

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**NATIONAL AVIATION UNIVERSITY**  
 Faculty of Transport, Management and Logistics  
 Management of Foreign Economic Activity of Enterprises Department

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 « \_\_\_\_ » \_\_\_\_\_ 2021

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 « \_\_\_\_ » \_\_\_\_\_ 2021



Quality Management System


**COURSE TRAINING PROGRAM**  
 on  
**“Business Process Management in International Environment”**

Educational and Professional Program: “Management of Foreign Economic Activity”  
 Field of study: 07 “Management and Administration”  
 Specialty: 073 “Management”

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Laboratory	Self-study	HW/CGP/C	TP/CP	Form of semester control
Full-time	5	150 / 5.0	34	34	-	82	-	1 TP - 5 s.	Examination – -5 s.

Index CB-7-073-2 / 21-2.1.28

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The Course Training Program on “Business Process Management in International Environment“ is developed on the basis of the Educational and Professional Program “Management of Foreign Economic Activity”, the Bachelor Curriculum № CB-7-073-2/2, Extended Bachelor Curriculum № ECB-7-073-2/21 for the Specialty 073 “Management” and corresponding normative documents.

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The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program “Management of Foreign Economic Activity”, Specialty 073 “Management” – Management of Foreign Economic Activity of Enterprises Department, Minutes № \_\_\_\_\_ of “\_\_\_\_\_” \_\_\_\_\_ 2021.

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Vice Rector on International  
Collaboration and Education

\_\_\_\_\_ Zarubinska I.  
« \_\_\_ » \_\_\_\_\_ 2021.

Document level – 3b

The Planned term between revisions – 1 year

**Master copy**

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## INTRODUCTION

The Course Training Program (CTP) of the subject "Business Process Management in International Environment" is based on the "Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study", approved by the order of the rector № 249/ОД. of 29.04.2021 and corresponding regulatory documents.

### 1. EXPLANATORY NOTES

#### 1.1. Place, objectives, tasks of the subject

This subject is the theoretical and practical basis of the set of knowledge and skills that form the profile of a management specialist.

**The purpose** teaching the subject is the formation of future professionals in modern management thinking and a system of specialized knowledge in business process management in an international environment, including conceptual mastery of the theory of process approach in organizational management, mastery of formulation, modeling and documented description of business processes.

**Tasks** the study of the subject is:

- obtaining a holistic view of the essence of the process approach to enterprise management;
- study of the classification of business processes, as well as the categorical apparatus;
- study of modeling technology and procedures for describing business processes of the enterprise;
- study of organizational design skills;
- acquisition of practical skills in choosing methods of analysis of business processes of the enterprise;
- formation of the ability to improve the business processes of the enterprise;
- acquiring the ability to design business processes of the enterprise in an international environment.

#### 1.2. Learning outcomes that make it possible to achieve academic subject.


As a result of studying the subject the student must achieve the following learning outcomes:

- implement a process approach;
- describe business processes and build their models;
- identify the factors that determine the state of the business process;
- to carry out documentation and controlling of processes;
- determine the cost of ensuring the quality of processes;
- evaluate the efficiency and effectiveness of business processes;
- absorb areas for troubleshooting;
- implement corrective and preventive actions;
- plan activities to improve business processes;
- carry out analysis and quality control of the project;
- to monitor the prevention of crisis phenomena by a system of indicators and criteria, to identify and analyze the possible impact of risk factors on the performance of the enterprise - the subject of foreign economic activity.

#### 1.3. Competences that make it possible to acquire the subject.

As a result of studying the subject the student must acquire the following competencies:

- knowledge of theoretical principles and cause-and-effect relations in organizations, to analyze and generalize material in a certain system, to compare facts on the basis of knowledge obtained from different sources;

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- plan the work of the organization, its departments and employees;
- ability to manage the organization and its departments through the implementation of management functions;
- knowledge of effective management methods (economic, administrative, socio-psychological);
- the ability to assess the foreign economic activity of the enterprise and find appropriate ways to improve it;
- knowledge of tools for improving and developing the management system of the enterprise, in particular, taking into account world experience;

#### **1.4. Interdisciplinary connections.**

The subject "Business Process Management in International Environment" is based on knowledge of such subjects as: "Management", "Information Systems and Technologies", "International Economic Relations" and is the basis for the study of further subjects, namely: "Communication Management", "Management of Startup Projects", "Information systems in Management" and others.

## **2. PROGRAM OF THE COURSE**

### **2.1. The content of the subject.**

Training material is structured according to the module principle and consists of two educational modules:

- **Module № 1 "Theoretical principles of Business Process Management"**
- **Module № 2 "Business process planning in International Environment"**,

that are logically complete, relatively independent, holistic part of the subject, learning of which provides module test and analysis of its performance.

A separate (third) module (educational component) is a Term Paper (TP), which is performed in 5 semesters. TP is an important component of consolidation and deepening of theoretical and practical knowledge and skills acquired by students in the process of mastering the educational material of the subject.

### **2.2. Modular structuring and integrated requirements for each module.**


#### **Module № 1 "Theoretical principles of Business Process Management"**

**Integrated module requirements № 1:** analyze the results of the organization, compare them with the factors of the external and internal environment on the internal and external components of business processes; determine the prospects for the development of the organization; manage the organization and its divisions through the implementation of system and process approaches in the management of enterprises; to carry out proactive control of a condition of business processes.

#### **Topic 1. General characteristics of the process approach to enterprise Management.**

Subject, tasks and structure of the course "Business Process Management in International Environment." The content of the main terms and definitions in business process management. The content of the concepts of function and process.

Prerequisites and genesis of the formation of a functional approach to enterprise management. Advantages and disadvantages of the functional approach. The essence and principles of the process approach. Business process structure. Signs of the process. Advantages and disadvantages of the process approach. Comparative analysis of functional, process, process-functional approaches. Communication of main and auxiliary processes. Executors of the process. Types of inputs and outputs. Functions of the process owner. Process parameters.

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Application of the process approach in building the organization. Organization management according to M. Porter's business process chain model. Product life cycle processes. Creating value in the production process.

### **Topic 2. General characteristics of business process management.**

Decomposition of the process. The level of detail of the process. Interrelation of processes. The connection of the process with external and internal processes. The relationship of departments in the functioning of the process. Process matrix. Procedure for implementing a process approach.

Classification of business processes. The recommended list of business processes in building an organization management model. Business process description algorithm. Methodology for describing the business processes of the organization. IDEF0 notation and recommendations for its use. Planning Process Requirements (PDCA) ..

ISO standard. Model of quality management system based on a process approach. Stages of process management. Deming-Schuhart cycle. Stages of process planning. Scheme and components of process management. The added value of the process. Process requirements according to ISO standards. Process support structure. Process quality management.

### **Topic 3. Documentation and methodology of business process description.**

The role of senior management in business process management. The structure of the regulations of the business process. Organizational and structural map of the business process.

Experience in using a process approach in developing enterprise management models. Levels of documentation. Composition of documentation according to ISO. Description of processes. Stages of documentation.

IDEF family methodologies. IDEF0 functional modeling methodology. IDEF3 process modeling method. Modeling information flows IDEF1. IDEF1x - methodology for constructing relational structures. IDEF2 - methodology for dynamic modeling of system development. IDEF3 - process documentation methodology. IDEF4 - methodology for building object-oriented systems. IDEF5 - methodology of ontological research of complex systems.

### **Topic 4. Monitoring, control and analysis of the state of business processes.**

Guide to business process management. The role of senior management in business process management. Goals and policies of business process management in the organization.


Model of balanced indicators of business efficiency assessment. R. Norton and D. Kaplan. Logical connections between the components of the organization "finance - customer relations - internal business processes - staff".

Methods of identification of key business processes and the formation of criteria for assessing their condition.

Indicators of the state of processes. Indicators of product processes. Customer satisfaction indicators of the process Preventive and corrective actions in the management of the organization.

### **Module № 2 "Business Process Planning in International Environment"**

**Integrated module requirements № 2:** be able to identify key factors for the business process of the enterprise in the international environment; systematically understand the economic activity of the enterprise; act socially responsibly and consciously; choose and use modern tools for business process management of the enterprise; create and organize effective communications in the process of

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business process management; to form reasonable optimal management decisions; find the best ways to improve its business processes in the international environment.

### **Topic 5. Requirements for the planning process in the system of International Environment**

Planning procedure, its purpose, objectives and effectiveness. Modeling of the international environment. The process of goal formation in the international environment. System of plans. Models and algorithms of the planning process. Preventive and corrective actions in the management of the organization. Advantages and disadvantages of process management over functional.

Model of balanced indicators of business efficiency assessment in the international environment as a planning tool. Business process chain. Map of balanced business performance indicators.

Logical connections between the components of the organization "finance - customer relations - internal processes - staff". Map of strategic goals and evaluation criteria. Financial prospects. Prospects for the development of relations with the consumer. Prospects for the state of internal business processes. Prospects for staff training and development.

Budgeting as a modern approach to business management controlling in an international environment. Budget system.

### **Topic 6. Business processes related to the implementation of the production function of enterprises in International Environment**

M. Potter's model "Determinants of competition intensity in the industry" for the analysis of the international environment. A systematic approach to business process modeling. Production function of the enterprise as a business process system: basic, auxiliary and service processes. Functional and information model. Components of the internal environment of the enterprise as customers in the business process. Duration of the production cycle, speed of information processing, use of capital, internal and external services, product quality, staff development.

Development of a visual model of production management. Key indicators for assessing the state of business processes "Production Management", "Financial Analysis and Accounting" and "Personnel Management". The main components of the business process "Personnel Management" according to the requirements of ISO-9001: 2008. The process of "Manage personnel" as a set of sub-processes (organizational and managerial actions). Indicators for assessing the state of the business process "Manage personnel".

### **Topic 7. Business processes related to the sale of goods in International Environment**


Life cycle business process chain. Business Process Chain "Sales Management".

Description of business processes at the stage of product sales: supply, sales and marketing. Tasks of commercial intermediaries in the business processes of the distribution system (sales channels) in the international environment.

Models of management of trade and commercial activity. Management functions and business processes in a retail trading company Key prerequisites for the success of modeling a business management system. Indicators for assessing the state of business processes "sales-supply-trade"

### **Topic 8. Modern approaches and technologies in the optimization of business processes in International Environment**

The concept of "development" of economic processes. The concept of "sustainable

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development" in economic processes. Advantages and disadvantages of the approach of "sustainable development" in relation to the approach of "innovative development" in the management of the enterprise.

Innovative processes as a means of ensuring the competitiveness of enterprises. Corporate social responsibility as a means of ensuring sustainable development of enterprises. Stakehold management as a technology for identifying and leveling threats to the stability of business processes in the international environment.

Marketing information system (MIS) in enterprise management. The concept of optimality in management decisions. MIS as a technology of optimization in management decisions. Website of the enterprise as an Internet component of MIS. Features of business processes in e-commerce in the international environment.

### **Module № 3 "Term Paper".**

In the fifth semesters students perform Term Paper (TP), in accordance with the approved methodological recommendations, in order to consolidate and deepen the theoretical and practical knowledge and skills acquired by the student in the process of mastering the material of the subject. in the field of management and administration, which are used later in the study of many subsequent subjects of professional training with basic and complete higher education

Implementation of the TP is an important step in preparing for participation in student conferences, the implementation of the thesis of the future specialist in the field of management and administration.


The specific purpose of the TP is to create a comprehensive model of the business process (main, additional and ancillary) in the management of the organization that carries out economic activities in the international environment. The tasks differ in their options.

To successfully perform the TP, the student must know the methods of organization management, be able to determine the causal links in organizations; know the technology of formalization of business processes, know the classification of business processes, the processes of preparation, adoption and implementation of management decisions taking into account the action of the human factor in the business processes of the organization; features of the relationship between the strategy and management structure of the organization; technology of designing organizational management structures; to analyze and generalize information material in the structure of the economic system, to compare facts on the basis of knowledge obtained from different sources; independently conduct research on the internal and external environment of the organization;

Execution, registration and protection of TP is carried out by the student individually according to methodical recommendations.

The time required to perform the TP - up to 30 hours of self-study work.




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### 2.3. Training schedule of the subject

№ cf.	Topic (thematic section)	Total, hours			
		Total	Lectures	Practicals	Self-study
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
<b>Module № 1 "Theoretical principles of Business Process Management"</b>					
		<b>5th semester</b>			
1.1.	General characteristics of the process approach to enterprise management	14	2 2	2 2	6
1.2.	General characteristics of business process management	14	2 2	2 2	6
1.3.	Documentation and methodology of business process description	14	2 2	2 2	6
1.4.	Monitoring, control and analysis of the state of business processes	12	2 2	2	6
1.5.	Modular control work № 1	4	-	2	2
<b>Total for the module № 1</b>		<b>58</b>	<b>16</b>	<b>16</b>	<b>26</b>
<b>Module № 2 "Business Process Planning in International Environment"</b>					
		<b>5th semester</b>			
2.1.	Requirements for the planning process in the system of International Environment	14	2 2	2 2	6
2.2.	Business processes related to the implementation of the production function of enterprises in International Environment	16	2 2 2	2 2	6
2.3.	Business processes related to the sale of goods in International Environment	14	2 2	2 2	6
2.4.	Modern approaches and technologies in the optimization of business processes in International Environment	14	2 2	2 2	6
2.5.	Modular control work № 2	4	-	2	2
<b>Total for the module № 2</b>		<b>62</b>	<b>18</b>	<b>18</b>	<b>26</b>
<b>Total for 5 semesters</b>		<b>120</b>	<b>34</b>	<b>34</b>	<b>52</b>
<b>Module № 3 " Term Paper"</b>					
3.1.	<b>Term Paper</b>	30	-	-	30
<b>Total for the module № 3</b>		<b>30</b>	<b>-</b>	<b>-</b>	<b>30</b>
<b>Total for the subject</b>		<b>150</b>	<b>34</b>	<b>34</b>	<b>82</b>

### 2.4. Questions list for the examination

The list of questions and content of tasks for preparation for the examination are developed by the leading teachers of the department in accordance with the course training program, approved at the meeting of the department and distributed among students.

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### 3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

#### 3.1. Teaching methods

It is recommended to use the following teaching methods during mastering the subject:

- explanatory and illustrative method;
- method of problem presentation;
- reproductive method;
- research method.

The implementation of these methods are carried out during lectures, practicals, independent problem solving, work with educational literature, etc.

#### 3.2. Recommended Books

##### Basic literature

3.2.1. Ареф'єва, О. В. Бізнес-процеси підприємств сфери послуг: фактори, формування, конкурентоспроможність [Текст] : [монографія] / О. В. Ареф'єва, Т. В. Луцька; Європейський ун-т. – К. : Вид. Європейського ун-ту, 2009. – 96 с.

3.2.2. Дафт Р.Л. Менеджмент / Р.Л. Дафт. – [6-е изд.]. — СПб. : Питер, 2004. — 864с.

3.2.3. Мостенська Т.Л. Менеджмент : підруч. / Т.Л. Мостенська, В.О. Новак, М.Г. Луцький, М.А. Міненко. — К. : Сузір'я, 2012. — 690с.

3.2.4. Мельниченко С. В. Управління бізнес-процесами в туризмі [Текст] : монографія / С. В. Мельниченко, К. А. Шеєнкова ; Київ. нац. торг.-екон. ун-т. – Київ : КНТЕУ, 2015. – 263 с.

3.2.5. Нетепчук В.В. Управління бізнес-процесами: навч. посіб. – Рівне:НУВГП, 2014. – 158с.

3.2.6. Управління якістю бізнес-процесів на підприємстві : монографія /Л. Г. Шемаєва, К. С. Безгін, К. Г. Наумік, В. В. Ушкальов. – Х. : ХНЕУ, 2009. – 239 с.

3.2.7. Arsanjani Ali, Borgenstrand Magnus, Schume Phillipp, Bharade Nakul/ Business Process Management : Design Guide. Publisher: IBM. 2020. 460 pages.

3.2.8. Bianca Scholten . MES Guide for Executives: Why and How to Select, Implement, and Maintain a Manufacturing Execution System. Published by International Society of Automation, 2019. 209 Pages.

3.2.9. Julia Sloan. Learning to Think Strategically. Published by Routledge, 2019. 326 Pages

3.2.10. John M. Nicholas, Herman Steyn. Project Management for Engineering, Business and Technology. Published by Routledge, 2020. 754 Pages

3.2.11. Mike Nager. Smart Manufacturing Terms You Need to Know! Published by Industrial Insights LLC, 2021. 168 Pages

##### Additional literature

3.2.12. Кизим М. О. Збалансована система показників : [монографія] / М. О. Кизим, А. А. Пилипенко, В. А. Зінченко. – Х. : ВД "ІНЖЕК", 2007. – 192 с.

3.2.13. Колесник М.В. Особливості реалізації проактивних стратегій в електронному бізнесі як прояв інноваційної діяльності. / М.В. Колесник, В.Є. Командровська, О.Я. Ярмолук Економічний аналіз: зб.наук.праць. – Тернопіль: ТНЕУ, 2013. - Том 14. - №3. – С.56-64.

3.2.14. Командровська В.Є. Управління бізнес-процесами клієнтоорієнтованості компанії. Причорноморські економічні студії: зб.наук.праць. – Одеса: Причорноморський науково-дослідний інститут економіки та інновацій, 2019. Вип.48. Частина 2. С.62-66.

3.2.15. Князева Т.В. Системний підхід в стратегічному маркетингу та управлінні бізнес-процесами. Проблеми та перспективи забезпечення стабільного соціально-економічного розвитку: зб. наук. праць Донецького державного університету управління, сер. «Економіка». Т. XIX, Вип. 309. Маріуполь, ДонДУУ, 2018. С. 77-84

3.2.16. Елиферов В.Г., Рєпин В.В., Бизнес-процессы: регламентация и управление: Учебник. - М.: ИНФРА-М, 2006. - 319с.


#### 3.3. Information resources on the Internet

3.3.1. Адміністративно-управлінський Інтернет-портал – Access mode: [www.aup.ru](http://www.aup.ru).

3.3.2. Автоматизоване управління бізнес-процесами підприємства. – Access mode: <http://inteltech.kiev.ua/uk/blogs/avtomatyzovane-upravlinnya-iznesprocesamy-pidpruyemstva>

3.3.3. Журнал «Теорія і практика управління соціальними системами». – Access mode: [http://www.nbu.gov.ua/portal/Soc\\_Gum/Tipuss/index.html](http://www.nbu.gov.ua/portal/Soc_Gum/Tipuss/index.html)

3.3.4. Інтернет-портал для управлінців. – Access mode: [www.management.com.ua](http://www.management.com.ua)

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- 3.3.5. Комплексне управління бізнес-процесами. – Access mode: <http://www.kubp.com.ua>
- 3.3.6. IDEF, Integration DEFinition methods веб-сайт. – Access mode: <http://www.idef.com>.
- 3.3.7. Постановка цілей по SMART. – Access mode: <https://goal-life.com/uk/smart-cil>
- 3.3.8. Як зробити аналіз ринку, щоб відкрити свій інтернет-магазин. – Access mode : <https://neoseo.com.ua/uk/kak-sdelat-analiz-rynka>

#### 4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT


4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

Kind of Academic Activities	Max Grade
	Full-time form
	<b>Module № 1</b>
1	2
Carrying out tasks in practical classes	<b>5th semester</b>
	$4 b \times 6 = 24$
Carrying out test tasks	$3 b \times 2 = 6$
<i>For carrying out module test № 1, a student must receive not less than</i>	18
Carrying out of modular control work № 1	10
<b>Total for module № 1</b>	40
	<b>Module № 2</b>
Carrying out of tasks in practical classes	<b>5th semester</b>
	$4 b \times 6 = 24$
Carrying out of test tasks	$6 b \times 1 = 6$
<i>For carrying out module test № 2, a student must receive not less than</i>	18
Carrying out of modular control work № 2	10
<b>Total for module № 2</b>	40
	<b>Examination</b>
	<b>20</b>
<b>Total for subject</b>	<b>100</b>
	<b>Module № 3</b>
Term Paper	60
<b>Term Paper</b> defense	<b>40</b>
<b>Execution and defense of Term paper</b>	<b>100</b>

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The final modular rating obtained by the student on the results of the completion and term

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paper, in addition to the module control information, is also entered into the Diploma Supplement, for example: **92 / Ref. / A, 87 / Good / B, 79 / OK / C, 68 / Sat / D, 65 / Sat / E**, etc..

4.4. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.5. Total Semester Grade equals to the sum of the Semester Module Grade and the Examination Grade, which is transferred in grades of National Scale and ECTS grades.

4.6. The Total Semester Grade is entered into the Examination Register, educational cards and into a student's record book in values, National Scale grades, and ECTS Scale grades, for example: **92/Excellent/A, 87/Good/B, 79/Good/C, 68/Sat./D, 65/Sat./E**, etc.

4.7. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.

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(Ф 03.02–01)

**АРКУШ ПОШИРЕННЯ ДОКУМЕНТА**

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки

(Ф 03.02–02)

**АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ**

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02–04)

**АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ**

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02–03)

**АРКУШ ОБЛІКУ ЗМІН**

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02–32)

**УЗГОДЖЕННЯ ЗМІН**

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				