Outcome Based Learning: Implementation and Challenges

Navjot Hothi1,a)

1Department of Physics, School of Engineering, University of Petroleum and Energy Studies, Dehradun, Uttarakhand-248007, India

*a)Corresponding author:* hothi.navjot@gmail.com

ABSTRACT

Outcome-based learning (OBL) is a student-centric approach that focuses on defining the intended learning outcomes for a course and then designing the learning activities to achieve those outcomes. Course outcomes are specific statements that describe what a student should be able to know, do, or demonstrate after completing a course. The advantages of OBL include improved student engagement, increased motivation, better alignment between learning activities and assessment, and increased accountability for both students and teachers. Key features for successful implementation of OBL in teaching environments include a clear understanding of the learning outcomes, alignment of learning activities with those outcomes, and effective assessment strategies to measure student achievement of the outcomes. Nations across the world have implemented OBL in their education systems to enhance student learning outcomes and to better prepare students for the workforce. In India, the University Grants Commission (UGC) has mandated the implementation of OBL in higher education institutions. Compared to traditional education, OBL is more focused on the development of skills and competencies required for the real world. OBL also emphasizes the importance of continuous assessment and feedback, rather than just one final exam. However, there are also potential disadvantages to OBL, such as a potential decrease in the depth of knowledge gained and a lack of emphasis on exploration and discovery in learning. Additionally, the implementation of OBL can present challenges, such as resistance from educators and the need for a shift in teaching methodologies. Overall, the implementation of OBL can significantly enhance student learning outcomes and prepare students for the workforce. To overcome the challenges of implementation, it is essential to have a comprehensive understanding of the learning outcomes, alignment of learning activities and assessments, and effective communication with students and educators.

**Keywords**: Outcome- Based Learning; Learning Outcomes; Student Centric; Critical Thinking; Feedback

**1. Introduction**

Outcome-based learning (OBL) is an approach to education that focuses on what students are able to accomplish, rather than just what they have learned (Spady, 1995). In this approach, the emphasis is on defining specific, measurable learning goals, or outcomes, that students must achieve in order to demonstrate their mastery of the subject matter (Asim et al., 2021). In outcome-based learning, the process of learning is often tailored to the individual student, and assessment is used to measure not just what has been learned, but how it has been applied in real-world situations. The approach is often used in education settings ranging from primary schools to higher education institutions, and can be applied to a wide range of subjects, from the traditional academic subjects to more practical or vocational subjects. Outcome-based learning aims to provide a more comprehensive and meaningful learning experience, by ensuring that students not only acquire knowledge but also develop the skills, attitudes and values that are necessary for success in the real world (Puteh Salin, 2010).

The concept of outcome-based education (OBE) originated in the United States in the late 1970s and early 1980s, as a response to a perceived lack of focus on student learning and a need for greater accountability in education. The OBE movement was influenced by a number of factors, including advances in educational research, a growing focus on student-centered learning, and a need for educational systems to be more responsive to the changing needs of society (Zhang & Fan, 2019). One of the early pioneers of OBE was a philosopher, psychologist and educator named Benjamin Bloom, who is best known for his work in the field of educational psychology (Larsen et al., 2023) . Bloom's work emphasized the importance of defining specific, measurable educational goals and assessing student learning in terms of what students could do, rather than just what they knew. Another influential figure in the development of OBE was educational researcher and theorist Robert Stake, who developed the concept of "curriculum outcomes," which emphasized the need for education to be structured around clear, measurable goals and objectives (Akir et al., 2012). The OBE movement was driven by a growing recognition that traditional approaches to education were not meeting the needs of all students, and that a more comprehensive and student-centered approach was needed (Chan & Chan, 2009).

**2. Traditional Approach of Teaching**

The traditional approach to teaching, also known as the "teacher-centered" or "didactic" approach, is a method of instruction in which the teacher takes on the primary role of imparting knowledge to students (van den Berg & Schulze, 2014). This approach typically involves lectures, direct instruction, and rote memorization of information. In the traditional approach, the teacher is seen as the authority figure who delivers information to students in a structured and hierarchical manner. The teacher's primary responsibility is to transmit knowledge, while the students' role is to listen and absorb the information being presented. This approach is often characterized by a focus on content mastery, with little emphasis placed on student engagement or critical thinking skills (Vaughn et al., 2021). It is based on the assumption that students are passive learners who need to be told what to learn and how to learn it. While the traditional approach has been the dominant method of teaching for many years, there has been a shift towards more student-centered and experiential approaches in recent decades. These approaches focus on active student participation and engagement, with an emphasis on inquiry-based learning and problem-solving skills.

**3. Course Outcomes/Learning Outcomes**

Outcome based learning requires the development of Course Outcome/Learning Outcomes and their necessary implementation in teaching (Alexander & November, 2010). Course outcomes or learning outcomes are statements that describe what students should be able to know or do as a result of completing a course or program of study. They are a clear and concise description of the skills, knowledge, and abilities that students are expected to acquire or demonstrate as a result of their learning. Learning outcomes serve as a roadmap for both teachers and students, as they provide a clear understanding of what is expected of students and what they can expect to learn. This helps to focus instruction and assessment and ensures that the course or program is aligned with the broader goals and objectives of the educational institution. Learning outcomes are often written using action verbs that describe the behavior or performance that will demonstrate the learning, such as "describe," "analyze," "create," "evaluate," or "solve." They should be measurable, meaning that they can be objectively evaluated using specific criteria, such as exams, projects, or assignment.

In an outcome-based education system, learning outcomes are used to guide and assess student learning throughout the course or program, and to provide evidence of student achievement and mastery of specific skills and knowledge (Bouslama et al., 2003). They help to ensure that the education system is student-centered and focused on meeting the needs and goals of learners, and they provide a framework for continuous improvement and quality assurance.

**4. Advantages of Outcome-Based Learning**

Outcome-based learning (OBL) has several advantages over traditional approaches to education(*The “new Paradigm” of Outcomes-Based Education in Perspective*, n.d.). Some of the key benefits of OBL include:

1. Focus on student learning: OBL places a strong emphasis on what students are able to accomplish, rather than just what they have learned, ensuring that the focus is always on student learning. Outcome-based learning focuses on student learning by setting clear, measurable learning outcomes for each course or module. The aim of OBL is to ensure that students develop the skills and knowledge they need to succeed in their chosen field of study or career. This approach places an emphasis on student-centered learning, where students are actively engaged in the learning process, and are expected to take responsibility for their own learning.

In OBL, the focus is on what the students will be able to do at the end of the learning process, rather than simply what they have learned. This approach ensures that the learning experience is relevant and meaningful to the students, and that they are able to apply what they have learned in real-life situations. OBL is based on the principle that learning is a continuous process that should prepare students for the challenges they will face in their future careers. This approach helps students to develop critical thinking skills, problem-solving skills, and the ability to work independently and collaboratively. One of the key advantages of OBL is that it allows for greater flexibility in the design of learning activities and assessments. This approach encourages teachers to use a variety of teaching methods, including experiential learning, problem-based learning, and collaborative learning. This flexibility ensures that the learning experience is tailored to the needs of individual students, and allows for the development of a wide range of skills and competencies.

2. Measurable outcomes: OBL defines specific, measurable learning goals that students must achieve, providing a clear and objective way to assess student progress. Measurable outcomes are a key feature of Outcome-based learning (OBL) and are essential for effective teaching and learning. Measurable outcomes are statements that describe what students are expected to know, understand, or be able to do by the end of a course or module. These outcomes are specific, observable, and measurable, and serve as the foundation for designing learning activities and assessments. By setting measurable outcomes, OBL ensures that learning is focused and targeted, and that students have a clear understanding of what is expected of them. Measurable outcomes also allow for the assessment of student learning, as they provide a clear framework for evaluating student performance. This allows teachers to identify areas where students may be struggling, and to provide additional support and guidance as needed. Measurable outcomes also help to ensure that learning is aligned with the goals of the course or module, and with the broader goals of the institution or program. This ensures that students are equipped with the skills and knowledge they need to succeed in their future careers, and that the institution is meeting its obligations to its stakeholders.

3. Student-centered approach: OBL is often tailored to the individual student, allowing for a more flexible and student-centered approach to education which places the focus on student learning and achievement. In OBL, the learning outcomes are defined in terms of the knowledge, skills, and attitudes that students are expected to acquire, and these outcomes guide the design of the learning activities and assessments. This approach ensures that the learning experience is relevant and meaningful to the students, and that they are able to apply what they have learned in real-life situations. By focusing on learning outcomes, OBL encourages teachers to use a variety of teaching methods, including experiential learning, problem-based learning, and collaborative learning, to help students achieve the learning outcomes. This approach allows students to take responsibility for their own learning and to engage in the learning process actively. OBL also recognizes that each student has their own learning style, interests, and abilities. Therefore, this approach allows for flexibility in the design of learning activities and assessments, which can be adapted to meet the needs of individual students. This flexibility ensures that the learning experience is tailored to the needs of each student, and that all students have the opportunity to succeed.

4. Real-world relevance: By requiring students to demonstrate their mastery of the subject matter in real-world situations, OBL helps to ensure that the education they receive is relevant and applicable to the challenges they will face in their future careers and are equipped with the necessary skills and knowledge to succeed. The real-world relevance of Outcome-based learning (OBL) is a key aspect of this approach to teaching and learning. OBL focuses on the development of knowledge, skills, and attitudes that are relevant and applicable to the real-world context. The learning outcomes in OBL are defined in terms of the knowledge, skills, and attitudes that students are expected to acquire, and these outcomes are directly linked to the requirements of the real-world context. This approach ensures that the learning experience is relevant to the needs of the students, and that they are able to apply what they have learned in practical situations. OBL also encourages the use of experiential learning, problem-based learning, and other methods that promote active engagement with the real-world context. This allows students to develop critical thinking skills and problem-solving abilities that are essential in the real world.

5. Greater accountability: OBL holds students, educators, and educational institutions accountable for student learning, ensuring that all parties are working together to achieve the desired outcomes. Greater accountability is a key aspect of Outcome-based learning (OBL), which places a strong emphasis on measuring student achievement and ensuring that learning outcomes are met. This approach provides a clear framework for assessing student progress and achievement, which enables teachers and institutions to be held accountable for the quality of education they provide. OBL ensures that student progress can be tracked and evaluated throughout the learning process. This allows for timely intervention and support where needed, to ensure that all students have the opportunity to succeed. Furthermore, the assessment of student achievement in OBL is not only focused on traditional exams and tests but also on the demonstration of skills and knowledge in real-world contexts. This provides a more comprehensive and authentic measure of student achievement and ensures that students are well-prepared for their future careers.

6. Improved critical thinking skills: By requiring students to apply what they have learned in real-world situations, OBL helps to develop critical thinking and problem-solving skills. Improved critical thinking skills are a key feature of Outcome-based learning, which emphasizes the development of higher-order thinking skills. OBL provides opportunities for students to engage in problem-solving, decision-making, and critical thinking activities that are designed to help them develop their analytical and evaluative skills. By setting measurable learning outcomes that emphasize critical thinking, OBL encourages students to engage in activities that require them to analyze and evaluate information, draw conclusions, and make decisions based on evidence. This approach helps to develop students' ability to think critically, which is a highly valued skill in the workforce. Furthermore, OBL encourages the use of experiential learning, problem-based learning, and other active learning strategies that promote critical thinking. These methods require students to apply their knowledge and skills in real-world contexts, which helps to develop their ability to think critically and creatively.

7. Improved retention: By requiring students to demonstrate their mastery of the subject matter in a tangible way, OBL helps to improve retention of the material, as students are more likely to remember what they have learned if they have applied it in a real-world context. Improved retention is a key feature of Outcome-based learning (OBL), which emphasizes the development of long-term understanding and retention of knowledge and skills. OBL focuses on the creation of clear and measurable learning outcomes, which helps students to focus on what they need to learn and how they can achieve it. Moreover, OBL encourages the use of active learning strategies, such as problem-based learning and experiential learning, which are proven to improve retention rates. These methods promote engagement with the learning material, which helps to establish stronger connections in the brain and improve retention. In addition, OBL promotes the use of formative assessments, which provide ongoing feedback to students and help them to identify areas of weakness and strength. This approach allows students to focus on improving their understanding of concepts, which leads to improved retention of knowledge and skills.

Thus, the outcome-based learning approach provides a more comprehensive and meaningful learning experience for students, and helps to ensure that education systems are more responsive to the needs of society and the changing demands of the workplace.

**5. Key Features for Implementation of Outcome Based Learning in Teaching Environment**

Implementing outcome-based learning (OBL) in a teaching environment requires a focus on several key elements, including (Yusof et al., 2017):

1. Defining learning outcomes: The first step in implementing OBL is to define clear, measurable learning outcomes that students must achieve. These outcomes should be based on a thorough analysis of the subject matter, and should take into account the needs and expectations of both students and stakeholders.

2. Designing the curriculum: Once the learning outcomes have been defined, the next step is to design a curriculum that will enable students to achieve these outcomes. This may involve revising existing curricula, or developing new curricula from scratch, depending on the subject matter and the level of education.

3. Assessing student learning: Assessment is a critical component of OBL, as it provides a way to measure student progress and determine whether the desired learning outcomes have been achieved. Assessment should be ongoing and should be used to inform ongoing improvements to the curriculum.

4. Providing feedback: Feedback is an important component of OBL, as it helps students to understand their strengths and weaknesses, and to identify areas where they need to improve. Feedback should be prompt and constructive, and should be used to help students develop the skills and knowledge they need to succeed.

5. Encouraging student engagement: OBL requires a student-center approach to education, which means that students need to be actively engaged in the learning process. This can be achieved by involving students in interactive activities, such as discussion groups, role-playing, and problem-solving exercises.

6. Building a supportive environment: Finally, a supportive learning environment is essential for the successful implementation of OBL. This includes creating a safe and supportive learning community, where students feel free to ask questions and share their thoughts and ideas, and where teachers are available to provide guidance and support.

Implementing OBL can be challenging, but it provides an opportunity for educators to rethink the way they approach teaching and learning, and to create a more meaningful and effective educational experience for their students.

**6. Implementation of Outcome-Based Education by Nations Across the World**

Outcome-based education (OBE) has been implemented in a number of countries around the world (van den Berg & Schulze, 2014), including:

1. South Africa: South Africa was one of the first countries to adopt OBE on a national scale, starting in the late 1990s (Alexander & November, 2010). The South African education system has since undergone several reforms aimed at improving the quality and relevance of education, and OBE has been central to these reforms.

2. Australia: Australia has a long history of implementing OBE, and it has been a key feature of the Australian education system for many years. Australian educators place a strong emphasis on developing critical thinking and problem-solving skills in students, and OBE provides an effective framework for achieving these goals.

3. Canada: Canada has also been a strong advocate of OBE, and it has been implemented in various forms in different provinces and territories. Canadian educators place a strong emphasis on student-centered learning, and OBE provides a flexible and adaptable framework for achieving these goals.

4. United States: The United States has a long history of experimentation with OBE, and it has been adopted in various forms in different states and territories. American educators place a strong emphasis on ensuring that education is relevant and applicable to the needs of the workplace, and OBE provides a flexible and effective framework for achieving these goals.

5. United Kingdom: The United Kingdom has also been a strong advocate of OBE, and it has been implemented in various forms in different regions. British educators place a strong emphasis on ensuring that education is relevant and applicable to the needs of society, and OBE provides a flexible and effective framework for achieving these goals.

These are just a few of the many countries that have adopted OBE in their education systems. The widespread adoption of OBE reflects a growing recognition of the need for education systems to be more responsive to the changing needs of society, and for education to be more relevant and meaningful for students.

**7. Implementation of OBL in India**

Outcome-based learning (OBL) has been gradually introduced in the Indian education system over the past few decades (Jadhav et al., 2020). The National Policy on Education (1986) and the Programme of Action (1992) provided a framework for the introduction of OBL in India, and the country has since made significant strides in implementing this approach to education. One of the key initiatives that has supported the implementation of OBL in India is the National Assessment and Accreditation Council (NAAC), which was established in 1994. The NAAC provides accreditation to educational institutions based on their performance and adherence to educational standards, and it has played an important role in promoting OBL in India.

In recent years, the Indian government has also introduced various reforms aimed at improving the quality of education in the country, and OBL has been a central part of these reforms. For example, the National Skill Development Corporation (NSDC) was established in 2009 to provide training and support for skill development in India, and OBL has been a key feature of the NSDC's approach to education.

The National Board of Accreditation (NBA) has established standards for engineering education in India, which include a focus on the development of measurable learning outcomes (Wadhwa et al., 2015). The NBA has made OBL a key requirement for institutions seeking accreditation, and the All India Council for Technical Education (AICTE) has also emphasized the importance of this approach in improving the quality of education. Many institutions in India are adopting OBL as a means of meeting NBA standards and improving the quality of engineering education in the country (Ravindran & Lenin, n.d.) . OBL is seen as a critical approach to meeting these standards, as it provides a clear framework for defining and assessing learning outcomes. This approach has been adopted by many institutions as a means of improving the quality of education and ensuring that students are well-prepared for their future careers. The NBA has also recognized the importance of OBL and has integrated this approach into its accreditation process. Institutions seeking accreditation are required to demonstrate their commitment to OBL and provide evidence of how they are incorporating this approach into their teaching and learning practices.

In addition, there are various initiatives and programs in India that support the implementation of OBL. For example, the Technical Education Quality Improvement Programme (TEQIP) has been established by the government of India to improve the quality of technical education in the country. The program includes a focus on the development of measurable learning outcomes and the promotion of active learning strategies.

Thereby, India has been gradually implementing OBL over the past few decades, and this approach to education is becoming increasingly important in the country. The Indian government has made significant investments in education, and the introduction of OBL has helped to ensure that education is more relevant and meaningful for students in India.

**8. Difference between Traditional Education and Outcome Based Learning**

Traditional education and outcome-based education (OBL) are two distinct approaches to education, each with its own unique strengths and weaknesses (Akhmadeeva et al., 2013). Some of the key differences between these two approaches include:

1. Focus: Traditional education is often focused on imparting knowledge and memorization of information, while OBL is focused on the development of skills and competencies. In traditional education, students are expected to learn specific facts and figures, while in OBL, students are expected to demonstrate that they can apply what they have learned to real-world situations.

2. Assessment: Traditional education is often assessed through exams and quizzes that test students' knowledge of specific information, while OBL is assessed through the demonstration of skills and competencies in real-world situations. In OBL, assessment is ongoing and is focused on student progress over time, rather than just a one-time exam.

3. Curriculum: Traditional education is often based on a set curriculum that is taught in a sequential and standardized way, while OBL is more flexible and adaptable to the needs of individual students. In OBL, the curriculum is designed to meet the learning outcomes that are most important for a particular group of students, and the emphasis is on student-centered learning.

4. Teacher role: In traditional education, the teacher is often the primary source of information and knowledge, while in OBL, the teacher is a facilitator who helps students to develop the skills and competencies they need to succeed in real-world situations. In OBL, the teacher is also responsible for providing ongoing feedback and support to students as they progress.

5. Learning environment: Traditional education is often based on a lecture-style approach in which students passively receive information, while OBL is based on an active and participatory approach in which students are encouraged to engage in hands-on learning experiences. In OBL, the learning environment is often more flexible and adaptable, allowing students to work at their own pace and focus on the areas where they need the most support.

These are just a few of the key differences between traditional education and OBL. While both approaches have their strengths and weaknesses, OBL is becoming increasingly popular as a way to ensure that education is more relevant and meaningful for students in the 21st century.

**9. Disadvantages of Outcome-Based Learning**

While outcome-based education offers many benefits, there are also some potential disadvantages to consider:

1. Implementation challenges: Implementing OBL can be complex and challenging, particularly in large, centralized educational systems. The development of a clear set of outcomes and the creation of assessment tools that accurately measure student progress can be time-consuming and difficult.

2. Assessment difficulties: Assessing student learning outcomes in OBL can be challenging, particularly when it comes to evaluating complex and abstract skills. The development of valid and reliable assessment tools is crucial for the success of OBL, and this can be a time-consuming and difficult process.

3. Inequity: OBL can result in inequities in educational opportunities, particularly for students who come from disadvantaged backgrounds. Students who have not had the same access to educational resources and support as others may struggle to meet the same learning outcomes, leading to disparities in achievement and opportunities.

4. Resistance to change: The shift to OBL can be met with resistance from some educators and students, particularly those who are used to traditional approaches to education. Overcoming this resistance and building support for OBL can be a major challenge.

5. Resource constraints: Implementing OBL can be expensive, particularly when it comes to the development of assessment tools, training and support for teachers, and the provision of educational resources and support for students.

6. Difficulty in measuring intangible outcomes: Some learning outcomes, such as creativity, critical thinking, and problem-solving, are difficult to measure using traditional assessment methods. This can make it difficult to accurately assess student progress and to determine the effectiveness of OBL in fostering these important skills.

These are just a few of the potential disadvantages of OBL. Despite these challenges, OBL has been shown to be an effective approach to education in many contexts, and it has the potential to provide students with more relevant and meaningful learning experiences.(Rajaee et al., 2013)

**10. Challenges in Implementing Outcome-Based Education**

Implementing outcome-based education (OBL) can be a complex and challenging process, and there are a number of obstacles that schools and educators may face when trying to implement OBL (Rajaee et al., 2013). Some of the most common challenges include:

1. Development of learning outcomes: Developing a clear set of learning outcomes that are relevant, meaningful, and achievable can be a time-consuming and difficult process.

2. Assessment and evaluation: Creating valid and reliable assessment tools that accurately measure student progress against the learning outcomes can be a complex and challenging task.

3. Teacher training and support: Providing teachers with the training and support they need to effectively implement OBL can be time-consuming and expensive.

4. Changing classroom practice: Changing traditional classroom practices to align with OBL can be difficult and may require a significant shift in the way that teachers teach and students learn.

5. Resistance to change: Overcoming resistance from teachers, students, and other stakeholders to the shift to OBL can be a major challenge.

6. Resource constraints: Implementing OBL can be expensive, particularly in terms of the development of assessment tools, training and support for teachers, and the provision of educational resources and support for students.

7. Standardization: Ensuring that OBL is implemented consistently and effectively across a school, district, or even a country can be a major challenge, particularly in large and centralized educational systems.

8. Aligning with other educational initiatives: OBL may need to be aligned with other educational initiatives and policies, such as curriculum development and standardization, teacher training and certification, and assessment and evaluation.

These are just a few of the challenges that schools and educators may face when implementing OBL. Despite these challenges, many schools and educators have found that OBL can be a highly effective approach to education when implemented thoughtfully and with careful attention to the unique needs and context of the students and teachers involved.

**11. Conclusions**

In conclusion, outcome-based learning (OBL) is a student-centric approach that focuses on defining the intended learning outcomes for a course and then designing the learning activities to achieve those outcomes. Course outcomes are specific statements that describe what a student should be able to know, do, or demonstrate after completing a course. The advantages of OBL are numerous and include improved student engagement, increased motivation, better alignment between learning activities and assessment, and increased accountability for both students and teachers. Key features for successful implementation of OBL in teaching environments include a clear understanding of the learning outcomes, alignment of learning activities with those outcomes, and effective assessment strategies to measure student achievement of the outcomes.

Nations across the world have implemented OBL in their education systems to enhance student learning outcomes and to better prepare students for the workforce. India has also implemented OBL in its higher education institutions under the mandate of the University Grants Commission (UGC). Compared to traditional education, OBL is more focused on the development of skills and competencies required for the real world. OBL emphasizes the importance of continuous assessment and feedback, rather than just one final exam. By doing so, it ensures that students are better prepared for the workforce, and can apply their knowledge and skills to real-life situations. However, there are also potential disadvantages to OBL, such as a potential decrease in the depth of knowledge gained and a lack of emphasis on exploration and discovery in learning. Additionally, the implementation of OBL can present challenges, such as resistance from educators and the need for a shift in teaching methodologies.

To overcome the challenges of implementation, it is essential to have a comprehensive understanding of the learning outcomes, alignment of learning activities and assessments, and effective communication with students and educators. It is also important to address the concerns of educators and provide them with appropriate training and resources to ensure successful implementation. Thus, OBL is a student-centric approach that has many advantages in enhancing student learning outcomes and preparing students for the workforce. While it presents challenges in its implementation, these can be overcome with proper planning, communication, and support for educators. As the world continues to evolve, it is important for education systems to adopt innovative approaches such as OBL to ensure that students are prepared for the future.

**References**

Akhmadeeva, L., Hindy, M., & Sparrey, C. J. (2013). OVERCOMING OBSTACLES TO IMPLEMENTING AN OUTCOME-BASED EDUCATION MODEL: TRADITIONAL VERSUS TRANSFORMATIONAL OBE. *Proceedings of the Canadian Engineering Education Association (CEEA)*. https://doi.org/10.24908/pceea.v0i0.4913

Akir, O., Eng, T. H., & Malie, S. (2012). Teaching and Learning Enhancement Through Outcome-Based Education Structure and Technology e-Learning Support. *Procedia - Social and Behavioral Sciences*, *62*, 87–92. https://doi.org/10.1016/j.sbspro.2012.09.015

Alexander, G., & November, I. (2010). Outcomes in South African Higher Education: Imagine that! *Journal of Social Sciences*, *24*(2), 101–109. https://doi.org/10.1080/09718923.2010.11892841

Asim, H. M., Vaz, A., Ahmed, A., & Sadiq, S. (2021). A Review on Outcome Based Education and Factors That Impact Student Learning Outcomes in Tertiary Education System. *International Education Studies*, *14*(2), 1. https://doi.org/10.5539/ies.v14n2p1

Bouslama, F., Lansari, A., Mahmoud Al-Rawi, A., & A. Abonamah, A. (2003). A Novel Outcome-Based Educational Model and its Effect on Student Learning, Curriculum Development, and Assessment. *Journal of Information Technology Education: Research*, *2*, 203–214. https://doi.org/10.28945/323

Chan, A., & Chan, C. (2009). A new outcome‐based curriculum: Its impact on student core competence. *Journal of Applied Research in Higher Education*, *1*(2), 24–32. https://doi.org/10.1108/17581184200900011

Jadhav, M. R., Kakade, A. B., Jagtap, S. R., & Patil, M. S. (2020). Impact assessment of outcome based approach in engineering education in India. *Procedia Computer Science*, *172*, 791–796. https://doi.org/10.1016/j.procs.2020.05.113

Larsen, E., Jensen-Clayton, C., Curtis, E., Loughland, T., & Nguyen, H. T. M. (2023). Re-imagining teacher mentoring for the future. *Professional Development in Education*, 1–15. https://doi.org/10.1080/19415257.2023.2178480

Puteh Salin, A. S. A. (2010). *Outcome-based learning and modified problem-based learning for accounting education*.

Rajaee, N., Junaidi, E., Taib, S. N. L., Salleh, S. F., & Munot, M. A. (2013). Issues and Challenges in Implementing Outcome Based Education in Engineering Education. *International Journal for Innovation Education and Research*, *1*(4), 1–9. https://doi.org/10.31686/ijier.vol1.iss4.121

Ravindran, D., & Lenin, N. (n.d.). *Adoption of Outcome Based Education in Engineering Education during Transition Stage*.

Spady, W. (1995, April 1). *Outcome-based education: Critical issues and answers*. https://www.semanticscholar.org/paper/Outcome-based-education-%3A-critical-issues-and-Spady/01f1d6340e508a417868bb0969508cdc5a32138a

*The “new paradigm” of outcomes-based education in perspective*. (n.d.). Journal of Family Ecology and Consumer Sciences = Tydskrif Vir Gesinsekologie En Verbruikerswetenskappe. Retrieved March 18, 2023, from https://journals.co.za/doi/10.10520/AJA03785254\_98

van den Berg, G., & Schulze, S. (2014). Teachers’ sense of self amid adaptation to educational reform. *Africa Education Review*, *11*(1), 59–76. https://doi.org/10.1080/18146627.2013.853567

Vaughn, M., Wall, A., Scales, R. Q., Parsons, S. A., & Sotirovska, V. (2021). Teacher visioning: A systematic review of the literature. *Teaching and Teacher Education*, *108*, 103502. https://doi.org/10.1016/j.tate.2021.103502

Wadhwa, S., Barlow, A., & Jadeja, S. (2015). Activity Based Learning: Overcoming Problems in Implementing OBE in Engineering Education During Transition Phase. *Volume 5: Education and Globalization*, V005T05A006. https://doi.org/10.1115/IMECE2015-50210

Yusof, R., Othman, N., Norwani, N. M., Ahmad, N. L. B., & Jalil, N. B. A. (2017). Implementation Of Outcome- Based Education (OBE) In Accounting Programme In Higher Education. *International Journal of Academic Research in Business and Social Sciences*, *7*(6), Pages 1186-1200. https://doi.org/10.6007/IJARBSS/v7-i6/3352

Zhang, G., & Fan, L. (2019). Research on the Effectiveness of Outcome-Based Education in the Workplace Communication Curriculum of Undergraduates. *Proceedings of the 2019 3rd International Conference on Education, Economics and Management Research (ICEEMR 2019)*. Proceedings of the 2019 3rd International Conference on Education, Economics and Management Research (ICEEMR 2019), Singapore. https://doi.org/10.2991/assehr.k.191221.058