

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

AGREED

Dean of the Faculty of Economics and Business
Administration

_____ Svitlana PETROVSKA

«___» _____ 2024

APPROVED

Vice-Rector for Academics

_____ Anatolii POLUKHIN

«___» _____ 2024



Quality Management System

COURSE TRAINING PROGRAM

on

“Project Management”

Educational and Professional Program:

“Marketing”

Field of study:

07 “Management and Administration”

Specialty:

075 “Marketing”

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/CGP/C	TP/CP	Form of semester control
Full-time	7	120/4,0	34	17	69	-	-	Graded test – 7 s.

Index: CB-6-075-1/21-3.11

QMS NAU CTP 19.06-01-2024



The Course Training Program on “Project Management” is developed on the basis of the Educational and Professional Program “Marketing”, Bachelor Curricula № CB-6-075-1/21 and Bachelor Extended Curricula № ECB-6-075-1/21 for the Specialty 075 “Marketing” and corresponding normative documents.

Developed by:

Professor of the Management of Foreign Economic
Activity of Enterprises Department _____ Oleksandr NAUMOV

The Course Training Program was discussed and approved by the Management of Foreign Economic Activity of Enterprises Department, Minutes № _____ of “_____” _____ 2024.

Head of the Department _____ Oksana KYRYLENKO

The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program “Marketing”, Specialty 075 “Marketing” – Marketing Department, Minutes № _____ of “_____” _____ 2024.

Guarantor of Educational and Professional Program _____ Viktor SIBRUK

Head of the Department _____ Kyryl ASTAKHOV

Vice Rector on International
Collaboration and Education

_____ Iryna ZARUBINSKA
«___» _____ 2024

Document level – 3b

The Planned term between revisions – 1 year

Master copy



CONTENTS

Introduction	4
1. Explanatory notes	4
1.1. Place, objectives, tasks of the subject	4
1.2. Learning outcomes the subject makes it possible to achieve	4
1.3. Competences the subject makes it possible to acquire	5
1.4. Interdisciplinary connections	5
2. Course training program on the subject	5
2.1. The subject content	5
2.2. Modular structuring and integrated requirements for each module	5
2.3. Training schedule of the subject	8
3. Basic concepts of guidance on the subject	9
3.1. Teaching methods	9
3.2. List of references (basic and additional)	9
3.3. Internet information resources	10
4. Rating system of knowledge and skills assessment	10



INTRODUCTION

The Course Training Program (CTP) on “Project Management” is developed 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

The subject is the theoretical basis of the set of knowledge and skills that form the profile of a specialist in the field of management of enterprises and organizations of various forms of ownership.

The **purpose** of teaching the subject is to equip students with theoretical knowledge and practical skills in the field of project management, to develop the necessary competencies for effective project management in various fields, to adapt and implement project solutions in practice in times of crisis, to master the practice of making effective project decisions in situations of uncertainty and risk, to ensure their competitiveness in the global labor market in the field of organization management, which will allow them to make a positive

The tasks of studying the subject are:

- to study the theoretical foundations of project management in the current conditions of enterprise activity;

- to learn how to initiate, develop, implement and evaluate the effectiveness of investment and innovation projects for the strategic development of the enterprise;

- to acquire skills in making, justifying and ensuring the implementation of project decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;

- to master the methods of project efficiency and risk assessment, which make it possible to justify project decisions;

- to study approaches and methods of scientific, technical and economic expertise of projects;

- to acquire knowledge in the field of project implementation support, monitoring and control of their effective implementation.

1.2. Learning outcomes the subject makes it possible to achieve

As a result of studying the subject, the student must acquire the following must achieve such **learning outcomes**:

PLO1. Demonstrate knowledge and understanding of the theoretical foundations and principles of marketing activities.

PLO2. Analyze and predict market phenomena and processes based on the application of fundamental principles, theoretical knowledge and applied skills of marketing activities.

PLO3. Apply the acquired theoretical knowledge to solve practical problems in the field of marketing.

PLO4. Collect and analyze the necessary information, calculate economic and marketing indicators, justify management decisions based on the use of the necessary analytical and methodological tools.


PLO6. Identify the functional areas of marketing activities of a market entity and their interrelationships in the management system, calculate the relevant indicators that characterize the effectiveness of such activities.

PLO9. To assess the risks of marketing activities, to establish the level of uncertainty of the marketing environment in making management decisions.

PLO11. Demonstrate the ability to apply an interdisciplinary approach and perform marketing functions of a market entity.

PLO14. Perform functional duties in the group, offer sound marketing solutions.

PLO20. To master the methods of information and analytical data processing with the help of which to solve practical marketing problems.

	Quality Management System. Course Training Program on “Project Management”	Document Code	QMS NAU CTP 19.06-01-2024
		page 5 of 14	

PLO23. To predict effective demand, identify promising target segments of consumers, justify innovative methods of managing the product, pricing, sales, and communication policies of the enterprise in all types of markets.

PLO24. To have innovative methods of collecting, analyzing and forecasting financial and economic results of enterprises in the consumer and industrial markets, to justify economic and financial decisions based on the use of methods and tools for accounting, analysis, control, audit and taxation of economic activities of enterprises.

1.3. Competences the subject makes it possible to acquire

As a result of studying the subject, the student must acquire the following **competences**:

GC3. Ability to think abstractly, analyze and synthesize.

GC4. Ability to learn and master modern knowledge.

GC6. Knowledge and understanding of the subject area and understanding of professional activities.

GC7. Ability to apply knowledge in practical situations.

GC8. Ability to conduct research at the appropriate level.

GC9. Skills in the use of information and communication technologies.

GC11. Ability to work in a team.

GC12. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge / types of economic activity).

PC1. Ability to logically and consistently reproduce the acquired knowledge of the subject area of marketing.

PC2. Ability to critically analyze and summarize the provisions of the subject area of modern marketing.

PC3. Ability to use the theoretical provisions of marketing to interpret and predict phenomena and processes in the marketing environment.

PC5. Ability to correctly apply marketing methods, techniques and tools.

PC6. Ability to conduct marketing research in various areas of marketing activities.

PC7. Ability to determine the impact of functional areas of marketing on the results of economic activity of market participants.

PC8. Ability to develop marketing support for business development in conditions of uncertainty.

PC13. Ability to plan and implement effective marketing activities of a market entity in a cross-functional context.

PC16. Ability to demonstrate knowledge and understanding of information and analytical methods that have practical application in the market environment and realize a close connection analytics and forecasting of financial and economic results of the enterprise.

PC18. Ability to choose and use innovative methods, tools to justify decisions on the creation, functioning of management structures, to understand the peculiarities of the modern world and national economy, to justify the directions of social, domestic and foreign economic policy of the state and to acquire a holistic outlook in understanding global processes that reveal the patterns of further transformational changes and allow to make timely and effective marketing decisions.

PC20. Ability to conduct analytical processing of the results of financial and economic activities of enterprises and identify financial and marketing risks, analyze and structure economic phenomena and consequences in terms of modern theoretical, organizational and methodological foundations of accounting and taxation

PC21. Ability to collect, process, analyze and interpret the necessary data for effective marketing activities of aviation enterprises.

1.4. Interdisciplinary connections

The subject "Project Management" is based on the knowledge of such disciplines as: "Economics of economic activity of market relations subjects", "Marketing", "Business planning and budgeting", "Marketing research" and is the basis for studying further disciplines, namely: "Hedging marketing risks", "Holistic Marketing", "Analytics in Marketing" and others.



2. COURSE TRAINING PROGRAM ON THE SUBJECT

2.1. The subject content

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

- **Module № 1 “Project Management”**,
- **Module № 2 “Project Risk Management”**,

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

2.2. Modular structuring and integrated requirements for each module

Module № 1 “Project Management”

Integrated requirements to the module № 1: understand the theoretical foundations of project management in modern conditions; develop, implement and evaluate the effectiveness of investment and innovation projects; make effective use of resources in the organization, be able to organize and control the implementation of the production program, conduct research to develop and implement the economic policy of the enterprise, organize and control project activities; generate new ideas and implement them in the project activities of the organization.

Topic 1. Project management in the management system of organizations.

The essence of project activity: concept, main characteristics, classification of projects. Project management as a specific branch of management. Goals, processes and functions in project management. Characteristics of the project management model. Environment and project participants. Project life cycle. Justification of project feasibility and effectiveness. Organizational structures of project management. Development of the project concept. Structure of project analysis. Justification of project feasibility. Evaluation of project performance. Basic principles of creating a project organizational structure. The main forms of project structures.

Topic 2. Project planning as a component of project management.

Project planning system. Development of a project management plan. Characteristics of project content management. The essence and functions of project structuring. Directions of project structuring. Planning of terms and deadlines for project implementation. Principles of project timing management. Organizational and technological models of project planning. Grid planning of projects. Features of grid planning under conditions of uncertainty. Development of the project schedule. Project resource management. Resource planning of the project. Project cost planning. Methods of calculating the cost of the project. Determination of the project budget.

Topic 3. Staffing of project implementation.

Human resource management processes of the project. Organizational culture of the project. Formation of the project team. Project team management processes. Motivational aspects of team work. Conflict management in projects. Communication and information management of the project. Communication management processes in project implementation. Project management information system. Software and hardware project management tools. Automation of project management.

Topic 4. Controlling the timing and timing of the project.

The content of controlling the processes of project implementation. Model of project planning and control. Requirements for a project control system in foreign economic activity. Project control system. Evaluation of project activities. Monitoring of project performance. Methods of monitoring the actual performance of work. Tools for monitoring project implementation. Controlling the cost of project work. The main indicators of the mastered volume method. The essence of the basic concepts of Earned Value. Change management and project completion. Completion of the project. Exit from the project.



Topic 5. Project quality management.

The concept of quality in the context of project management. Differences between project quality and product quality. The main measures of project quality. The concept of project quality management. Methods of quality management. Quality management processes. Project quality management planning. Methods of quality planning in projects. Project quality assurance. Tools and methods of project quality assurance. Project quality control. Tools and methods of project quality control.

Module № 2. “Project Risk Management”.

Integrated requirements to the module № 2: understand the basics of risk theory and decision-making in conditions of risk and uncertainty; use the methods of analysis, control, diagnosis and planning of project activities; understand the basics of making effective project decisions in situations of uncertainty and risk; identify and assess threats; plan and organize measures to overcome risks.

Topic 1. The functioning of firms under conditions of uncertainty and risk.

The concept of complete, partial uncertainty, complete certainty. Causes of uncertainty. The situation of uncertainty and the situation of risk. Features of management under conditions of uncertainty. The concept of risk management and its features in a competitive environment. Strategic management of the firm under conditions of uncertainty. Organization of risk management in the process of entrepreneurial activity. The essence, content and purpose of risk management. Principles of risk management.

Topic 2. Qualitative and quantitative analysis of economic risk.

The essence of qualitative and quantitative risk analysis. Principles of risk analysis. Areas of business risk analysis. Methods of quantitative risk assessment: statistical method, method of cost-benefit analysis, method of expert opinion, analytical method, method of using analogues. Comprehensive risk assessment. Determination of the probability of the project under study based on estimates of the probability of analogous projects. Forecasting the expected characteristics of the project under study. Determination of possible losses of the enterprise as a result of the combination of risks.

Topic 3. Characterization of production, marketing, financial and investment risks.

The concept and classification of production risks. Transport risks and the international standard for the classification of transport risks. The concept of marketing (implementation) risk. Organizational risks: risks of interaction with counterparties and partners in the process of organizing the sale of products (services). Risks of unforeseen competition. Financial risks. Risks in international trade. Commercial risks and their classification.

Topic 4. Approaches and methods of overcoming risks.

Measures to minimize risk in the commercial activities of enterprises. Break-even point and risk, decision tree in risk management of production (business) activities. Diversification as a method of risk reduction. Stocks and reserves as a way to reduce risks. Modern approaches to risk management. Development of a risk management program.

Topic 5. Risk management in projects.

Classification of project risks. Risk management planning. Identification of risks. Analysis of project risks. Planning of risk response measures. Monitoring and control of risks. The need to take into account the uncertainty factor in the commercial activities of the enterprise. Methods of economic risk management. Principles of risk management. Risk management system. Basics of risk prevention: diversification and limitation. Self-insurance as a method of reducing the level of risks. Insurance of risk. Information in the risk management system.



2.3. Training schedule of the subject

№	Topic (thematic section)	Total, hours			
		Full-time			
		Total	Lectures	Practicals	Self-study
1	2	3	4	5	6
		7 semester			
Module №1 “Project Management”					
1.1.	Project management in the management system of organizations	13	2 2	2	7
1.2.	Project planning as a component of project management	10	2	2	6
1.3.	Staffing of project implementation	10	2	2	6
1.4.	Controlling the timing and timing of the project	12	2 2	2	6
1.5.	Project quality management	11	2	2	7
1.6.	Module test № 1	4	2	-	2
Total for the module № 1		60	16	10	34
Module № 2. “Project Risk Management”					
		7 semester			
2.1.	The functioning of firms under conditions of uncertainty and risk	7	-	-	7
2.2.	Qualitative and quantitative analysis of economic risk	12	2 2	2	6
2.3.	Characterization of production, marketing, financial and investment risks	12	2 2 2	2	6
2.4.	Approaches and methods of overcoming risks	14	2 2 2	2	6
2.5.	Risk management in projects	7	-	1	6
2.6.	Module test № 2	6	2	-	4
Total for the module № 2		60	18	7	35
Total for 7 semester		120	34	17	69
Total for 8 semester		-	-	-	-
Total for the subject		120	34	17	69



3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching methods

The methods of teaching the subject “Project Management” are ways of joint activity and communication of a teacher and higher education seekers, ensuring the development of positive motivation for learning, mastering the system of professional knowledge and skills, the formation of a scientific worldview, the development of cognitive forces, the culture of mental work of future specialists in the specialty 075 “Marketing”.

Depending on the source of knowledge, during training sessions, both practicals and lectures, the following teaching methods are used: verbal (explanation, conversation, discussion, dialogue), visual (demonstration, illustration, case, presentation), practical (problem solving, business games, brainstorming).

By the nature of cognitive activity, when studying the subject “Project Management” the following teaching methods are used: explanatory and visual problem presentation; partial-search and research methods.

At the place in the structural activity are used:

- methods of organizing and carrying out educational activities that combine verbal, visual and practical methods;
- reproductive and problem-search methods;
- methods of educational work under the guidance of a teacher as well as independent work of higher education seekers;
- methods of stimulating and motivating educational work, combining cognitive games, educational discussions, modeling role-playing situations, creating situations of success in educational work, making demands and a method of encouragement;
- methods of control and self-control over educational activities: methods of oral, written control; individual, thematic and systematic control.

3.2. List of references

Basic literature

- 3.2.1. Citeladze, David. (2023). Project management: Project Management. 10.12737/1859087. URL: https://www.researchgate.net/publication/371994084_Project_management_Project_Management
- 3.2.2. Gutterman, Alan. (2023). Project Management. URL: https://www.researchgate.net/publication/372761291_Project_Management
- 3.2.3. Наумов О.Б. Навчально-методичний комплекс дисципліни з репозитарію та фонду НТБ НАУ «Управління проектами та ризиками» <https://er.nau.edu.ua/handle/NAU/54771>
- 3.2.4. [Березін О.В.](#), [Безпарточний М.Г.](#) Управління проектами: навч. посіб. Київ: Університетська книга, 2023.–272 с. ISBN: 978-966-680-712-3
- 3.2.5. Горбаченко С.А. Проектний менеджмент. Одеса. НУ«Одеська юридична академія». 2020. 263 с.
- 3.2.6. Блага Н. В. Управління проектами : навч. посібник. Львів : Львівський державний університет внутрішніх справ, 2021. 152 с. ISBN 978-617-511-340-0
- 3.2.7. Стешенко О. Д. Ризикологія : навчальний посібник. Харків : УкрДУЗТ, 2019. 180 с.
- 3.2.8. .ISO 9001:2000. Quality management systems – Requirements (Системи управління якістю. Вимоги).
- 3.2.9. ДСТУ ISO 31000:2014 Менеджмент ризиків. Принципи та керівні вказівки.
- 3.2.10. Abante, Marmelo & Alday, Roselie & Gongora, Jerald & Lacorte, Alice & Lagman, Ace & Maaliw III, Renato & Malicdem, Alvin & Mercado, Cecilia & Rebong, Corazon & Tadeo, Rejan & Villegas, Renato & Gueta, Loupel. (2023). Introduction to Project Management. URL: https://www.researchgate.net/publication/370510353_Introduction_to_Project_Management

Additional literature

- 3.2.1. Бушуєв С. Д., Козир Б. Ю. Гібридизація методологій управління інфраструктурними проектами та програмами. Вісник Одеського національного морського університету. 2020. Випуск 1 (61). С. 187-208. doi: <https://doi.org/10.47049/2226-1893-2020-1-5-26> 25.



3.2.2. Веренич О. В. Управління ментальним простором проєктів та програм: автореф. дис. докт. техн. наук.: 05.13.22 - «Управління проєктами та програмами». Київ: Київ. нац. ун-т будівництва і архітектури, 2019. 41 с.

3.2.3. Марченко В. М., Мезенцева О. О. Оптимізація застосування гнучких методик менеджменту в іт-проєктах. Ефективна економіка. 2020. № 1. – URL: <http://www.economy.nauka.com.ua/?op=1&z=7568> (дата звернення: 04.02.2021). DOI: 10.32702/2307-2105-2020.1.8

3.2.4. Козир Б. Ю. Гібридні методології управління інфраструктурними проєктами. Управління проєктами та розвиток виробництва. 2019. № 2 (70). С. 113-122

3.2.5. Димова Г., Ларченко О. Розробка комп'ютерної програми розв'язання задач мережевої оптимізації // Репозитарій ХДАЕУ. 2020.

3.2.6. Приймак В.М. Управління проєктами. Збірник кейсів [Електронний ресурс]: навч. посіб. Київ: Київський національний ун-т імені Тараса Шевченка, 2021. 268 с.

3.3. Internet information resources

3.3.1. Сайти періодичних видань: «Менеджмент». [Електронний ресурс] – Режим доступу : <http://www.management.com.ua>

3.3.2. Офіційний сайт Українська асоціація управління проєктами. [Електронний ресурс]. — Режим доступу: <http://upma.kiev.ua/ru/home/about/>

3.3.3. Офіційний сайт Світового банку. [Електронний ресурс]. — Режим доступу: <http://www.Worldbank.com>

3.3.4. Міністерство статистики України www.ukrstat.gov.ua

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 Work	Maximum Grade Values
	Full-time
	Module № 1
	7 semester
Kind of academic work	Grade values
Carrying out case studies on practicals	6 points × 5 = 30
Carrying out test tasks	-
<i>For admission to complete module test № 1, a student must receive not less than</i>	<i>18 points</i>
Carrying out Module Test № 1	20
Total by the Module № 1	50
	Module № 2
	7 semester
Kind of Academic Work	Grade values
Kind of academic work	Grade values
Carrying out case studies on practicals	8 points × 3 = 24
Carrying out test tasks	6 points × 1 = 6
Carrying out the Homework and Control work (extramural form of study)	-
<i>For admission to complete module test № 2, a student must receive not less than</i>	<i>18 points</i>
Carrying out Module Test № 2	20
Total by the Module № 2	50
Final control work	-
Total by the subject	100



The credit rating is determined (in balls and on a National Scale) based on the results of all types of educational work during the semester.

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

4.3. 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.

4.4. 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.

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



Correspondence of scores in points to scores on a national scale

(recommended values)

Score in points											Assessment on a national scale	
3	4	5	6	7	8	9	10	11	13	14		15
3	4	5	6	7	8	9	9-10	10-11	12-13	13-14	14-15	Perfectly
2.5	3	4	5	6	6-7	7-8	8	9	10-11	11-12	12-13	Fine
2	2.5	3	4	4-5	5	6	6-7	7-8	8-9	9-10	9-11	Satisfactorily

Score in points											Assessment on a national scale	
16	17	18	19	20	21	22	23	24	25	26		27
15-16	16-17	17-18	17-19	18-20	19-21	20-22	21-23	22-24	23-25	24-26	25-27	Perfectly
12-14	13-15	14-16	15-16	15-17	16-18	17-19	18-20	18-21	19-22	20-23	20-24	Fine
10-11	10-12	11-13	12-14	12-14	13-15	13-16	14-17	15-17	15-18	16-19	16-19	Satisfactorily

Score in points											Assessment on a national scale	
28	29	30	31	32	33	34	35	36	37	38		39
26-28	26-29	27-30	28-31	29-32	30-33	31-34	32-35	33-36	34-37	34-38	35-39	Perfectly
21-25	22-25	23-26	23-27	24-28	25-29	26-30	27-31	27-32	28-33	29-33	29-34	Fine
17-20	18-21	18-22	19-22	19-23	20-24	20-25	21-26	22-26	22-27	23-28	24-28	Satisfactorily

Score in points											Assessment on a national scale	
40	41	42	43	44	45	46	47	48	49	50		51
36-40	37-41	38-42	39-43	40-44	41-45	42-46	43-47	43-48	44-49	45-50	46-51	Perfectly
30-35	31-36	32-37	32-38	33-39	34-40	35-41	35-42	36-42	37-43	38-44	38-45	Fine
24-29	25-30	25-31	26-31	27-32	27-33	28-34	28-34	29-35	30-36	30-37	31-37	Satisfactorily

Score in points											Assessment on a national scale	
52	53	54	55	56	57	58	59	60	61	62		63
47-52	48-53	49-54	50-55	51-56	51-57	52-58	53-59	54-60	55-61	56-62	57-63	Perfectly
39-46	40-47	41-48	41-49	42-50	43-50	44-51	44-52	45-53	46-54	47-55	47-56	Fine
31-38	32-39	32-40	33-40	34-41	34-42	35-43	36-43	36-44	37-45	37-46	38-46	Satisfactorily

Score in points											Assessment on a national scale	
64	65	66	67	68	69	70	71	72	73	74		75
58-64	59-65	60-66	60-67	61-68	62-69	63-70	64-71	65-72	66-73	67-74	68-75	Perfectly
48-57	49-58	50-59	50-59	51-60	52-61	53-62	53-63	54-64	55-65	56-66	56-67	Fine
38-47	39-48	40-49	40-49	41-50	41-51	42-52	43-52	43-53	44-54	44-55	45-55	Satisfactorily

Score in points											Assessment on a national scale	
76	77	78	79	80	81	82	83	84	85	86		87
68-76	69-77	70-78	71-79	72-80	73-81	74-82	75-83	76-84	77-85	77-86	78-87	Perfectly
57-67	58-68	59-69	59-70	60-71	61-72	62-73	62-74	63-75	64-76	65-76	65-77	Fine
46-56	46-57	47-58	47-58	48-59	49-60	49-61	50-61	50-62	51-63	52-64	52-64	Satisfactorily



Appendix 2

Correspondence of the Total Semester Grade in points to the assessment on the national scale and the ECTS scale

Score in points	Assessment on the national scale	Assessment on the ECTS scale	
		Rating	Explanation
90-100	Perfectly	A	Perfectly (excellent performance with only minor number of errors)
82-89	Fine	B	Very good (above average with a few errors)
75-81		C	Fine (generally correct performance with a certain number of significant errors)
67-74	Satisfactorily	D	Satisfactorily (not bad, but with a significant number of errors)
60-66		E	Enough (performance meets minimum criteria)
35-59	Unsatisfactorily	FX	Unsatisfactorily (with the possibility of reassembly)
1-34		F	Unsatisfactorily (with a mandatory repeat course)



(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				