrators) of enterprises, establishments, organizations and their departments. 34. Other professionals. 343. Technical professionals in the sphere of management.
Further training	Graduates can continue their studies at the second (master’s) level of higher education, as well as can get advanced training and acquire additional, post-qualifying education.
5 – Teaching and assessment	
Teaching and learning	Student-centered teaching in the form of lectures, seminars, practical classes, workshops, consultations. Classroom activities are supplemented by students’ independent work, preparation of term papers based on working with textbooks and scientific periodicals and using the Internet resources
Assessment	Rating system of assessment, presentations, project work, examinations, defense of internship reports, public defense of the qualification (bachelor’s) work.
6 – Program competencies	
Integral competency	The ability to solve complex specialized tasks and practical problems characterized by complexity and uncertainty of conditions in management sphere or in the learning process, which involves the application of theories and methods of social and behavioral sciences
Generic competencies (GC)	GC01. The ability to realize own rights and responsibilities as a member of society, understand the values of civil (democratic) society and the need for its sustainable development, rule of law, human and civil rights and freedoms in Ukraine. GC02. The ability to maintain and to increase the moral, cultural, scientific values and to increase achievements of society by understanding the history and patterns of data domain development, its place in the overall knowledge system about nature and society and in the development of society, techniques and technologies, to use different types and forms of motor activity for recreation and healthy lifestyles. GC03. The ability to abstract thinking, analysis, synthesis. GC04. The ability to apply knowledge in practical situations. GC05. Knowledge and understanding the subject area and understanding the professional activity. GC06. The ability to communicate by the national language both

	<p>orally and in writing.</p> <p>GC07. The ability to communicate in a foreign language.</p> <p>GC08. Skills of information and communication technology usage.</p> <p>GC09. The ability to learn and to master modern knowledge.</p> <p>GC10. The ability to conduct research at an appropriate level.</p> <p>GC11. The ability to adapt and perform in a new situation.</p> <p>GC12. The ability to generate new ideas (creativity).</p> <p>GC13. The appreciation and respect for diversity and multiculturalism.</p> <p>GC14. The ability to work in an international context.</p> <p>GC15. The ability to act on the basis of ethical grounds (reasons).</p>
Professional (specialty-specific) competencies (SC)	<p>SC01. The ability to identify and describe the characteristics of organizations.</p> <p>SC02. The ability to analyze the results of organization activity, to compare them with the factors of the external and internal environment.</p> <p>SC03. The ability to identify prospects of organization development.</p> <p>SC04. The ability to determine the functional areas of the organization and the relationships between them.</p> <p>SC05. The ability to manage the organization and its units through the management functions realization</p> <p>SC06. The ability to act socially responsible and consciously.</p> <p>SC07. The ability to choose and to use modern tools of management.</p> <p>SC08. The ability to plan the organization activity and to manage the time.</p> <p>SC09. The ability to work in a team and to establish interpersonal interaction in solving professional tasks.</p> <p>SC10. The ability to assess the performed works, to ensure their quality, and to motivate the staff of the organization.</p> <p>SC11. The ability to create and manage effective communication in the process of management.</p> <p>SC12. The ability to analyze and structure the problems of an organization, to form reasonable decisions.</p> <p>SC13. To understand the principles and rules of law and to use them in a professional activity.</p> <p>SC14. To understand the principles of psychology and use them in a professional activity.</p> <p>SC15. The ability to form and demonstrate leadership and behavioral skills.</p>
Professional (specialty-specific) competencies for optional block 01	<p>SC1.1. Ability to collect and process primary accounting and management information; understand and be able to apply accounting and auditing systems</p> <p>SC1.2. Ability to formulate the main tasks associated with the implementation of risk management in the organization</p> <p>SC1.3. Understand the principles of business ethics and use them in</p>

	professional activities
Professional (specialty-specific) competencies for optional block 02	<p>SC2.1. Ability to collect and process primary accounting and management information in the service sector</p> <p>SC2.2. Ability to formulate the main tasks related to teamwork in IT organizations</p> <p>SC2.3. Understand the principles of professional activity of a manager in the IT field</p>
7 – Program learning outcomes	
Specialty-specific program learning outcomes	<p>LO 01. To know the rights and duties as a member of society, be aware of the values of civil society, the rule of law, human and civil rights, and freedoms in Ukraine.</p> <p>LO 02. To keep moral, cultural, scientific values and to increase achievements of society, to use different types and forms of effective activity for maintaining a healthy lifestyle.</p> <p>LO 03. To demonstrate knowledge of theories, methods, and functions of management, modern concepts of leadership.</p> <p>LO 04. To show skills of identification of problems and justification of management decisions.</p> <p>LO 05. To describe the content of the functional areas of the organization</p> <p>LO 06. To show skills of search, collecting, and analysis of information, calculation of indicators to substantiate management decisions.</p> <p>LO 07. To show skills of organizational planning.</p> <p>LO 08. To apply management methods to ensure the effectiveness of the organization.</p> <p>LO 09. To demonstrate skills of interaction, leadership, and teamwork.</p> <p>LO 10. To have the skills to substantiate effective tools for motivating the staff of the organization.</p> <p>LO 11. To demonstrate the skills of analyzing the situation and communicating in various areas of the organization’s activities.</p> <p>LO 12. To evaluate the legal, social, and economic implications of an organization’s functioning.</p> <p>LO 13. To communicate in an oral and written form in the state and foreign languages.</p> <p>LO 14. To identify the stress reasons, to adapt yourself and members of the team to a stressful situation, to find means to its neutralization.</p> <p>LO 15. To show the ability to act socially responsible and socially consciously on the basis of ethical reasons (motives), respect for a variety and interlevel of culture.</p> <p>LO 16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.</p> <p>LO 17. To conduct research individually and/or in a group under the leadership of the leader.</p>
Program learning	LO1.1. Develop an operational strategy, calendar plans, organize

outcomes for optional block 01	operational activities, effectively manage the resources and stocks of the organization LO1.2. Explain the general principles and patterns of integrated management of material, information, financial and other flows LO1.3. Form and analyze management and tax reporting of enterprises and correctly interpret the information obtained for management decisions LO1.4. Demonstrate skills in risk analysis, identification and assessment
Program learning outcomes for optional block 02	LO2.1. Demonstrate skills in the use of information technology processing, storage and transmission of data, determine the principles and life cycle of software development LO2.2. Demonstrate skills to justify management decisions using information technology and systems LO2.3. Demonstrate knowledge of project management methodologies; conduct project analysis; define project goals and results LO2.4. Define e-business models; use software tools for the implementation of Internet projects; perform site optimization for search engines
8 - Resource support for the implementation of the program	
Personnel support	Meets the staffing requirements related to conducting educational activities in the sphere of higher education in accordance with current legislation of Ukraine (the Resolution of the Cabinet of Ministers of Ukraine “On approval of the licensing conditions for conducting educational activities of educational institutions” of December 30, 2015, № 1187 (with the changes introduced in accordance with the Resolution of CM № 347 of 10.05.2018)
Material and technical support	Meets the technical requirements related to the material and technical base of educational activities in the sphere of higher education in accordance with current legislation of Ukraine (the Resolution of the Cabinet of Ministers of Ukraine “On approval of the licensing conditions for conducting educational activities of educational institutions” of December 30, 2015, № 1187 (with the changes introduced in accordance with the Resolution of CM № 347 of 10.05.2018)
Informational support and availability of instructional materials	Meets the technical requirements regarding informational support and availability of instructional materials for educational activities in the sphere of higher education in accordance with current legislation of Ukraine (the Resolution of the Cabinet of Ministers of Ukraine “On approval of the licensing conditions for conducting educational activities of educational institutions” of December 30, 2015, № 1187 (with the changes introduced in accordance with the Resolution of CM № 347 of 10.05.2018)
9- Academic mobility	
National Credit Mobility	Academic mobility is based on bilateral agreements between the National technical university “Kharkiv polytechnic institute” and other Ukrainian higher educational institutions
International Credit	Academic mobility is based on bilateral agreements between

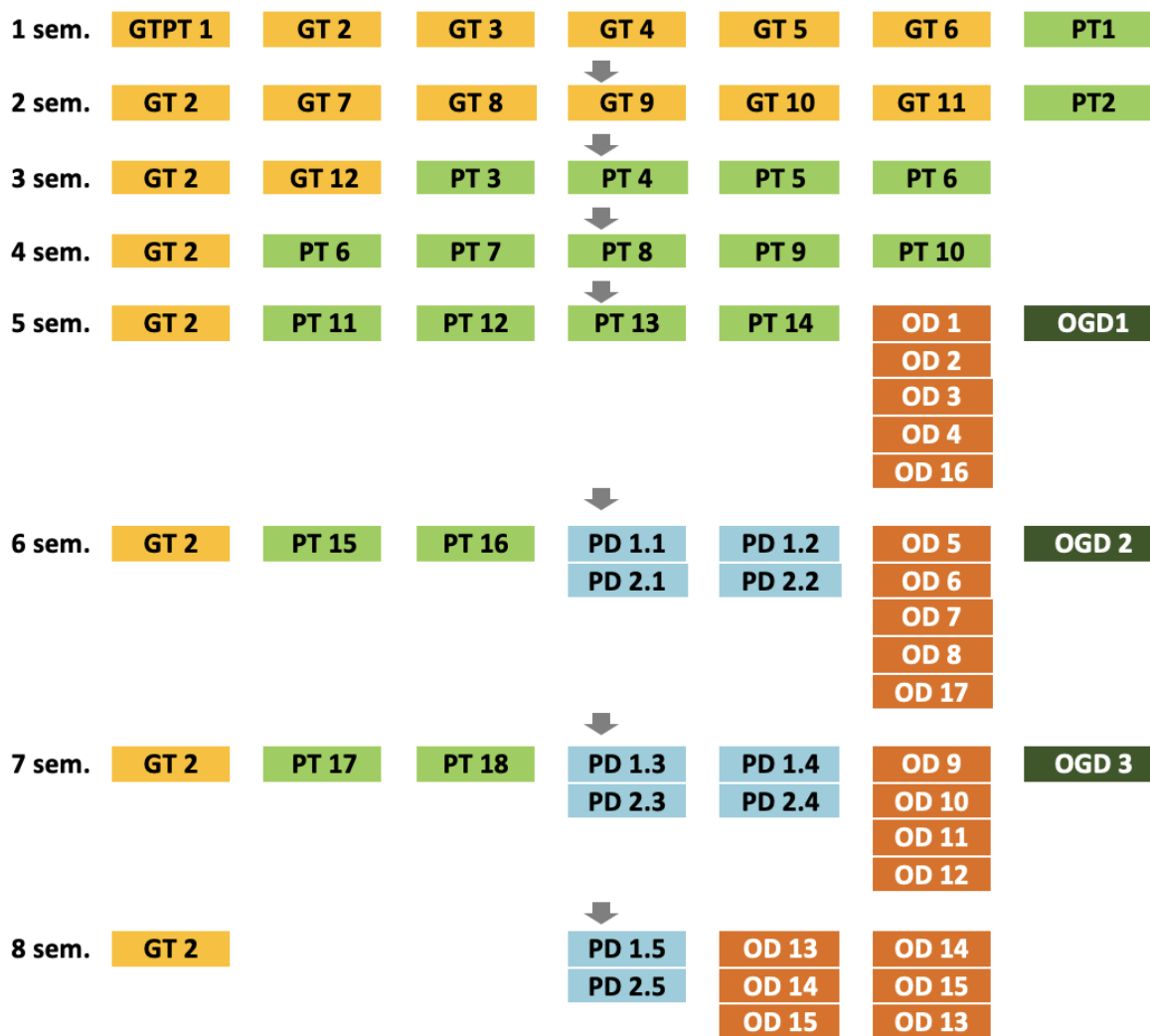
Mobility	National technical university “Kharkiv polytechnic institute” and Miskolc University (Hungary), Maribor University (Slovenia), Otto von Guericke University Magdeburg (Germany), University of Szczecin (Poland)
Training of foreign applicants for higher education	Students are offered the opportunity to study in English.

2. The list of components of the educational and professional program

Code	Components of the educational program	Number of credits	Form of final assessment
1	2	3	4
Obligatory components of EP			
<i>General training</i>			
GT 1	History of Ukraine and Ukrainian culture	4,0	Exam
GT 2	Ukrainian Language	3,0	Exam
GT 3	Foreign Language *	16,0	Exam
GT 4	Philosophy	3,0	Exam
GT 5	Jurisprudence	4,0	Credit
GT 6	Economic Theory	5,0	Exam
GT 7	Higher Mathematics	6,0	Exam
GT 8	Fundamentals of Entrepreneurship	5,0	Credit
GT 9	Economic Informatics	5,0	Exam
GT 10	Microeconomics	5,0	Exam
GT 11	Economic Statistics	4,0	Exam
GT 12	Macroeconomics	5,0	Exam
GT	Physical Education	12,0	Credit
<i>1.2. Professional training</i>			
PT 1	Introduction to Speciality (Introductory practice)	3,0	Credit
PT 2	Theory of Organization	5,0	Credit
PT 3	Finance	6,0	Exam
PT 4	Enterprise Economics	6,0	Exam
PT 5	Marketing	5,0	Exam
PT 6	Fundamentals of Management	8,0	Exam
PT 7	Operational Management	6,0	Exam
PT 8	International Business	5,0	Exam
PT 9	Human Resource Management	6,0	Exam
PT 10	Accounting	5,0	Credit
PT 11	Organizational Behavior	4,0	Exam
PT 12	Self-management	4,0	Exam
PT 13	Fundamentals of Financial Management	4,0	Exam
PT 14	Innovation Management	5,0	Exam
PT 15	Information Technology in Management	3,0	Exam
PT 16	Performance Management	5,0	Exam
PT 17	Strategic Management	5,0	Exam
PT 18	Practical Training	6,0	Credit
PT 19	Pre-graduation Practice	6,0	Credit
	Attestation ⁺	6,0	
	Total amount for obligatory components	180	

Optional educational components			
2.1. Profile training			
Profiled discipline package 01 "Management in the production sphere"			
OP1.1	Resource management	4,0	Exam
OP1.2	Management decisions	5,0	Exam
OP1.3	Management and tax accounting	4,0	Exam
OP1.4	Production logistics	5,0	Exam
OP1.5	Quality management	6,0	Exam
Profiled discipline package 02 "IT management"			
OP2.1	Introduction to computer science	4,0	Exam
OP2.2	Decision making in IT business	5,0	Exam
OP2.3	Fundamentals of project management	5,0	Exam
OP2.4	Team management tools	4,0	Exam
OP2.5	E-business	6,0	Exam
2.2 Optional student disciplines of the profile preparation according to the list			
OPT1	Fundamentals of business analysis	5,0	Credit
OPT2	Econometrics	5,0	Credit
OPT3	The tax system	5,0	Credit
OPT4	Business planning	5,0	Credit
OPT5	Mathematical modeling in management	5,0	Credit
OPT6	Technology management	5,0	Credit
OPT7	Basics of taxation	5,0	Credit
OPT8	Investment	5,0	Credit
OPT9	Crisis management	5,0	Credit
OPT10	Leadership	5,0	Credit
OPT11	Business evaluation	5,0	Credit
OPT12	Insurance management	5,0	Credit
OPT13	Risk management	5,0	Credit
OPT14	SMM management	5,0	Credit
OPT15	Securities Market	5,0	Credit
OPT16	Ecology	5,0	Credit
OPT17	Fundamentals of Occupational Safety and Health	5,0	Credit
2.3. Optional student disciplines from the general university catalog of disciplines			
OD1	Optional discipline 1	4,0	Credit
OD2	Optional discipline 2	3,0	Credit
OD3	Optional discipline 3	4,0	Credit
	Total amount for optional components	60	
	TOTAL AMOUNT FOR THE EDUCATIONAL PROGRAM	240	

3. STRUCTURAL-LOGICAL SCHEME OF THE EDUCATIONAL PROGRAM



4. ALLOCATION OF THE CONTENT OF THE EDUCATIONAL PROGRAM AMONG GROUPS OF COMPONENTS AND TRAINING CYCLES

№	Training cycle	Academic load on applicants for higher education (credits / %)		
		Obligatory components of the educational and professional program	Optional components of the educational and professional program	Total number for the entire period of study
1	2	3	4	5
1	General training cycle	77 / 32	11 / 5	77 / 32
2	Professional and practical training cycle	103 / 43	49 / 20,4	163 / 68
Total number for the entire period of study		180 / 75	60 / 25	240 / 100

5. FORM OF CERTIFICATION OF APPLICANTS FOR HIGHER EDUCATION

Certification of graduates of the educational program in specialty 073 «Management» is carried out in the form of a public defense of the qualification work and ends with the issuance of the document of a standard form on awarding a Bachelor's degree and the qualification "Bachelor of Management".

The attestation takes place openly and publicly.

6. Matrix of correspondence between program competencies and components of the educational program

	GT 1	GT 2	GT 3	GT 4	GT 5	GT 6	GT 7	GT 8	GT 9	GT 10	GT 11	GT 12	GT	PT 1	PT 2	PT 3	PT 4	PT 5	PT 6	PT 7	PT 8	PT 9	PT 10	PT 11	PT 12	PT 13	PT 14	PT 15	PT 16	PT 17	PT 18	PT 19	
GC01	+			+	+															+													
GC02	+			+	+								+																				
GC03				+		+	+		+	+	+	+			+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+		
GC04								+	+		+	+			+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
GC05						+		+	+	+		+			+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
GC06		+																														+	+
GC07			+																		+												
GC08			+						+																							+	
GC09	+	+	+	+	+	+	+	+	+	+	+	+			+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	
GC10												+	+									+											+
GC11		+													+			+	+			+		+	+		+			+			
GC12								+							+			+									+				+		
GC13			+																			+	+		+								
GC14			+																			+											
GC15								+							+	+		+	+			+		+									
SC01															+	+		+	+				+	+		+			+	+	+	+	
SC02																+	+		+	+		+					+			+	+	+	+
SC03																		+	+								+			+	+		+
SC04																+	+	+		+										+	+	+	+
SC05																			+	+										+	+		+
SC06																		+	+			+		+					+	+			
SC07																			+			+	+	+		+			+	+	+		
SC08																			+	+				+	+		+		+	+			
SC09																						+		+	+								
SC10																		+						+		+							
SC11																		+			+	+		+						+			
SC12																		+	+												+		
SC13					+																		+										
SC14																							+		+								
SC15																							+		+	+							

Table 6 (continued). Matrix of correspondence between program competencies and components of the program

	OP 1.1	OP 1.2	OP 1.3	OP 1.4	OP 1.5	OP 2.1	OP 2.2	OP 2.3	OP 2.4	OP 2.5	OPT 1	OPT 2	OPT 3	OPT 4	OPT 5	OPT 6	OPT 7	OPT 8	OPT 9	OPT 10	OPT 11	OPT 12	OPT 13	OPT 14	OPT 15	OPT 16	OPT 17		
GC01					+								+	+			+		+							+			
GC02																												+	+
GC03	+			+		+					+	+		+	+									+					
GC04	+			+					+		+	+		+		+		+	+	+	+	+			+				
GC05	+								+	+	+			+						+	+				+				
GC06									+												+				+				
GC07									+	+											+								
GC08		+				+	+		+				+				+	+						+	+	+			
GC09	+					+				+	+		+		+						+	+	+	+					
GC10	+				+								+	+	+							+							
GC11		+					+						+							+	+	+	+						
GC12		+					+	+											+		+								
GC13									+				+								+								
GC14													+													+			
GC15																					+						+	+	
SC01	+				+								+									+		+					
SC02			+	+	+					+	+	+	+				+	+	+		+	+	+		+				
SC03		+					+	+		+	+		+					+	+		+	+							
SC04	+				+					+	+		+									+							
SC05																+													
SC06										+			+								+						+	+	
SC07				+		+			+	+		+	+							+				+					
SC08		+	+	+			+	+				+	+		+			+											
SC09		+					+						+		+						+					+			
SC10		+	+	+	+		+	+				+	+	+										+		+			
SC11								+	+				+												+				
SC12		+					+	+			+									+									
SC13													+	+				+		+					+	+	+		
SC14													+							+	+	+							
SC15																					+								
SC 1.1		+	+					+	+				+				+								+				
SC 1.2	+	+		+	+																								
SC 1.3		+			+				+				+												+				
SC 2.1.			+			+	+	+	+				+	+								+				+			
SC 2.2.			+				+	+	+				+	+					+			+		+		+			
SC 2.3.				+			+												+			+		+					

7. Matrix of correspondence between program learning outcomes (LO) and components of the educational program

	GT 1	GT 2	GT 3	GT 4	GT 5	GT 6	GT 7	GT 8	GT 9	GT 10	GT 11	GT 12	GT	PT 1	PT 2	PT 3	PT 4	PT 5	PT 6	PT 7	PT 8	PT 9	PT 10	PT 11	PT 12	PT 13	PT 14	PT 15	PT 16	PT 17	PT 18	PT 19			
LO 1					+			+																											
LO 2	+			+									+											+											
LO 3														+					+			+	+	+	+	+	+	+	+	+	+				
LO 4									+													+		+	+	+	+	+	+	+	+	+	+		
LO 5														+	+		+	+	+			+				+	+		+	+	+	+	+		
LOI 6									+		+					+	+		+	+			+			+		+		+	+	+	+		
LO 7								+															+	+									+		
LO 8																					+		+							+	+	+	+		
LO 9														+									+												
LO 10																			+			+													
LO 11																						+	+		+										
LO 12						+				+		+												+		+				+					
LO 13		+	+														+	+				+	+		+						+	+			
LO 14																							+		+										
LO 15								+										+																	
LO 16	+	+	+	+	+	+	+	+	+	+	+	+		+	+	+	+	+	+	+	+	+	+		+	+	+	+	+	+	+	+	+	+	
LO 17																								+	+		+		+	+	+	+	+	+	

Table 7 (continued). Matrix of correspondence between program learning outcomes (PO) and components of the educational program

	OP 1.1	OP 1.2	OP 1.3	OP 1.4	OP 1.5	OP 2.1	OP 2.2	OP 2.3	OP 2.4	OP 2.5	OPT 1	OPT 2	OPT 3	OPT 4	OPT 5	OPT 6	OPT 7	OPT 8	OPT 9	OPT 10	OPT 11	OPT 12	OPT 13	OPT 14	OPT 15	OPT 16	OPT 17	
LO 1	+												+	+			+		+									
LO 2					+																						+	+
LO 3					+																						+	
LO 4		+		+	+		+	+	+		+	+		+	+				+	+		+				+		
LO 5					+								+						+						+	+		
LO 6		+	+	+	+	+	+	+		+	+	+		+	+	+		+	+		+	+	+	+	+	+		
LO 7	+	+	+				+	+		+				+					+			+						
LO 8				+					+	+				+	+					+	+	+				+	+	+
LO 9	+	+					+	+	+				+	+					+	+	+					+		
LO 10				+					+					+					+	+	+	+	+					
LO 11								+	+		+			+					+									
LO 12		+					+		+	+	+		+				+	+			+	+	+	+	+	+		
LO 13						+			+																+			
LO 14			+						+				+															+
LO 15	+								+											+		+		+				
LO 16	+	+	+			+	+			+	+		+	+	+	+	+	+			+		+	+	+	+		
LO 17			+			+		+	+		+												+	+	+			
LO 1.1	+				+																							
LO 1.2	+			+	+																							
LO 1.3		+	+																									
LO 1.4		+		+																								
LO 2.1						+							+															
LO 2.2							+						+		+					+								
LO 2.3								+																				
LO 2.4										+			+															