

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
National Aviation University
Faculty of Transport, Management and Logistics
Department of management of foreign economic activity of enterprises

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"__" _____ 2024



Quality management system

COURSE TRAINING PROGRAM

on


"Strategy for the sustainable development of aviation enterprises"

Educational and professional programs: Management of airlines and airports
 Field of study: 07 Management and administration
 Specialty: 073 Management

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/ CGP/C	TP/CPr	Form of semester control	Form of study
Full-time:	6	120/4	34	17	-	69	-	-	Graded Test 6 s.

Index: NB-7-073-5/21 – 3.9

QMS NAU CTP 19.06-01-2024

	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
		page2from15	

The course training program "Strategy for the sustainable development of aviation enterprises " was developed on the basis of the educational and professional program "Management of airlines and airports", Bachelor Curriculum № CB-7-073-5/21, Bachelor Extended Curriculum № ECM -7-073-5/21 for the Specialty 073 "Management" and corresponding normative documents.

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The course training program was discussed and approved at the meeting of the graduation department of the educational and professional program "Management of airlines and airports", specialty 073 "Management" - department of management of foreign economic activities of enterprises, protocol No. ___ of "___" _____ 2024.

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	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
		page 3 from 15	

CONTENT

	page
Introduction	4
1. Explanatory note	4
1.1. Place, purpose, tasks of the educational discipline	4
1.2. Learning outcomes that the academic discipline makes possible to achieve.....	4
1.3. Competences that the educational discipline makes it possible to acquire.....	5
1.4. Interdisciplinary connections	5
2. Program of academic discipline	6
2.1. Content of the academic discipline	6
2.2. Modular structuring and integrated requirements for each module.....	6
2.3. Thematic plan.....	8
3. Educational and methodical materials on the discipline	9
3.1. Teaching methods	9
3.2. Recommended literature (basic and auxiliary)	9
3.3. Information resources on the Internet	9
4. Rating system for evaluating the knowledge and skills acquired by the student	10

	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
		page4from15	

INTRODUCTION

The course training program (CTP) on "Strategy for the sustainable development of aviation enterprises" was developed on the basis of Guidelines for developing and designing a working program 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 NOTE

1.1. Place, purpose, tasks of the educational discipline.

This educational discipline is a theoretical basis of a set of knowledge and skills in conducting scientific applied research in the field of economics and enterprise management.

The purpose of the teaching of the discipline is the formation of a set of theoretical knowledge in future specialists and their acquisition with practical skills in the development and implementation of a strategy for the sustainable development of an aviation enterprise, as well as employing modern methods of development and adoption of other strategic management decisions.

Tasks of the study of the academic discipline is:

- formation of a systematized set of knowledge among students regarding the process of making strategic management decisions, development of modern management thinking among students;
- studying theoretical and methodological principles and methodological tools for making strategic management decisions;
- assimilation of modern methods of making strategic management decisions for solving real applied tasks in the aviation industry;
- mastering the applied skills of developing and implementing strategic management solutions to ensure compliance with the requirements of sustainable development at the level of an aviation enterprise;
- formation of the ability to use available information and resources in the management process;
- acquisition and development by future specialists of analytical thinking, mastering the skills of independent selection of methods, evaluation and selection of the optimal scenario from possible alternatives of strategic management decisions, in particular the strategy of sustainable development;
- understanding the peculiarities of strategizing the sustainable development of an aviation enterprise in the security dimension and strategic management of air transport safety at the level of state regulation, the interaction between the state and airlines of Ukraine, the interaction between the state and airports - the aviation logistics ecosystem of Ukraine.

1.2. Learning outcomes that can be achieved by the academic discipline (in combination with other educational components).

As a result of studying the academic discipline, the student must achieve the following learning outcomes:

PLO 4.Demonstrate skills in identifying problems and justifying management decisions.

PLO 5.Describe the content of the functional areas of the organization.


PLO 6. Demonstrate the skills of searching, collecting and analyzing information, calculating indicators to substantiate management decisions.

PLO 7.Demonstrate organizational design skills.

PLO 8.Apply management methods to ensure the effectiveness of the organization's activities.

PLO 12.Assess the legal, social and economic consequences of the organization's functioning.

PLO 19.Basic knowledge and modern approaches to the implementation of marketing, commercial and operational activities of airlines and airports, to be able to monitor, analyze, control, diagnose and plan the activities of the airline.

	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
		page5from15	

PLO 21. Knowledge of management terminology, conceptual principles of management, ability to use modern methods for managing airlines and airports.

PLO 23 Knowledge of management principles socio-economic micro- and macro-level systems and methods of optimization of airline and airport management processes.

PRN 26. Knowledge and understanding of the organization of foreign economic activities of airlines and airports. Be able to identify and analyze the influence of elements macro- and microeconomic environment for aviation industry enterprises.

PLO 33. Be able to develop a system of measures for airlines and airports to identify, assess, prevent and insure risks and determine the tactics of actions to minimize them

PLO 34. To study international markets, European integration processes and prospects for cooperation with foreign partners of airlines and airports on the basis of cross cultural interaction

PLO 35 Monitor the prevention of crisis phenomena according to the system of indicators and criteria, identify and analyze the possible impact of risk factors on the performance of airlines, airports and other enterprises in the aviation industry.

1.3. Competencies that the educational discipline makes possible to acquire (in combination with other educational components).

As a result of studying the academic discipline, the student should acquire the following competencies:

IC 1. The ability to solve complex specialized tasks and practical problems, which are characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.

GC 3. Ability for abstract thinking, analysis, synthesis.

GC 5. Knowledge and understanding of the subject area and understanding of a professional activity.

GC 10. Ability to conduct research at an appropriate level.

GC 14. Ability to work in an international context

GC 16. Acquisition of flexible thinking, openness to the application of economic knowledge and competences in a wide range of possible jobs in airlines, airports and other enterprises of the aviation industry.

GC 20. Ability to analyze financial, material and technical, personnel support of the airline and airport operations process.

GC 22. Ability to organize and control the implementation of economic and economic policies of airlines and airports.

SC 2. The ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC 3. The ability to determine the prospects of the organization's development.

SC 4. The ability to determine the functional areas of the organization and the connections between them.

SC 12. The ability to analyze and structure the problems of the organization, to form reasonable solutions.


SC 17. Ability to initiate and implement innovative projects in airlines and airports.

SC 18. The ability to evaluate the performance of airlines and airports and find appropriate ways to improve it.

SC 19. The ability to identify and justify the priority areas of development of airlines and airports.

SC 20. The ability to organize the study and forecasting of needs for goods and services in airlines and airports.

SC 21. The ability to organize inspections of business entities in the aviation industry for the

	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
	page6from15		

quality of goods, services, compliance with safety requirements.

SC 22.The ability to solve a wide range of problems and tasks in the field of airline management by understanding their fundamentals and using both theoretical and practical methods.

SC 23. The ability to analyze positive and negative features of the activities of airlines and airports in relation to the release of goods and services

SC 30.The ability to develop a strategy for the operation of airlines, airports and other enterprises in the aviation industry.

SC 31.The ability to develop and provide recommendations regarding the development directions of airlines and airports, improvement of the financial and economic condition, anti-crisis measures

1.4. Interdisciplinary connections.

The educational discipline "Strategy for the sustainable development of aviation enterprises" is based on knowledge of such disciplines as: "Management", "Fundamentals of management", "Aviation industry", "Aviation policy", "Management of economic activities of enterprises", "Making managerial decisions" and is the basis to study further disciplines, namely: "Legal support of management activities", "Crisis management", "Project and risk management", "Management of airline and airport activities" and others.

2. PROGRAM OF EDUCATIONAL DISCIPLINE

2.1. Content of the academic discipline.

The educational material of the discipline is structured according to the modular principle and consists of one educational module No. 1 "Strategy for the sustainable development of aviation enterprises", which is a logically completed, independent, integral part of the curriculum, the mastery of which involves conducting a modular control work and analyzing the results of its implementation.


2.2. Modular structuring and integrated requirements for each module.

Module No. 1 "Strategy for the Sustainable Development of Aviation Enterprises"

Integrated requirements of module №1: to know the prospects for achieving the implementation of the UN Sustainable Development Goals by 2030 in the field of civil aviation; to know the essence of the concept of "enterprise development"; be able to demonstrate knowledge of the methodological foundations of managing the sustainable development of aviation enterprises; to be aware of global trends in the air transportation market and the development of aviation infrastructure, as well as the problems of air transport safety regulation in modern economic conditions; understand approaches to assessing the level of sustainable development in the security dimension and calculate indicators of sustainable development of aviation transport; to be able to understand the risks of national air transport in the conditions of globalization of the world air transport market; be able to demonstrate knowledge of institutional support for strategic management of air transport safety at the level of state regulation, interaction between the state and airlines of Ukraine, interaction between the state and airports - the aviation logistics ecosystem of Ukraine; to be able to use approaches to evaluating the effectiveness of managing the development of aviation enterprises.

Topic 1. Subject and tasks of the educational discipline "Strategy for the sustainable development of aviation enterprises"

The subject, task and content of the educational discipline "Strategy for the sustainable development of aviation enterprises". Definition of the concept of "sustainable development". Goals of sustainable development. System principles of sustainable development. The concept of sustainable development as a management construct.

	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
	page 7 from 15		

Topic 2. Methodological foundations for the sustainable development in civil aviation

Sustainable Development Goals: Priorities in Civil Aviation. Methodological components of achieving the goals of sustainable development in civil aviation. Status and prospects of achieving the implementation of the UN Sustainable Development Goals by 2030 in the field of civil aviation. International mechanisms for achieving the Sustainable Development Goals.

Topic 3. Methods of managing the sustainable development of business entities

Enterprise development: the essence of the concept. Methodological foundations of management of sustainable development of enterprises. Sustainable development of the enterprise: the essence of the concept.

Development potential of the enterprise. A conceptual approach to the formation of the enterprise's potential. Hierarchical structure of the company's potential. Dynamic conditions of enterprise development. The concept of managing the sustainable development of the enterprise. Methodical toolkit for strategic management of enterprise development.

Topic 4. Challenges of the air transportation industry in the conditions of globalization of world markets

Globalization of world markets. World trends of air transportation market and development of aviation infrastructure. Problems of air transport safety regulation in the conditions of globalization. Hierarchy of the system of strategic management of air transport safety on a global level. International Civil Aviation Organization (ICAO), its new strategies. The role of the Global Aviation Safety Plan in the development of world civil aviation.

Topic 5. Methodological principles of identification of the level of sustainable development of aviation transport


Analysis of approaches to the integral assessment of the level of sustainable development in the security dimension. Security level identification. Structure and system of indicators of sustainable development of aviation transport. Determining the limits of the safe existence. Determination of weighting factors. Integral assessment of the level of sustainable development in the security dimension.

Topic 6. Institutional principles of strategizing the sustainable development of aviation transport of Ukraine

The concept of scientific and strategic foresight technology in strategizing the sustainable development of aviation transport in the security dimension. National institutional support for strategic management of air transport safety at the level of state regulation, interaction between the state and airlines of Ukraine, interaction between the state and airports - the aviation logistics ecosystem of Ukraine.

Topic 7. Threat monitoring and air transport risk management

Approaches to solving the problem of threat identification and anticipatory risk management. Concept of national management of integrated risks of aviation transport of Ukraine. Risks of national air transport in the conditions of globalization of the world air transport market. Risks in the context of extraordinary global challenges (the COVID-19 pandemic). Theoretical substantiation of the list and weight of the impact of aviation transport threats from the standpoint of sustainable development (the method of imbalances). Evaluation of the level of security by the Sequence Probability Ratio Test (SPRT). Methods of fractal-statistical analysis of the air transport safety management system.

	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
		page8from15	

Topic 8. Organizational and economic mechanism of strategic management of air transport safety

Research in the field of strategic management of aviation safety. Regional, national and international level of the system of strategic management of air transport safety. Consistency of the system of strategic management of air transport safety with the goals of sustainable development of the national economy. Modeling the level of sustainable development of aviation transport of Ukraine in the security dimension.

Topic 9. Strategic scenarios for the restoration of the sustainable development of aviation transport in Ukraine

Forecast and strategic scenarios of the post-war development of the economy of Ukraine. Strategic scenarios of post-war restoration of sustainable development of aviation transport of Ukraine. Threats and challenges of air transport of Ukraine during the full-scale aggression of the Russian Federation. Institutional measures to ensure realistic and optimistic scenarios for the post-war recovery of air transport in Ukraine. Institutional measures to ensure the scenario of air transport of Ukraine entering the optimal zone of security development.


Topic 10. Formation of the airline management system taking into account the principles of sustainable development

Basic principles of sustainable development in the airline management system. The influence of modern management practices on the sustainable development of aviation enterprises. The mechanism of formation of the enterprise management system in conditions of sustainable development.

Approaches to assessing the level of sustainable development of enterprises in the context of business practices. Ways of adapting modern management practices to the activities of domestic airline companies. The composition, structure and procedure for developing strategic programs for enterprise development. Optimization of management tools and methods in conditions of sustainable development. Methodical approaches to evaluating the effectiveness of managing the development of aviation enterprises.

2.3. Thematic plan

No	Topic name	Volume of educational classes (hours)			
		Full-time teaching			
		Total	Lectures	Practicals	Self-study
1	2	3	4	5	6
Module No. 1 "Strategy for the sustainable development of aviation enterprises"					
6th semester					
1.1	The subject and tasks of the educational discipline "Strategy for the sustainable development of aviation enterprises".	10	2	2	6
1.2	Methodological foundations of sustainable development in civil aviation	8	2	-	6
1.3.	Methods of managing the sustainable development of business entities	13	2 2	2	7

	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
		page9from15	

1.4	Challenges of the air transportation industry in the conditions of globalization of world markets	11	2	2	7
1.5	Methodological principles of identification of the level of sustainable development of aviation transport	13	2 2	2	7
1.6.	Istitutional principles of strategizing the sustainable development of aviation transport of Ukraine	13	2 2	2	7
1.7	Threat monitoring and air transport risk management	8	2	-	6
1.8	Organizational and economic mechanism of strategic management of air transport safety	13	2 2	2	7
1.9	Strategic scenarios for the restoration of the sustainable development of aviation transport in Ukraine	13	2 2	2	7
1.10	Formation of the airline management system taking into account the principles of sustainable development	14	2 2	2 1	7
1.11	Modular control work № 1	4	2	-	2
Total according to module №. 1		120	34	17	69
In just 6 semesters		120	34	17	69
All by academic discipline		120	34	17	69

3. EDUCATIONAL AND METHODOLOGICAL MATERIALS ON THE DISCIPLINE

3.1. Teaching methods


The teaching methods of the discipline "Strategy for the sustainable development of airlines" are methods of joint activity and communication between the teacher and students, which ensure the development of positive motivation for learning, mastering the system of professional knowledge, abilities and skills, the formation of a scientific worldview, the development of cognitive powers, the culture of mental work of future specialists in the specialty 073 "Management".

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

According to the nature of cognitive activity, when studying the discipline " Strategy for the sustainable development of airlines", the following are used: explanatory and visual problem statement; partly 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.

	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
		page10from15	

3.2. List of references

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- 3.2.2. Barua S. Financing sustainable development goals: A review of challenges and mitigation strategies. *Business Strategy and development*. 2020, № 3 (3), pp. 277-293. <https://doi.org/10.1002/bsd2.94>
- 3.2.3. Bugayko D., Kharazishvili Y., Liashenko V., Kwilinski A. Systemic approach to determining the safety of sustainable development of air transport: indicators, level, threats. *Journal of European Economy*. Ternopol: West Ukrainian University, 2021. Vol. 20.1 (76). P. 146-182.
- 3.2.4. Харазішвілі Ю.М., Бугайко Д.О., Ляшенко В.І. Сталій розвиток авіаційного транспорту України: стратегічні сценарії та інституційний супровід: монографія / за ред. Ю.М. Харазішвілі; НАН України, Ін-т економіки пром-сті. Київ, 2022. 276 с
- 3.2.5. Чулінда Л. Цілі сталого розвитку: пріоритети в цивільній авіації. *Krakowskie Studia Małopolskie*, 2022, № 2 (34), 113-133.

Supporting literature

- 3.2.6. Kardos M., The Reflection of Good Governance in Sustainable Development Strategies, *Procedia - Social and Behavioral Sciences*, Volume 58, 2021, Pages 1166-1173, I
- 3.2.7. Kharazishvili, Y., Kwilinski, A., Bugayko, D., Hryhorak, M., Butorina, V., & Yashchyshyna, I. Strategic Scenarios of the Post-War Recovery of the Aviation Transport Sustainable Development: The Case of Ukraine. 2022. *Virtual Economics*, 5(3), 7–30. [https://doi.org/10.34021/ve.2022.05.03\(1\)](https://doi.org/10.34021/ve.2022.05.03(1))
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- 3.2.9. Kharazishvili Y., Grishnova O., & Kamińska B. Standards of living in Ukraine, Georgia, and Poland: identification and strategic planning. *Virtual Economics*. 2019. № 2. С. 7-36.
- 3.2.10. Bugayko D., Shevchenko O. Indicators of aviation transport sustainable development safety. *Intellectualization of Logistics and Supply Chain Management*. The electronic scientifically and practical journal. 2020. № 4. December. P. 6-18. URL: https://smart-scm.org/wp-content/uploads/titul_j_full_4_20.pdf#page=6

3.3. Information resources on the Internet

- 3.3.1. Goals of sustainable development in Ukraine - for each goal - information on its implementation in Ukraine. URL: <https://ukraine.un.org/uk>
- 3.3.2. The Global Competitiveness Report. 2023. World Economic Forum. URL: <https://www.weforum.org/publications/annual-report-2022-2023/>
- 3.3.3. Convention on International Civil Aviation. Doc 7300. International Civil Aviation Organization. 2018. URL: https://www.icao.int/Meetings/a40/Documents/WP/wp_051_en.pdf
- 3.3.4. Про Основні засади (стратегію) державної екологічної політики України на період до 2030 року. Закон України 2697-VII від 28.02.2019. URL: <https://zakon.rada.gov.ua/laws/show/2697-19#Text> (дата звернення 10 квітня 2022).
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	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
		page11from15	

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3.3.10. World Air Transport Statistics. URL: <https://www.iata.org/en/services/statistics/industry-insights--market-data/world-air-transport-statistics/>

3.3.11. Air transportation - statistics & facts. URL: <https://www.statista.com/topics/1707/air-transportation/#editorsPicks>

3.3.12. Звіт про діяльність Державної авіаційної служби України за 2023 рік. URL: https://www.kmu.gov.ua/storage/app/sites/1/17-civik-2018/zvit2022/Zvit_avia_2022.pdf

4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT ACQUIRED BY THE STUDENT

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


Types of educational work	Maximum Grade Values
	Full-time study
	Module № 1
	6th semester
Carrying out test tasks on practicals	11 b × 2 = 22
Surveys, solving situational problems on practicals	10 b × 5 = 50
For admission to complete module test №1, a student must get not less than	47
Execution of modular control work №1	28
Total by the module № 1	100
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

	<p>Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"</p>	<p>Code document</p>	<p>QMS NAU CTP 19.06-01- 2024</p>
		<p>page12from15</p>	

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.



Appendix 1

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

	Quality management system. Course training programme on "Strategy for the sustainable development of aviation enterprises"	Code document	QMS NAU CTP 19.06-01- 2024
		page14from15	

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				