PLO1: Critically evaluate and apply comprehensive knowledge of core business administration domains, including management, operations, organizational behavior, human resource management, accounting, finance, and marketing.

PLO2: Systematically analyze and interpret main economic indicators, key concepts, models, and theories relevant to business processes and organizational functions.

PLO3: Critically evaluate and model the impact of globalization and sustainability principles on the theoretical and practical aspects of international business and strategic management.

PLO4: Communicate professionally in English and Azerbaijani, applying knowledge of the history of Azerbaijan to navigate and lead multidisciplinary and multicultural teams while embedding ethical considerations into business decisions.

PLO5: Synthesize and analyze quantitative and qualitative data to diagnose and resolve complex business problems.

PLO6: Formulate data-driven solutions and construct evidence-based recommendations for organizational improvement.

PLO7: Negotiate strategically with stakeholders and defend business decisions through rigorous justification.

PLO8: Design and execute independent research by applying research methodology, data analysis techniques, and analytical methods to optimize business processes and support evidence-based decision-making.

PLO9: Direct and coordinate diverse teams and interpersonal relations within complex business project environments.

PLO10: Strategically assess internal and external business environments to mitigate risks and propose scalable innovations.

Table 1: Course – Program Learning Outcome (PLO) Matrix – BHOS BBA

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10
English 1				+			+			
Information and communication technologies 1						+		+		
History of Azerbaijan				+						
English 2				+			+			
Information and communication technologies 2						+		+		
Business and academic communication in Azerbaijani				+			+			
Business Essentials	+	+								
Linear algebra and mathematical analysis					+			+		
Career planning	+								+	
Sociology				+					+	
Safety, health and civil protection										+
Introduction to economics		+	+							
Management	+		+							
Probability theory and mathematical statistics					+	+				
Financial accounting	+	+								
Internship 1								+	+	+
Microeconomics		+	+							
Statistics					+	+		+		
Management accounting	+	+								+
Organizational behavior	+					+				
Marketing	+		+							
Macroeconomics		+	+							+
Human Resources Management	+					+			+	
Internship 2								+	+	+
Econometrics					+	+	+			
Business strategies		+	+					+		+
Operations management	+							+	+	
Corporate finance	+					+				+

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10
International business			+	+						
Consumer behavior	+			+						+
Business ethics and social responsibility		+		+					+	
Business communication				+			+		+	
Technology and innovation management						+		+		+
Conflict management	+			+					+	
Customer relationship management	+						+			+
Social entrepreneurship							+			+
Fundamentals of Logistics			+		+					+
Leadership							+		+	
Fundamentals of Entrepreneurship					+		+		+	
Business Law				+						
Tourism management	+	+								
Money, banking and financial markets		+			+					
Banking and Insurance		+			+					
Sales management			+				+			
Advertising	+		+							
Supply chain management			+						+	
Research methods					+	+		+		
Business analytics					+	+		+		
International finance		+	+							
Audit					+					
Corporate governance			+			+				
Tax and taxation	+	+								
Development of new products				+			+			+
Managerial economics		+	+						+	
Software in business management					+	+				
Financial reporting	+	+								
Pricing policy							+			+

	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10
Investment management		+								
Sustainability and Environmental Economics		+	+							
Performance Management	+								+	
Financial statement analysis	+									
Cost management	+				+					
Financial risk management					+					+
Mathematical methods in decision making					+	+	+			
Digital marketing	+		+							
Project management									+	+
AI Applications in Business					+	+		+		
Final Project	+	+			+	+		+		