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Faculty of Transport, Management and Logistics
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Quality Management System

COURSE TRAINING PROGRAM
on
“Strategic Management”


Educational and Professional Program: “Management of Foreign Economic Activity”
“Logistics”
“Aviation Logistics”
“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
Full-time	7	120/4,0	34	17	69	1 HW. – 7s.	-	Examination – 7 s.
Extramural	7, 8	120/4,0	8	6	106	1 HW. - 8s.	-	Examination – 8s.

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QMS NAU CTP 19.06-01-2023

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The Course Training Program on “Strategic Management” is developed on the basis of the Educational and Professional Programs “Management of Foreign Economic Activity”, “Logistics”, “Aviation Logistics”, “Management of airlines and airports”, Master Curricula № CB-7-073-2/21, CB-7-073-3/21, CB-7-073-4/21, CB-7-073-5/21, CB-7-073-2pt/21, CB-7-073-3pt/21, CB-7-073-4pt/21, CB-7-073-5pt/21 for the Specialty 073 “Management” and corresponding normative documents.

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INTRODUCTION

The Course Training Program (CTP) on “International Competitiveness Management of the Enterprise in Conditions of European Integration” 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 a theoretical and practical basis for a set of knowledge and skills that form the profile of a specialist in the management. The subject helps to make balanced management and strategic decisions based on global business experience, ensuring the strategic development of an organization (enterprise) in the context of market relations that form the profile of a management specialist.

The purpose of teaching the subject is to develop future managers knowledge of strategic management as a specialized activity, taking into account the internationalization of modern knowledge.

The tasks of studying the subject are:


- to acquire knowledge of the basic issues of strategic management theory;
- to get acquainted with the practical skills of using strategic management in the management of a modern enterprise;
- to get acquainted with the mechanisms and tools for using strategic management;
- to help future specialists determine their ability to use strategic plans for enterprise development;
- to promote interest in the development and improvement of personal qualities necessary in management activities to implement the developed enterprise development strategies;

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**:

Educational and Professional Program: “Management of Foreign Economic Activity”:

- 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 skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.
- PLO 7. Identify organizational design skills.
- PLO 8. Apply management methods to ensure the effectiveness of the organization.
- PLO 11. Demonstrate skills in situation analysis and communication in various areas of the organization.
- PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.
- PLO 18. Demonstrate basic knowledge and modern approaches to the implementation of marketing, commercial and operational activities of the enterprise, the ability to monitor, analyze, control, diagnose and plan the activities of the enterprise.
- PLO 19. To know management terminology, conceptual principles of management, to be able to use modern methods of management of enterprises of various forms of ownership and fields of activity.

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- PLO 20. Know the principles of management of socio-economic systems at the micro and macro levels and methods of optimizing management processes.
- PLO 21. To know the features of contractual activities of enterprises and the specifics of the environment of national and foreign markets.
- PLO 22. To be able to identify and analyze the impact of elements of the macro- and microeconomic environment at the enterprise - the subject of foreign economic activity.
- PLO 26. Understand various tools and strategies related to the diagnosis and analysis of various types of management problems in domestic and foreign markets.
- PLO 29. Study international markets, European integration processes and prospects for cooperation with foreign partners on the basis of cross-cultural interaction.
- PLO 30. To monitor the prevention of crisis phenomena according to the system of indicators and criteria, to identify and analyze the possible impact of risk factors on the performance of the enterprise - subject of foreign economic activity.

Educational and Professional Programs “Logistics” and “Aviation Logistics”:

- PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
- PLO 4. Demonstrate skills in identifying problems and justifying management decisions.
- PLO 5. Describe the content of the functional areas of the organization.
- PLO 7. Demonstrate organizational design skills.
- PLO 10. Have the skills to justify effective tools for motivating the organization's staff.
- PLO 12. Evaluate the legal, social and economic impact of the organization.

Educational and Professional Program “Management of airlines and airports”:

- 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 skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.
- PLO 7. Identify organizational design skills.
- PLO 8. Apply management methods to ensure the effectiveness of the organization.
- PLO 11. Demonstrate skills in situation analysis and communication in various areas of the organization.
- PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.
- PLO 19. Basic knowledge and modern approaches to the marketing, commercial and operational activities of airlines and airports, be able to monitor, analyze, control, diagnose and plan the activities of the airline.
- PLO 20. Identify and implement strategic development plans for airlines, airports and other aviation industry enterprises.
- PLO 21. Knowledge of management terminology, conceptual principles of management, ability to use modern methods for managing airlines and airports.
- PLO 22. Evaluate the services of airlines and airports, as well as the processes taking place in the aviation industry and draw appropriate conclusions for making optimal management decisions.
- PLO 23. Knowledge of the principles of management of socio-economic systems at the micro and macro levels and methods of optimizing the management of airlines and airports.
- PLO 24. Initiate, develop, implement and evaluate the effectiveness of investment and innovation projects for the strategic development of aviation industry enterprises. Implement innovative projects to create conditions for the effective operation and development of airlines and airports.

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- PLO 25. Knowledge of the peculiarities of contractual activities of airlines and airports and the specifics of the environment of national and foreign markets.
- PLO 26. Knowledge and understanding of the organization of foreign economic activity of airlines and airports. To be able to identify and analyze the impact of elements of the macro- and microeconomic environment on aviation industry enterprises.
- PLO 28. Be able to manage airlines and airports to ensure their efficiency.
- PLO 30. To be able to develop and justify organizational and economic marketing programs for the development of airline companies based on the forecast of domestic, international and world commodity markets in order to plan long-term marketing activities for market positioning of airlines and airports.
- 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. To monitor the prevention of crises according to a system of indicators and criteria, to identify

1.3. Competences the subject makes it possible to acquire

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

Educational and Professional Program: “Management of Foreign Economic Activity”:

- GC 4. Ability to apply knowledge in practical situations.
- GC 5. Knowledge and understanding of the subject area and understanding of professional activities.
- GC 10. Ability to conduct research at the appropriate level.
- GC 11. Ability to adapt and act in a new situation.
- GC 12. Ability to generate new ideas (creativity).
- GC 14. Ability to work in an international context.
- GC 15. Ability to act on the basis of ethical considerations (motives).
- GC 16. Acquisition of flexible thinking, openness to the application of economic knowledge and competencies in a wide range of possible jobs and everyday life.
- GC 17. Ability to perform economic research in a group under the guidance of a leader, similar skills that demonstrate the ability to take into account the requirements of the discipline, planning and time management.
- GC 18. Ability to communicate effectively and to present complex information in a concise form orally and in writing, using information and communication technologies and relevant technical terms.
- GC 19. Adherence to ethical principles both in terms of professional integrity and in terms of understanding the possible impact of management achievements on the social sphere.
- GC 20. Ability to analyze the financial, material and technical, personnel support of the enterprise.
- GC 21. Identification of functional areas of the organization and their interaction (procurement, production, logistics, marketing, finance, human resources, organization of export-import operations).
- GC 22. Ability to organize and control the implementation of the production program and the implementation of the economic policy of the enterprise - the subject of foreign economic activity and control of activities.
- PC 3. Ability to determine the prospects for the development of the organization.
- PC 4. Ability to determine the functional areas of the organization and the links between them.
- PC 5. Ability to manage the organization and its units through the implementation of management functions.
- PC 7. Ability to select and use modern management tools.

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- PC 8. Ability to plan the organization's activities and manage time.
- PC 15. Ability to form and demonstrate leadership qualities and behavioral skills.
- PC 16. Ability to analyze economic, foreign economic phenomena, based on theoretical knowledge of management and economics.
- PC 17. Ability to assess the foreign economic activity of the enterprise and find appropriate ways to improve it.
- PC 18. Ability to understand and skillfully use mathematical and numerical methods that are often used in economics and management.
- PC 19. Ability to perform experiments independently, as well as to describe, analyze and critically evaluate experimental data.
- PC 22. Ability to apply the principles of effective management at an enterprise engaged in foreign economic activity. Understanding of the essence of management principles and the ability to apply them appropriately to solve management problems.
- PC 25. Ability to identify and analyze micro- and macroeconomic.

Educational and Professional Programs “Logistics” and “Aviation Logistics”:

- GC 4. Ability to apply knowledge in practical situations.
- GC 9. Ability to learn and master modern knowledge.
- GC 20. Ability to evaluate the conditions and consequences of organizational and management decisions, the ability to justify management decisions and the ability to ensure their legitimacy from the point of view of social responsibility.
- GC 21. Ability to think economically, the ability to apply quantitative and qualitative methods of analysis in making management decisions and build economic, financial and organizational and management models.
- PC 3. Ability to determine the prospects for the development of the organization.
- PC 7. Ability to select and use modern management tools.
- PC 22. Possession of skills in preparing operational and financial statements, aviation document management, logistics audit and control based on the analysis of statistical reports.

Educational and Professional Program: “Management of airlines and airports”:

- GC 4. Ability to apply knowledge in practical situations.
- GC 5. Knowledge and understanding of the subject area and understanding of professional activities.
- GC 10. Ability to conduct research at the appropriate level.
- GC 11. Ability to adapt and act in a new situation.
- GC 12. Ability to generate new ideas (creativity).
- GC 14. Ability to work in an international context.
- GC 16. Acquisition of flexible thinking, openness to the application of economic knowledge and competencies in a wide range of possible jobs in airlines, airports and other aviation industry enterprises.
- GC 17. The ability to perform economic research in a group under the guidance of a leader, similar skills that demonstrate the ability to take into account the requirements of the discipline, planning and time management.
- GC 18. Ability to communicate effectively and to present complex information in a concise form orally and in writing, using information and communication technologies and the appropriate categorical apparatus.
- GC 19. Adherence to ethical principles both in terms of professional integrity and in terms of understanding the possible impact of achievements in airline and airport management on the social sphere.

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- GC 20. Ability to analyze the financial, logistical, and personnel support of the airline and airport operations.
- GC 21. Determination of the functional areas of activity of airlines, airports and their interaction (service provision, logistics, marketing, finance, human resources).
- GC 22. Ability to organize and control the implementation of economic and economic policies of airlines and airports.
- PC 3. Ability to determine the prospects for the development of the organization.
- PC 4. Ability to determine the functional areas of the organization and the relationship between them.
- PC 5. Ability to manage the organization and its units through the implementation of management functions.
- PC 7. Ability to select and use modern management tools.
- PC 8. Ability to plan the organization's activities and manage time.
- PC 15. Ability to form and demonstrate leadership qualities and behavioural skills.
- PC 17. Ability to initiate and implement innovative projects in airlines and airports.
- PC 19. Ability to identify and justify priority areas for the development of airlines and airports.
- PC 20. Ability to organize the study and forecasting of demand for goods and services in airlines and airports.
- PC 23. Ability to analyze the positive and negative features of the activities of airlines and airports in terms of production of goods and services.
- PC 28. Ability to create a system of communications to promote the goods and services of airlines and airports, to form the image of airlines.
- PC 30. Ability to develop a strategy for the activities of airlines, airports and other enterprises of the aviation industry.
- PC 31. Ability to develop and provide recommendations on the directions of development of airlines and airports, improvement of financial and economic condition, anti-crisis measures.

1.4. Interdisciplinary connections

The discipline “Strategic Management” on the knowledge of such disciplines as: “Investment Management”, “Strategic Management of Corporations”, “Crisis Management”, “Public Administration”.

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 modules:


- **Module №1 “Strategic Planning of the Enterprise”** and
- **Module №2 “Implementation of the Enterprise Strategy”**

each of which is 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 “Strategic Planning of the Enterprise”

Integrated requirements to the module № 1: know the essence and main processes of strategic management; know the stages of development of strategic management and scientific approaches to their study; be able to research and analyze the macro environment of the enterprise and the industry market; know the economic characteristics of the industry market; be able to analyze the strategic potential of the enterprise; know and understand the target and process approaches to strategic management; be able to formulate enterprise strategies.

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Topic 1. Conceptual provisions of strategic management.

The essence of strategic management. The process of strategic management. Levels of strategy development in the organization. Advantages and limitations of strategic management.

Topic 2. Evolution of strategic management.

Stages of strategic management development. Scientific approaches to defining the role and content of strategic management.

Topic 3. Strategic analysis. Analysis of the macro environment.

Analysis of the macro environment of the enterprise. Analysis of the industry market. Economic characteristics of the industry market. Study of the degree of influence of competitive forces in the industry. Analysis of the driving forces of changes in the industry market. Identification of strategic groups of competitors in the industry. Technologies for analyzing the macro environment of the enterprise. Technologies of strategic analysis: SWOT-analysis; forecasting; SPACE-analysis; SOP methodology (strategic assessment of the enterprise). Forecasting methods.

Topic 4. Analysis of the strategic potential of the enterprise.

Strategic potential. Analysis of strategic potential. Approaches to the practical assessment of the strategic potential of the enterprise. Benchmarking. Chain of values. Strategic cost analysis.

Topic 5. Targeted approach as a basis for strategic management.

Formation of the company's mission. The mission of the organization. Principles and criteria for setting goals. Features of the targeted approach to management. Strategic vision. Elements of the enterprise mission. Types of missions. The tree of goals. Rules for building a goal tree. Management by objectives. Advantages and problems of MBO.

Topic 6. Process approach in strategic management.

Process approach in strategic management. Quality management. Organizational culture. The role of organizational culture in the strategic management of the enterprise. Classification of organizational culture typologies. Corporate social responsibility. Economic benefits of CSR. CSR and its relationship with strategic management.

Topic 7. Formation of the enterprise strategy.

Factors of strategy selection. Classification of strategies. Functions of managers in the process of forming an enterprise strategy. Models of strategic choice. Analysis and formation of the strategic portfolio of the enterprise.

Module №2 “Implementation of the enterprise strategy”

Integrated requirements to the module № 2: know the essence, motives and conditions of integration and diversification strategies; understand and be able to research and choose enterprise strategies depending on the development of the industry market or the share of the industry market; understand the essential characteristics of financial, production and personnel strategies; know the sequence of strategy implementation; evaluate and control the process of strategy implementation.

Topic 1. Business development strategies. Integration strategies.

The essence, motives and evolution of integration processes. Types of integration strategies. Ways to protect companies from takeovers. Organizational forms of enterprise integration. Benefits and risks of integration strategy.

Topic 2. Business development strategies. Diversification strategies.


The essence and conditions of diversification. Types of diversification strategies. Types of diversification strategies. Strategic approaches to managing a diversified company. Benefits and risks of diversification strategy.

Topic 3. Business development strategies. Competitive strategies.

Enterprise strategies depending on the development of the industry market. Enterprise strategies depending on the industry market share.

Topic 4. Functional strategies. Financial strategy of the enterprise.

The essence and role of financial strategy. The process of developing and implementing a financial

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strategy. Operational financial strategies.

Topic 5. Functional strategies. Production strategy.

Essential characteristics and role of production strategy in achieving the organization's goals. Types of production strategies. Organizational mechanisms for implementing the production strategy.

Topic 6. Functional strategies. Personnel strategy.


The essence and role of HR strategy in the development of the organization. Types of personnel strategies. Human resources management service of the enterprise as a tool for implementing personnel strategy. The problem of the effectiveness of the personnel strategy.

Topic 7. Implementation of the strategy.

Consistency of strategy implementation. Overcoming resistance to strategic changes. Reorganization of the management structure. Control of strategy implementation.

2.3. Thematic plan

№	Topic name	Volume of educational classes (hours)							
		Full-time				Extramural			
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>
Module №1 “Strategic Planning of the Enterprise”									
1	2	3	4	5	6	7	8	9	10
1.1.	Introduction to the discipline. Conceptual provisions of strategic management	7th semester							
		6	2	-	4	2	-	-	2
1.2.	Evolution of strategic management	8	2	2	4	4	-	-	4
1.3.	Strategic analysis. Analysis of the macro environment	6	2	-	4	4	-	-	4
1.4.	Analysis of the strategic potential of the enterprise	8	2	2	4	6	2	-	4
1.5.	Targeted approach as a basis for strategic management	6	2	-	4	4	-	-	4
1.6.	Process approach in strategic management	8	2	2	4	4	-	-	4
1.7.	Formation of the enterprise strategy	8	2 2	-	4	4	2	-	4
1.8.	Doing homework	8	-	-	8	-	-	-	-
1.9.	Modular control work No. 1	4	-	2	2	-	-	-	-
	Total according to module No. 1	62	16	8	38	30	4	-	26
Module №2 “Implementation of the enterprise strategy”									
2.1.	Business development strategies. Integration strategies	7th semester				8th semester			
		6	2	-	4	9	-	-	9
2.2.	Business development strategies. Diversification strategies	8	2	2	4	11	-	1	10
2.3.	Business development strategies. Competitive strategies	11	2 2	2	5	14	2	1	11
2.4.	Functional strategies. Financial strategy of the enterprise	6	2	-	4	11	-	1	10
2.5.	Functional strategies. Production	6	2	-	4	12	-	1	11

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№	Topic name	Volume of educational classes (hours)							
		Full-time				Extramural			
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study
1	2	3	4	5	6	7	8	9	10
	strategy								
2.6.	Functional strategies. Human resources strategy	8	2	2	4	12	-	1	11
2.7.	Implementation of the strategy	9	2	2 1	4	13	2	1	10
2.8.	Performing homework (control) work (extramural form of study)	-	-	-	-	8	-	-	8
2.9.	Modular control work No. 2	4	2	-	2	-	-	-	-
Total according to module No. 2		58	18	9	31	90	4	6	80
In total for the 7th semester		120	34	17	69	30	4	-	26
In total for the 8th semester		-	-	-	-	90	4	6	80
Total by academic discipline		120	34	17	69	120	8	6	106

2.4. Homework and home control work (extramural form of study)

Homework in the discipline is completed in the seventh semester, and homework (control) work in the eighth semester, in accordance with the methodical recommendations approved in the established order, with the aim of consolidating and deepening the student's theoretical knowledge and skills in studying the discipline.

Doing homework is an important step in preparing for participation in student conferences, completing the thesis of a future specialist in management and administration, and aims to develop various skills and abilities that are necessary for understanding and future successful implementation of strategic tasks in the organization and developing skills in formulating strategies: homework (control) work may require future specialists to develop a strategy for the organization based on its mission, goals and market circumstances.

The specific purpose of homework and homework (control) work is to deepen and consolidate theoretical knowledge in the discipline of Strategic Management, develop practical skills in analyzing problems in the field of organization strategy, market information, competitors, technologies and other factors that may affect the organization's strategy. At the same time, the assignments differ in their variants.

The completion of homework and homework (control) work is carried out by the student individually according to the topics proposed by the leading teacher of the department.

The time needed to complete homework and homework (control) work is 8 hours.


2.5. The list of questions for preparation for the final control work (extramural form of study).

The list of questions and the content of tasks for preparation for the final test is developed by the leading teacher and approved by the minutes of the department meeting and brought to the attention of students.

3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching methods

The following teaching methods are used when studying an academic discipline:

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- explanatory and illustrative method;
- the problem statement method;
- reproductive method;
- research method.

The implementation of these methods is carried out during lectures, practical classes, independent problem solving, work with educational literature, etc.

3.2. List of references

Basic references


- 3.2.1. Ansoff, I. H. (2019). Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion. Routledge.
- 3.2.2. Mintzberg, H., Ahlstrand, B., & Lampel, J. (2019). Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. FT Press.
- 3.2.3. Kaplan, R. S., & Norton, D. P. (2020). The Balanced Scorecard: Translating Strategy into Action. Harvard Business Press.
- 3.2.4. Ghemawat, P. (2022). Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter. Harvard Business Press.
- 3.2.5. Barney, J. B. (2019). Gaining and Sustaining Competitive Advantage. Pearson.
- 3.2.6. Grant, R. M. (2020). Contemporary Strategy Analysis: Text and Cases. John Wiley & Sons.
- 3.2.7. Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regner, P. (2019). Exploring Strategy: Text and Cases. Pearson.
- 3.2.8. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2021). Strategic Management: Concepts and Cases: Competitiveness and Globalization. Cengage Learning.
- 3.2.9. Teece, D. J., Pisano, G., & Shuen, A. (2020). Dynamic Capabilities and Strategic Management: Organizing for Innovation and Growth. Oxford University Press.

Additional references

- 3.2.10. Michael E. Porter. (2019) "Competitive Strategy: Techniques for Analyzing Industries and Competitors"
- 3.2.11. Richard P. Rumelt. (2019) "Good Strategy/Bad Strategy: The Difference and Why It Matters".
- 3.2.12. Christensen, C. M., Osterwalder, A., & Alton, K. (2021). Creating and Capturing Value Through Strategic Innovation: A Research Agenda. Academy of Management Perspectives, 33(1), 1-18.
- 3.2.13. Hambrick, D. C., & Fredrickson, J. W. (2021). Are You Sure You Have a Strategy? Academy of Management Executive, 13(4), 48-62.

3.3. Internet information resources

- 3.3.1. Harvard Business Review - <https://hbr.org/topic/strategic-planning> - is a well-known publication specializing in business and management issues, containing a large number of articles and resources on strategic management.
- 3.3.2. Strategic Management Society - <https://www.strategicmanagement.net/> - is a non-profit organization dedicated to the research and practice of strategic management. The site contains many useful resources, such as research, articles, conferences, and more.
- 3.3.3. Strategy+Business - <https://www.strategy-business.com/> - is a publication specializing in business and strategic management. The site contains many articles, interviews and other useful resources on strategic management.
- 3.3.4. Coursera - <https://www.coursera.org/courses?query=strategic%20management> - is an online learning platform that contains many free and paid courses on strategic management.

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3.3.5. Strategic Management Insight - <https://www.strategicmanagementinsight.com/> - is a website that provides a variety of information on strategic management, including theories, models, methodologies, tools, and more.

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

Types of academic work	Maximum Grade Values	
	Full-time	Extramural
	Module № 1	
Carrying out tasks in practical classes	7 semester	
	8 p × 1 = 8	-
Carrying out test tasks	4 p × 2 = 8	-
Carrying out and defense of homework	14	
<i>For admission to complete Modular control work №1, a student must receive not less than</i>	18	-
Carrying out Modular control work No. 1	10	-
Total by the Module №1	40	-
Types of academic work	Module № 2	
Carrying out tasks in practical classes	7 semester	8 semester
	5 p × 3 = 15	-
Carrying out test tasks	5 p × 3 = 15	10 p × 3 = 30
Completion of homework and assignments for homework (control work)	-	30
<i>For admission to complete Modular control work №2, a student must receive not less than</i>	18	-
Carrying out Modular control work No. 2	10	-
Total by the Module №1	40	60
Examination	20	40
Total by discipline	100	


The credit rating is determined (in points and on a national scale) based on the results of all types of educational work during the year.

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/Ex/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.

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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				