

BADAN AKREDITASI INTERNASIONAL FIBAA

2023

Disciplinary classification of the
degree programmes offered:

Natural Sciences ☐ Engineering ☐ Economics and Social Sciences ☐ Arts
and Humanities ☐ Law ☐ Medicine ☐

Germany
Berliner Freiheit 20-24
53111 Bonn
Phone: +49 228 - 280 356 0
E-Mail: info[[@](mailto:info@fibaa.org)]fibaa.org

Switzerland:
c/o economiesuisse | Verband der Schweizer
Unternehmen
Hegibachstrasse 47
CH-8032 Zurich

Kamis, 15 Februari 2023
Kantor Penjaminan Mutu



Foundation for International Business Administration Accreditation (FIBAA) dan ASIIN

https://www.eqar.eu/register/agencies/ 90%

Google myITS Mail - Aulia Siti Aisjah ... ScienceDirect Distribusi Peringkat - ... myITS SSO YouTube Pengajuan Publikasi

Filter agencies

Country all ☒

- ☒ Armenia (1)
- ☒ Austria (2)
- ☒ Belgium (3)
- ☒ Bulgaria (1)
- ☒ Croatia (1)
- ☒ Cyprus (1)
- ☒ Denmark (1)
- ☒ Estonia (1)
- ☒ Finland (1)
- ☒ France (2)
- ☒ Georgia (1)
- ☒ Germany (8)
- ☒ Hungary (1)
- ☒ Ireland (1)
- ☒ Kazakhstan (2)
- ☒ Latvia (1)

NL EQ-Arts - Enhancing Quality in the Arts
VIEW 1 REPORTS ON 1 INSTITUTIONS

DE evalag - Evaluation Agency Baden-Württemberg
VIEW 812 REPORTS ON 70 INSTITUTIONS

DE FIBAA - Foundation for International Business Administration Accreditation
VIEW 2201 REPORTS ON 188 INSTITUTIONS

FI FINEEC - Finnish Education Evaluation Centre
VIEW 102 REPORTS ON 46 INSTITUTIONS

HU HAC - Hungarian Accreditation Committee
VIEW 87 REPORTS ON 43 INSTITUTIONS

https://www.eqar.eu/register/agencies/ 90%

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- ☒ Finland (1)
- ☒ France (2)
- ☒ Georgia (1)
- ☒ Germany (8)
- ☒ Hungary (1)
- ☒ Ireland (1)

HR ASHE - Agency for Science and Higher Education
VIEW 461 REPORTS ON 129 INSTITUTIONS

DE ASIIN - ASIIN e.V.
VIEW 2814 REPORTS ON 92 INSTITUTIONS

GB BAC - British Accreditation Council for Independent Further and Higher Education
VIEW 40 REPORTS ON 31 INSTITUTIONS

FR CTI - Engineering Degree Commission
VIEW 3315 REPORTS ON 234 INSTITUTIONS

Tertera dalam Kepmendikbud No 083/2020



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M.Sc.

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Languages: German, English, Russian

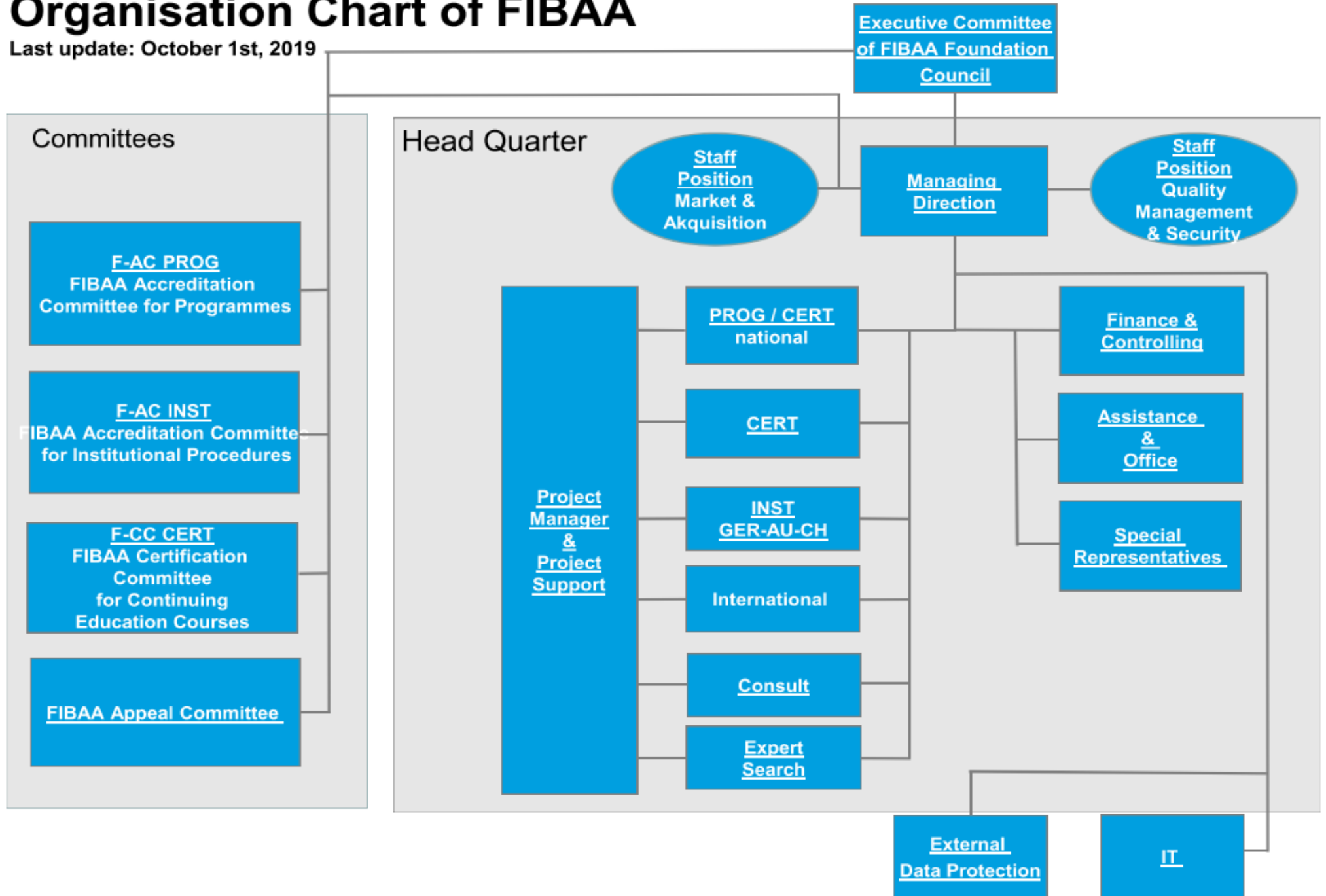


Programme accreditation according to the international quality standards of FIBAA

- ✓ public or private, state-recognised Higher Education Institution,
- ✓ the study programmes to be accredited are in the field of management studies, economics, law or social sciences or have a focus on one of these fields,
- ✓ accredit your study programmes according to international quality standards and the principles of the Bologna Declaration.

Organisation Chart of FIBAA

Last update: October 1st, 2019



Accreditation

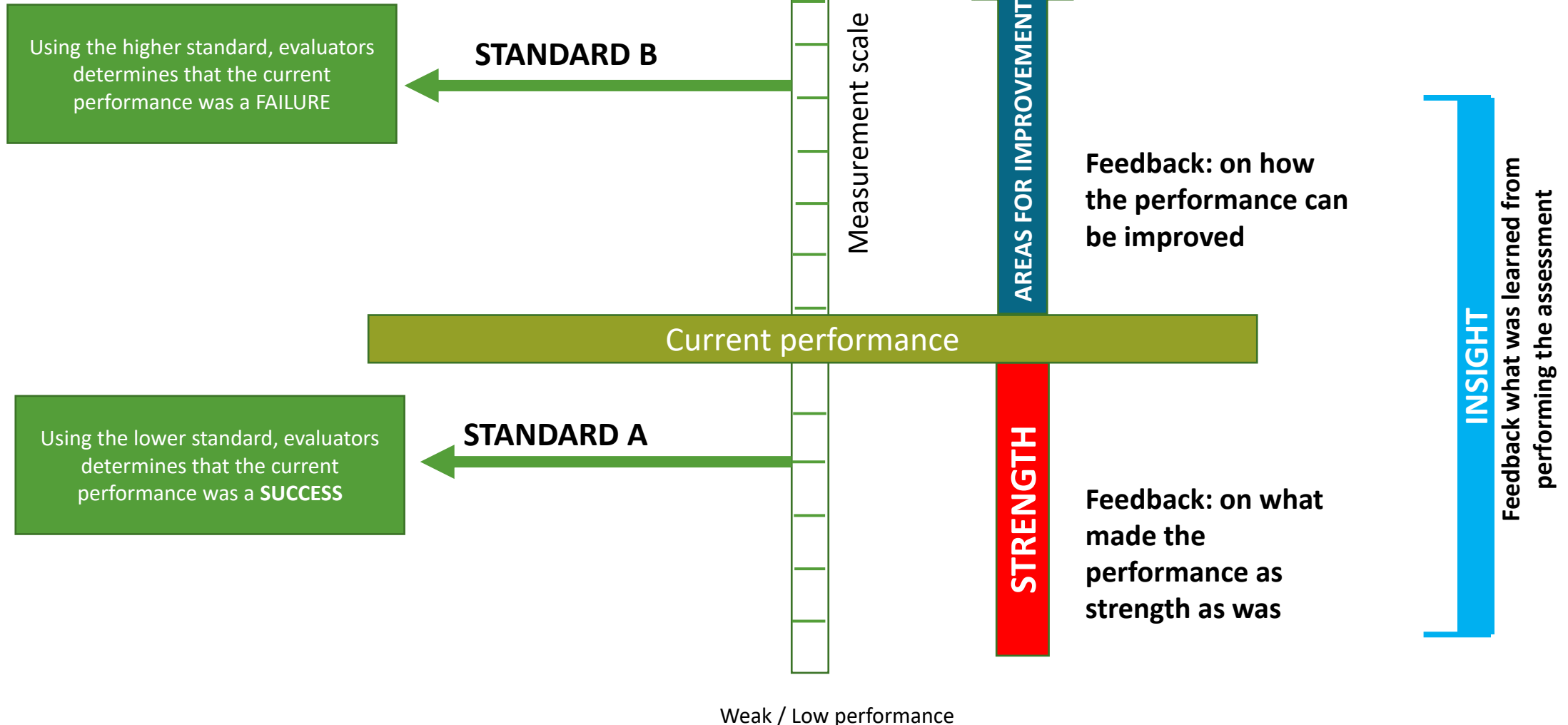
Evaluation

Determines whether a standard was met: the result is **success, or failure**

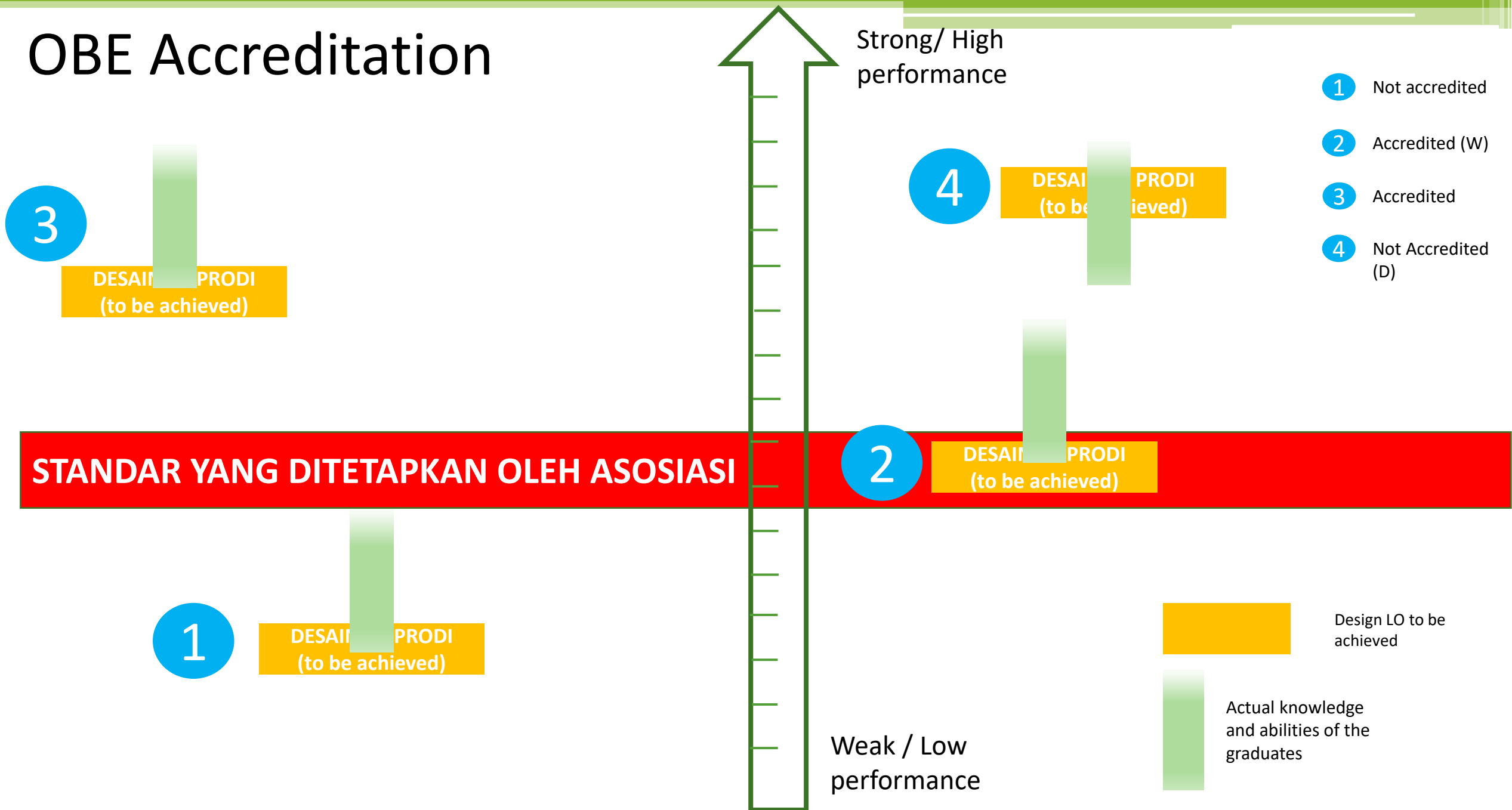
Certification

Assessment

Provide feedback on performance to improve future performance: strengths; area of improvement; and insight



OBE Accreditation



PROFIL FIBAA

- ✓ has been a full member of ENQA (European Association for Quality Assurance in Higher Education) since 2002
- ✓ listed in the EQAR (European Quality Assurance Register for Higher Education) since 2009

The **Foundation for International Business Administration Accreditation (FIBAA)**

- ❑ is recognised accreditation body in all [German speaking countries](#) (Germany-Switzerland-Austria),
- ❑ FIBAA was founded in 2002 to accredit schools of [business](#).
- ❑ Since the launch of the European [Bologna Process](#), along with the transition to bachelor's and master's programs and the growing independence available to [higher education](#) institutions (HEIs) in designing their degree programs, the call for the HEIs to establish and advance sound and transparent quality assurance systems has grown continuously.

FIBAA is a European, internationally oriented agency for quality assurance and quality development in higher education. We see ourselves as a partner for Higher Education Institutions and comparable education providers. The disciplinary focus of our activities is on management studies, law, social sciences and economics.

FIBAA

Programme accreditation according to the international quality standards of FIBAA is the right instrument for SP, if

1. SP is a public or private, state-recognised Higher Education Institution,
2. the study programmes to be accredited are in the field of **management studies, economics, law or social sciences or have a focus on one of these fields,**
3. you want to accredit your study programmes according to [international quality standards](#) and the principles of the Bologna Declaration.

Our international recognition:

enqa.

eqar

STIFTUNG
Akkreditierungsrat



BUNDESMINISTERIUM
FÜR BILDUNG, WISSENSCHAFT
UND FORSCHUNG



SCHWEIZERISCHER AKKREDITIERUNGSRAT
CONSEIL SUISSE D'ACCREDITATION
CONSIGLIO SVIZZERO DI ACCREDITAMENTO
SWISS ACCREDITATION COUNCIL



nva
nederlands - vlaamse accreditatieorganisatie



Higher Education Quality Council
Turkey

This document serves you as the basis for generating your self-evaluation report.

The assessment guide is in line with the following quality standards:

1. the [Standards and Guidelines for Quality Assurance in the European Higher Education Area](#)
2. the [Equal-European MBA-Guidelines](#)
3. the [ECTS-User's-Guide](#)
4. the "[Dublin-Descriptors](#)"
5. The Convention on the recognition of qualifications concerning higher education in the European region ([Lisbon Convention](#))
6. The [resolutions of the FIBAA Accreditation Committee for Programmes](#)

Certification of continuing education courses is the right instrument for you, if:

- ☐ you are a Higher Education Institution or a provider of continuing education,
- ☐ you offer continuing education courses at academic level, which do not lead to an academic degree and which you want to position in the system of international academic quality standards and
- ☐ your continuing education courses are at level 5 to 8 of the [European Qualification Framework for Lifelong Learning \(EQF\)](#) or the equivalent level of your national qualification framework.

We offer you:

- ❑ an internationally recognised quality seal for your continuing education courses,
- ❑ a competent estimate the appropriate level of the [EQF](#), which also takes account of the [European Credit Transfer and Accumulation System](#) (ECTS) as well as the [European Standards and Guidelines for Quality Assurance](#) (ESG), in order to promote transparency and comparability on the continuing education market,
- ❑ extensive and elaborated assessment reports, which highlight the strengths of the certified courses and identify potential for their further development,
- ❑ an outstanding expertise in the assessment of continuing education courses,
- ❑ a special focus on employability and practical economic relevance and
- ❑ a service-oriented, efficient and flexible procedure (4-6 months)

THE EUROPEAN QUALIFICATIONS FRAMEWORK FOR LIFELONG LEARNING

DESCRIPTORS DEFINING LEVELS IN THE EUROPEAN QUALIFICATIONS FRAMEWORK (EQF)

Each of the 8 levels is defined by a set of descriptors indicating the learning outcomes relevant to qualifications at that level in any system of qualifications.

		KNOWLEDGE	SKILLS	COMPETENCE
		In the context of EQF, knowledge is described as theoretical and/or factual.	In the context of EQF, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) and practical (involving manual dexterity and the use of methods, materials, tools and instruments).	In the context of EQF, competence is described in terms of responsibility and autonomy.
LEVEL 1	The learning outcomes relevant to <u>Level 1</u> are	⇒ basic general knowledge	⇒ basic skills required to carry out simple tasks	⇒ work or study under direct supervision in a structured context
LEVEL 2	The learning outcomes relevant to <u>Level 2</u> are	⇒ basic factual knowledge of a field of work or study	⇒ basic cognitive and practical skills required to use relevant information in order to carry out tasks and to solve routine problems using simple rules and tools	⇒ work or study under supervision with some autonomy
LEVEL 3	The learning outcomes relevant to <u>Level 3</u> are	⇒ knowledge of facts, principles, processes and general concepts, in a field of work or study	⇒ a range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying basic methods, tools, materials and information	⇒ take responsibility for completion of tasks in work or study ⇒ adapt own behaviour to circumstances in solving problems
LEVEL 4	The learning outcomes relevant to <u>Level 4</u> are	⇒ factual and theoretical knowledge in broad contexts within a field of work or study	⇒ a range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study	⇒ exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change ⇒ supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities

LEVEL 5*	The learning outcomes relevant to Level 5 are	➔ comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge	➔ a comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems	➔ exercise management and supervision in contexts of work or study activities where there is unpredictable change ➔ review and develop performance of self and others
LEVEL 6**	The learning outcomes relevant to Level 6 are Prog. Sarjana	➔ advanced knowledge of a field of work or study, involving a critical understanding of theories and principles	➔ advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in a specialised field of work or study	➔ manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable work or study contexts ➔ take responsibility for managing professional development of individuals and groups
LEVEL 7***	The learning outcomes relevant to Level 7 are Prog. Magister	➔ highly specialised knowledge, some of which is at the forefront of knowledge in a field of work or study, as the basis for original thinking and/or research ➔ critical awareness of knowledge issues in a field and at the interface between different fields	➔ specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures and to integrate knowledge from different fields	➔ manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches ➔ take responsibility for contributing to professional knowledge and practice and/or for reviewing the strategic performance of teams
LEVEL 8****	The learning outcomes relevant to Level 8 are	➔ knowledge at the most advanced frontier of a field of work or study and at the interface between fields	➔ the most advanced and specialised skills and techniques, including synthesis and evaluation, required to solve critical problems in research and/or innovation and to extend and redefine existing knowledge or professional practice	➔ demonstrate substantial authority, innovation, autonomy, scholarly and professional integrity and sustained commitment to the development of new ideas or processes at the forefront of work or study contexts including research

Universitas Airlangga

CAMPUS/STANDORT: AIRLANGGA



Bachelor of Laws Programme (Bachelor)



Bachelor of Psychology (Bachelor)



Master of Linguistics (Master)



AZERBAIJAN STATE OIL AND INDUSTRY UNIVERSITY (ASOIU)

CAMPUS/STANDORT: BAKU



Business Informatics (B.Sc.)



Computer Engineering (B.Sc.)



Computer Information Systems (MBA)



Industrial Engineering (B.Sc.)

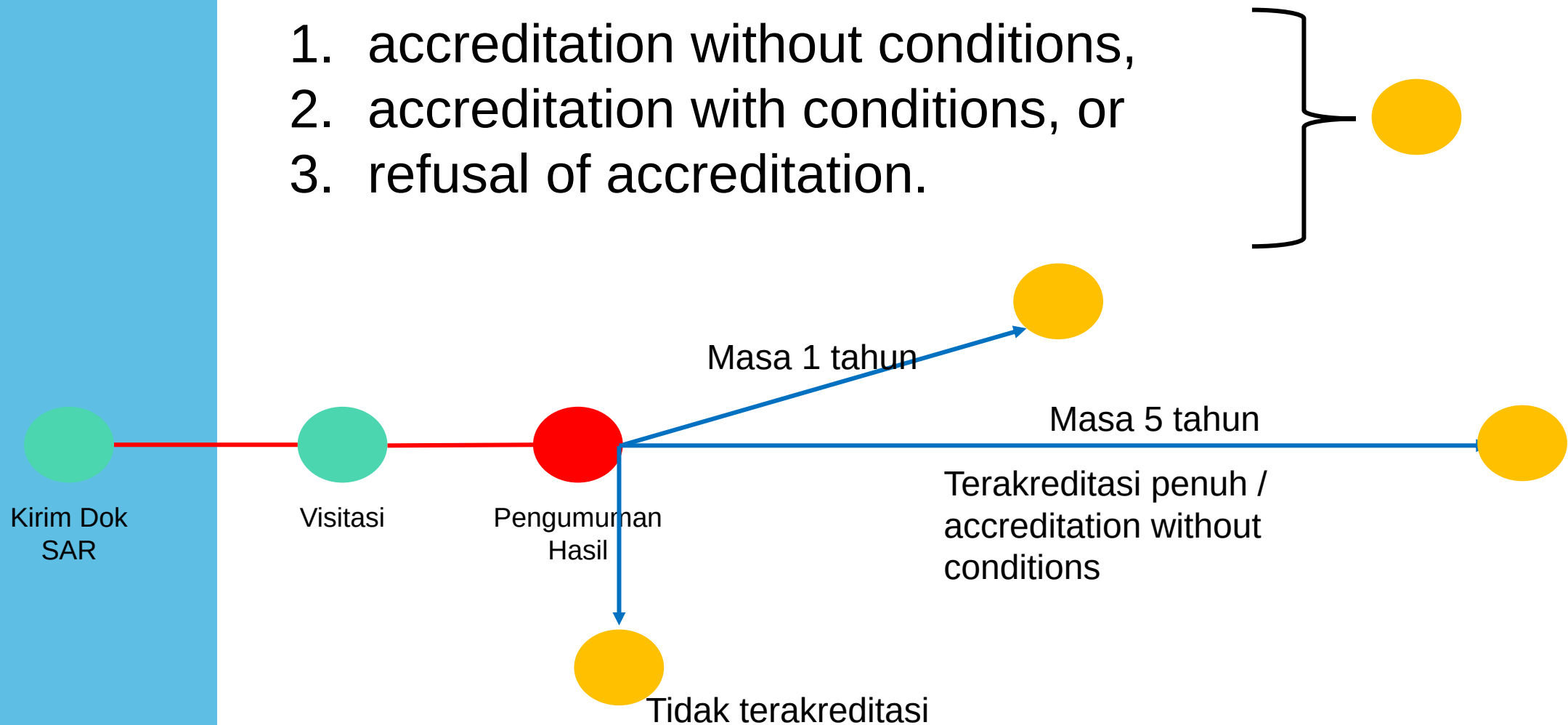


Operations Management (MBA)



FIBAA Accreditation and Certification Committee may decide upon either

1. accreditation without conditions,
2. accreditation with conditions, or
3. refusal of accreditation.



Programme Accreditation:

I. National FIBAA seal

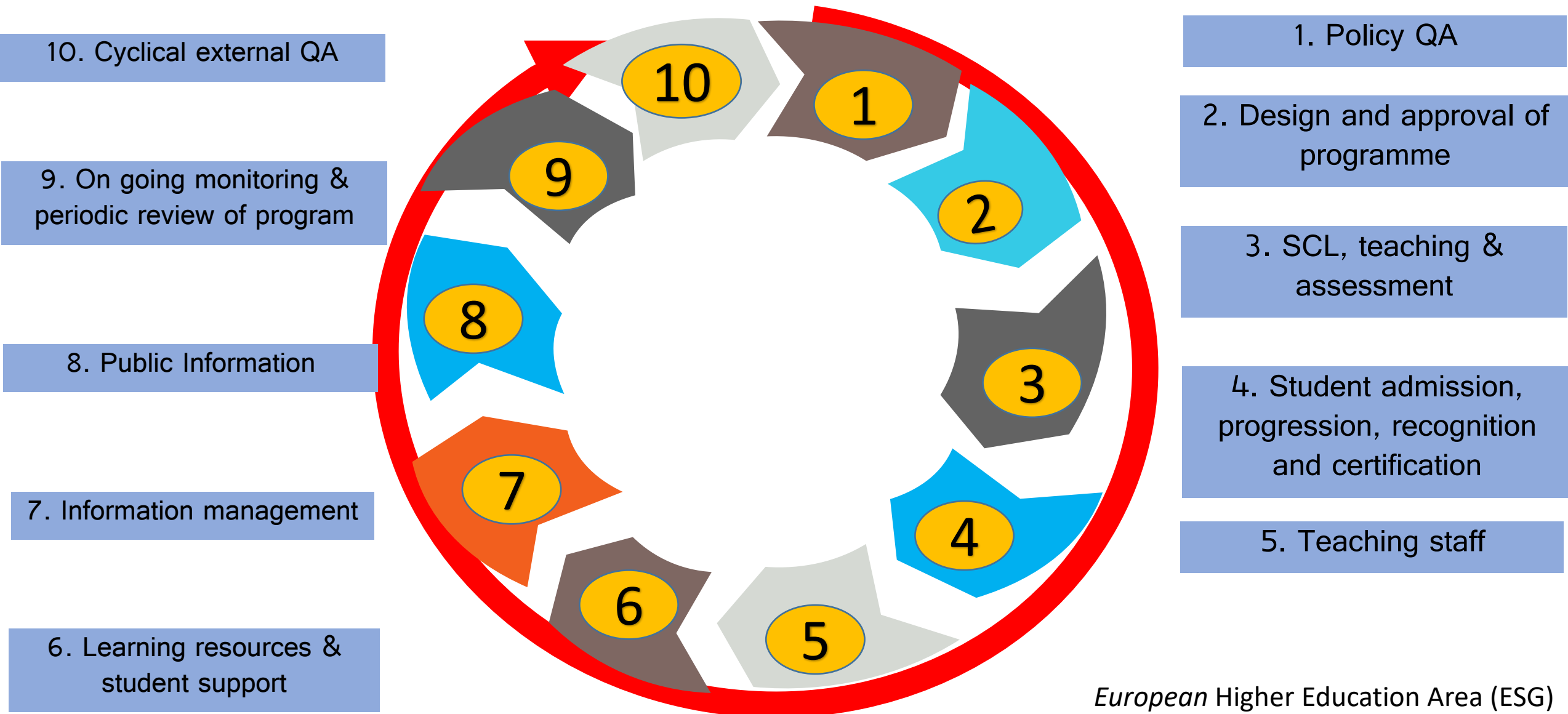
- Accreditation in conjunction with the AR seal (Legal basis from 01.01.2018): eight years
- Initial accreditation: five years
- Re-accreditation: seven years

II. International FIBAA seal:

- Initial accreditation: five years
- Re-accreditation: seven years

In the case of accreditation with conditions, the duration of the accreditation may be shortened.

KESEPAKATAN ESG DAN ENQA



European Higher Education Area (ESG)

European Association for Quality Assurance in Higher Education (ENQA)

www.enqa.eu

Kriteria – new seal (digital education)

01



DIGITALISATION STRATEGY

- Objective
- Implementation of the strategy
- Review of the measures
- Future orientation

02



STAFF

- Staffing
- Further qualification
- Support
- Knowledge management

03



TECHNOLOGY

- Responsible organisational unit
- Technical infrastructure
- Teaching and learning platform
- Technical support

04



DIADACTIC DESIGN

- Didactic concept
- Teaching methods
- Teaching materials
- Forms of examination
- Academic support

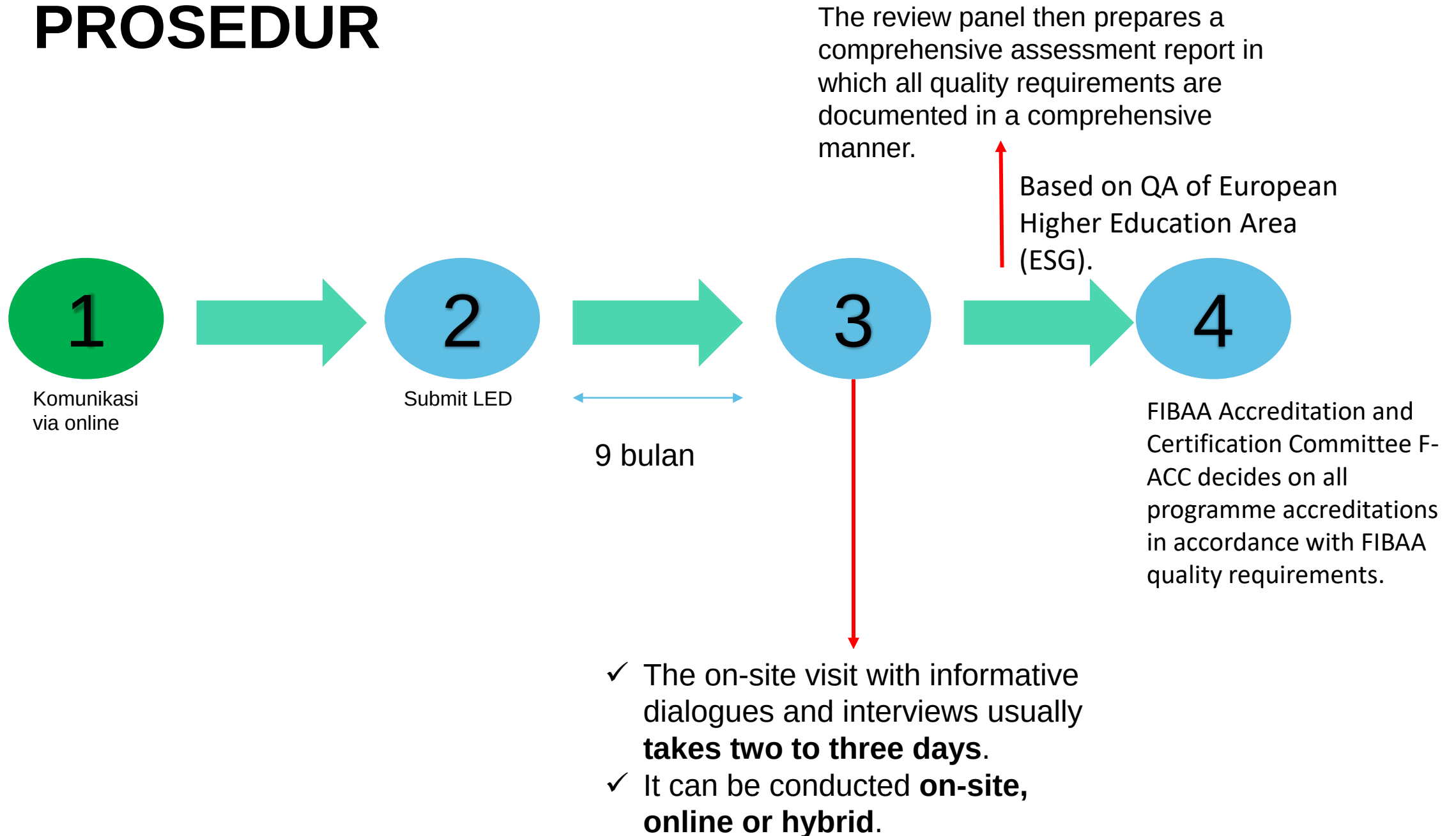
05



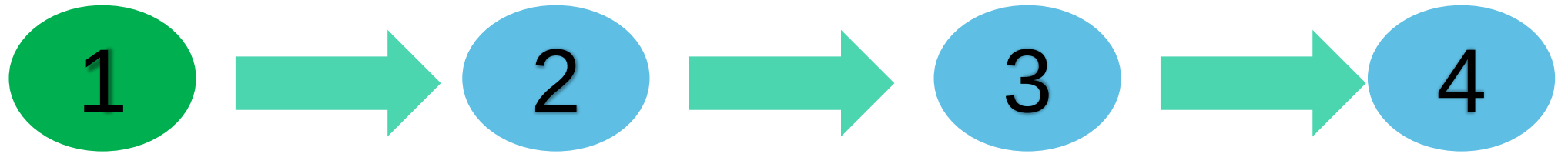
QUALITY ASSURANCE

- Integration into the QM system
- Quality assurance of teaching
- Quality assurance of technology

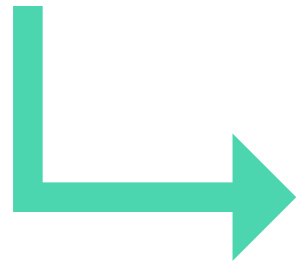
PROSEDUR



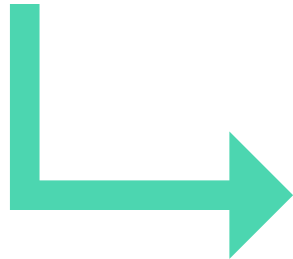
PROCEDURE



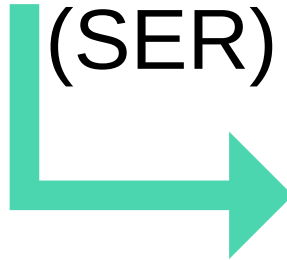
1. Admission criteria



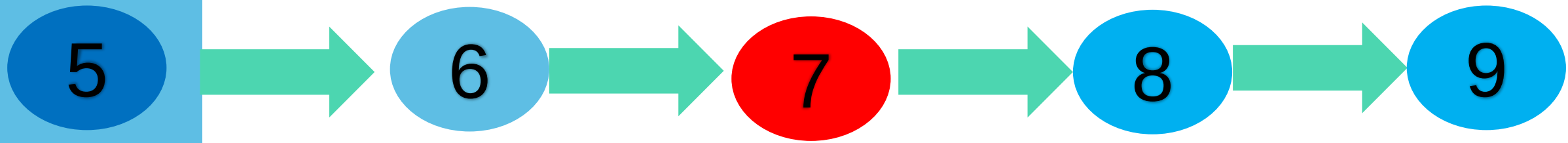
2. Inquiry and contract



3. Self-evaluation report
(SER)



4. Date for on-Site Visit



5. Appointment of the review panel

PROCEDURE

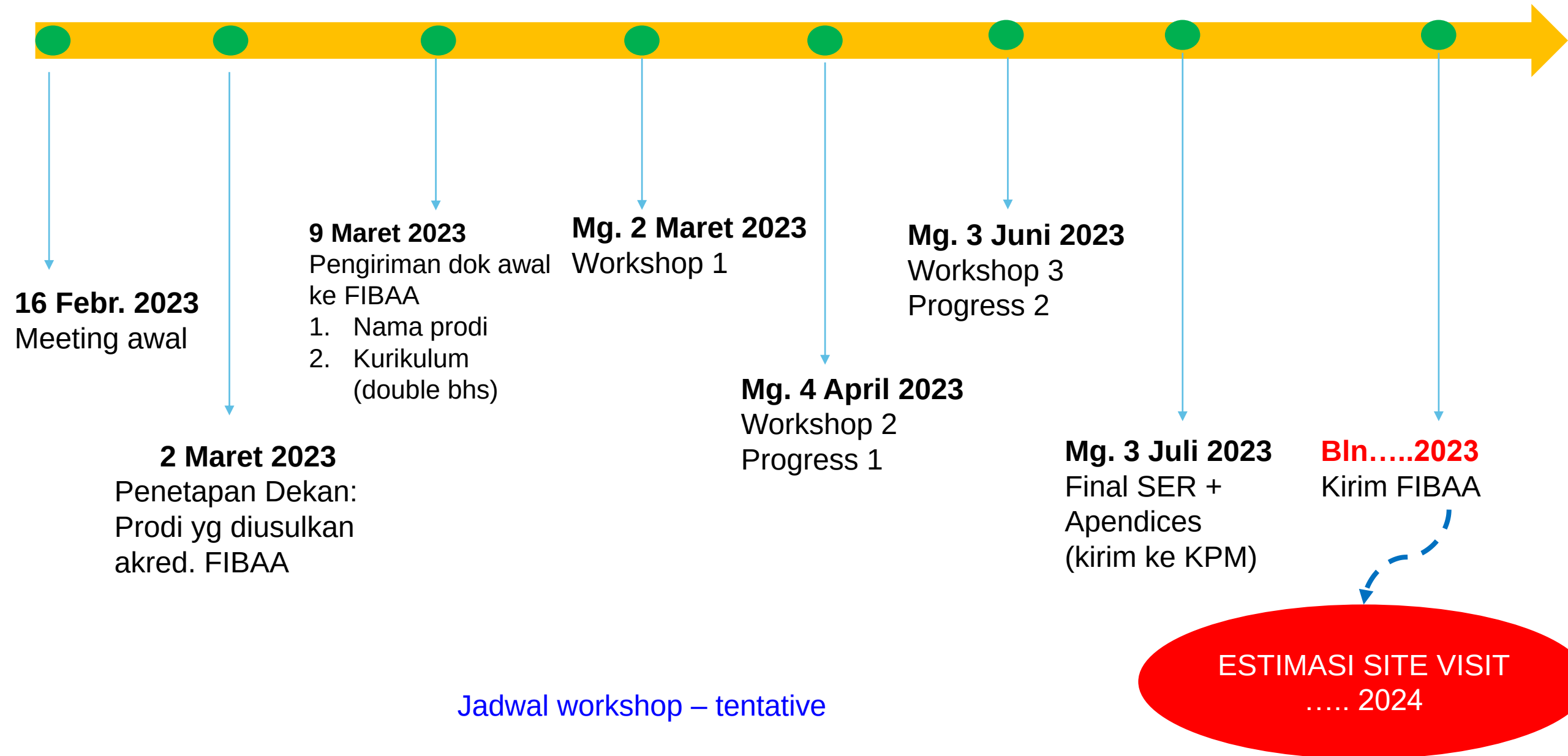
6. Assessment of the self-evaluation report

7. On-Site Visit

8. Assessment Report

9. Decision-making and
result of the procedure

AGENDA BATCH 1 FIBAA



PRODI YANG DIUSULKAN:

NO	Nama Prodi	KEIKUTSERTAAN AKRED. FIBAA	
		YA	TIDAK
1	S1 - Desain Produk Industri		
2	S1 - Desain Interior		
3	S1 - Desain Komunikasi Visual		
4	S1 - Manajemen Bisnis		
5	S1 - Studi Pembangunan		
6	S2 - Manajemen Teknologi		
7	S. Tr - Statistika Bisnis		

Tahap 1

PRODI YANG DIUSULKAN AKREDITASI FIBAA

KPM akan mengisi
FORM 1

APPLICATION FORM (PROGRAMME ACCREDITATION)

General Information

Name of Institution:		
Status:	State Institution ☐	Private (state recognised) Institution ☐

Authorised Signatory / Contractual Signatory

Name:	Nama Rektor
Position:	
Address:	
Telephone:	
Fax:	
E-Mail:	

Contact Person for the Assessment Process

Name:	
Position:	
Address:	Nama KPM
Telephone:	
Fax:	
E-Mail:	

Setiap Prodi Mengisi Form berikut (Form 2)

1. Degree Programme

Title of the degree programme:	
Degree awarded after programme completion:	
Degree awarding Institution (in case of dual degree: all awarding institutions):	
Which faculty is the programme assigned to?	
Type of degree programme:	Undergraduate ☐ Postgraduate ☐ Doctoral Programme ☐
Study format:	Full Time ☐ Part Time ☐ Distance Studies ☐
Language of instruction:	
First-time start of the degree programme:	
Location/campus where the programme is offered:	
Dual-Degree-Option ¹ is intended:	No ☐ Yes ☐ , with the following partner institution:
Accreditation type ² :	Concept Accreditation ☐ Initial Accreditation ☐ Re-Accreditation ☐
Requested quality seal(s):	FIBAA ☐ NVAO (Netherlands) ☐ other national seals (please note) ☐
<i>In case of a re-accreditation:</i>	
When does the current accreditation end?	
Currently accredited by (Agency Name):	

CRITERIA

1. “Objectives”,
2. “Admission”,
3. “Contents”,
4. Structure and Didactical Concept”,
5. “Academic Environment and Framework Conditions” and “Quality Assurance and Documentation”

APPENDICES

Appendices to the Self-Evaluation Report (in English language)

1. Organigram (chapter 0.1)
2. Statistical Data (chapter 0.2) (see sample document of FIBAA*1)
3. Admission Regulations (chapter 2)
4. Curriculum overview/ course timetable (chapter 3.1/3.2) (see sample document of FIBAA*)
5. Module descriptions / syllabi for each course (chapter 3.1/3.2) (see sample document of FIBAA*)
6. Study regulations incl. regulations on credit transfer and recognition (e.g. Academic Policy, Programme Catalogue/Handbook/Guide) (chapter 3.2)
7. Examination regulations incl. final thesis guidelines / regulations (chapter 3.2)
8. Diploma Supplement (chapter 3.2)
9. Learning Agreement, where applicable (chapter 3.2)
10. Regulations for practical training / internship, where applicable (chapter 3.2)

11. Curriculum vitae of lecturers (full-time and part-time) (see sample document of FIBAA *) (chapter 4.1)
12. Cooperation agreements related to the study programme, where applicable (chapter 4.3)
13. Regulations of Quality management (chapter 5)
14. Evaluation sheets / survey examples (chapter 5)
15. Evaluation / survey results (results of the last 2 to 3 years) (chapter 5)

Documents and information to be submitted in digital form in case of an online accreditation procedure / to be presented on-site in case of an on-site visit (in English language)

1. Evaluation/survey results of HEI's quality assurance instruments (e.g. faculty/student/alumni surveys) – results of the last 2 years
2. Examinations (including appraisal/examiner's assessment) - 6 to 8 per study programme
3. Final theses (including appraisal/examiner's assessment) – 3 to 6 per study programme
4. Reports of work placements/internships (if applicable) – 6 to 8 per study programme, including appraisal/examiner's assessment
5. Case studies (if applicable) – examples for each study programme

3

Self Evaluation

Criteria	Excellent = 3	Exceeds the = 2	Meets the QR = 1	Fails to Meet The QR = -2
1.1 Objectives of the study programme (asterisk criterion)		X		
1.2 International orientation of the study programme design	X			
1.3 Positioning of the study programme				
1.3.1				
1.3.2				
			X	

QR: Quality Requirements

1st Day:	
Until 9:00	Transfer to HEI
9:00 – 10:00 (Room)	Reception - Introduction of the FIBAA Team - Introduction of the HEI <i>Short presentation (approx. 15 mins) on the structure, classification and goals of the study programmes at hand in the overall structure and strategy of the HEI, or the associated faculty, possibly including a following discussion.</i>
10:00 – 12:00 (Room)	Internal panel deliberation including insight of given materials (teaching and learning materials, examinations results, final theses, etc.)
12:00 – 13:00 (Room)	lunch/snack
13:00 – 15:30 (Room)	Panel interview with the programme management of the programmes (no presentation) <i>Main topics: Goals and position of the programme in regard to labour and educational market, internationality, curriculum (structure and content, employability), examination frequency and organisation, teaching and learning, support of students, programme administration, research, specifics of the PhD</i>
15:30 – 15:45	Break
15:45 – 17:30 (Room)	Panel interview with lecturers (full-time and part-time lecturers, two lecturers from each programme, one interview with all participants, no presentation) <i>Main topics: Support of students, teaching content, didactics/methods, involvement in decision making, staff education and qualification, internal cooperation and exchange/commutation</i>
17:30 – 19:00	Internal panel deliberation
19.00	Transfer to the hotel

2nd Day:	
Until 9:00	Transfer to HEI
9.00 – 9:30 (Room)	Internal panel deliberation (if necessary insight of given materials)
9:30 – 10:30 (Room)	Panel interview with students and graduates (one student and one graduate per programme, one interview with all participants, no presentation) <i>Main topics: Study structure, study process, study content, consultation and support for students, examination organization, potentially internships, terms abroad, field trips, working conditions, administration support, workload, involvement in decision making, evaluations)</i>
10:30 – 10:45	Break
10:45 – 11:45 (Room) -	Panel interview with the administration staff (one interview with all participants, no presentation) <i>Main topics:</i> - support of students - programme organisation - career consulting - alumni activities - issues on internationality - financing - quality management
11:45 – 12:30	Round tour through/inspection of building <i>(seminar rooms, computer cluster, library etc.)</i>
12.30 – 13:30 (Room)	lunch/snack
13.30 -15.30 (Room)	Internal panel deliberation
15.30 - 16.00 (Room)	Final review • Resume/summary on the impressions left by the visit • Next line of action
Approx. 16.00	End of on-site visit

SER

KRITERIA FIBAA

KRITERIA KE	DESKRIPSI KRITERIA
0	GENERAL INFORMATION
1	OBJECTIVES
2	ADMISSION
3	CONTENTS, STRUCTURE AND DIDACTICAL CONCEPT OF THE PROGRAMME
4	ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS
5	QUALITY ASSURANCE AND DOCUMENTATION

WORKSHOP KE	TANGGAL TENTATIVE	TEMA WORKSHOP
1		KONSEP OBE, DAN RELEVANSI DENGAN KRITERIA FIBAA
2		STRATEGI PENYUSUNAN DOK. SER 1. OBJECTIVES 2. ADMISSION 3. CONTENTS, STRUCTURE AND DIDACTICAL CONCEPT OF THE PROGRAMME
3		STRATEGI PENYUSUNAN DOK. SER 4. ACADEMIC ENVIRONMENT AND FRAMEWORK CONDITIONS 5. QUALITY ASSURANCE AND DOCUMENTATION

Sample Curriculum Overview															
Here: Bachelor's Programme, 7 Semesters															
Modul No.	Example 1 st Semester		Credit Points per Semester							Workload		Method of Teaching i.e. lecture course, seminar	Form and Duration of Examinations	weight of exam related to final grade	name of Lecturer
	Title of Module / Course Unit + Compulsory or elective?		1.	2.	3.	4.	5.	6.	7.	Hours in Class	Hours Self-Study				
M1	Module 1		5							70	80			5 / 210	
	M 1.1	Course Unit 1								20	30	L	Exam Paper (120 Min)		
	M 1.2	Course Unit 2								50	50	T			
M2	Module 2		5							80	70			5 / 210	
	M 2.1	Course Unit 1								32	28	L/T/S	Project Essay / Presentation		
	M 2.2	Course Unit 2								48	42	L/T/S			
M3	Module 3		5											5 / 210	
	M 3.1	Course Unit 1										S/T	Dissertation		
	M 3.2	Course Unit 2										L			
	M 3.3	Course Unit 3										S	Seminar Paper		
M4	Module 4		5											5 / 210	
	M 4.1	Course Unit 1											...		
	M 4.2	Course Unit 2													
	M 4.3	Course Unit 3													
M5	Module 5		10											10 / 210	
	M 5.1	Course Unit 1											...		
	M 5.2	Course Unit 2													
Example 2 nd Semester															
M7	Module 7			5										5 / 210	
	M 5.1	Course Unit 1											...		
	M 5.2	Course Unit 2													
M8	Module 8			5										5 / 210	
	M 6.1	Course Unit 1											...		
	M 6.2	Course Unit 2													
...			...	...	...	...	...	...	...	...		...	...	...	...
Please describe further modules / semesters in the same way															
C	Colloquium								1					1 / 210	
BA	Bachelor's Thesis								11					11 / 210	
total			30	30	30	30	30	30	30	2100	4200				

													FIBAA	
Example 1 st Semester														
Modul No.	Title of Module / Course Unit + Compulsory or elective?	Credit Points per Semester							Workload		Method of Teaching i.e. lecture course, seminar	Form and Duration of Examinations	weight of exam related to final grade	name of Lecturer
		1.	2.	3.	4.	5.	6.	7.	Hours in Class	Hours Self-Study				
M1	Module 1	5							70	80			5 / 210	
M 1.1	Course Unit 1								20	30	L	Exam Paper (120 Min)		
M 1.2	Course Unit 2								50	50	T			
M2	Module 2	5							80	70			5 / 210	
M 2.1	Course Unit 1								32	28	L/T/S	Project Essay / Presentation		
M 2.2	Course Unit 2								48	42	L/T/S			
M3	Module 3	5											5 / 210	
M 3.1	Course Unit 1										S/T	Dissertation		
M 3.3	Course Unit 3										S	Seminar Paper		
M4	Module 4	5											5 / 210	
M 4.3	Course Unit 3											...		
M5	Module 5	10											10 / 210	
M 5.1	Course Unit 1											...		
Example 2 nd Semester														
M7	Module 7		5										5 / 210	
M 5.1	Course Unit 1											...		
M 5.2	Course Unit 2													
M8	Module 8		5										5 / 210	
M 6.1	Course Unit 1											...		
M 6.2	Course Unit 2													
Please describe further modules / semesters in the same way														
C	Colloquium							1					1 / 210	
BA	Bachelor's Thesis							11					11 / 210	
total		30	30	30	30	30	30	30	2100	4200				
L:	Lecture													
S:	Seminar													
T:	Tutorial													
...	...													

Technical requirements: submission of the SER to FIBAA:

The HEI **submits** the self-evaluation report(s) including the appendices

- ✓ via email to FIBAA or
- ✓ sends a download link.

FIBAA will download the documents and provide them to the experts.

The distribution of the self-documentation to FIBAA experts can lead to download problems which may result from an "overlong file path". In Windows systems the maximum path length consists of 260 characters

Please note the following when creating download files

When creating your self-documentation, please limit the file names to as few characters as possible. For example, you can do this by: