

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

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 « 02 » 02 2023

APPROVED
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 « 02 » 02 2023



Quality Management System

COURSE TRAINING PROGRAM
 on
“Leadership and Conflict Management”

Educational and Professional Programs: “Management of Foreign Economic Activity”
 “Logistics”

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	2	105/3,5	-	36	69	-	-	Graded Test - 1 s.
Extramural	1, 2	105/3,5	-	12	93	1 CW - 1s.	-	Graded Test - 1 s.

Index CM-7-073-2/21-1.2, CM-7-073-3/21-1.2.
 Index CM-7-073-2pt/22-1.2.



The Course Training Program on "Leadership and Conflict Management" is developed on the basis of the Educational and Professional Programs "Management of Foreign Economic Activity", "Logistic", Master Curriculums № CM-7-073-2/21, № CM-7-073-3/21, № CM-7-073-2pt/22 and Master Extended Curriculums № ECM-7-073-2/22, № ECM-7-073-3/22, № ECM-7-073-2pt/22 for the Specialty 073 "Management" and corresponding normative documents.

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The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program "Management of Foreign Economic Activity" Specialty 073 "Management" – Management of Foreign Economic Activity of Enterprises Department, Minutes № 01 of "01" February 2023.

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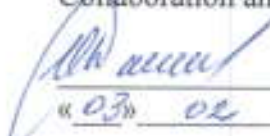
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The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program "Logistic" Specialty 073 "Management" – Department of Logistics, Minutes № 01 of "02" 02 2023.

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« 03 » 02 2023.

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INTRODUCTION

The Course Training Program (CTP) on "Leadership and Conflict 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/о.л. 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 of foreign economic activity.

The purpose of teaching the discipline is to form productive professional skills and their application in future leaders in the prevention and resolution of conflicts in professional activities and increase the communicative abilities of students to negotiate.

The tasks of studying the subject are:

- acquaintance with the basics of practical leadership, study of the nature and types of leadership, as well as forms of its manifestation.
- acquaintance with the basics of interpersonal communication, study of the nature and purpose of negotiations;
- study of the procedure for conducting negotiations and determining the phases of negotiations;
- learning the basic methods of negotiation.
- formation of a system of theoretical and methodological knowledge on the problems of psychological science and practice;
- training in the mechanisms of occurrence and development of conflicts;
- study of external incentives and internal motives that lead to conflicts;
- development of optimal methods for resolving conflict situations.

1.2. Learning outcomes the subject makes it possible to achieve (in conjunction with other educational components).

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

PLO 1. To critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;

PLO 6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;

PLO 7. Organize and carry out effective communication within the team, with representatives of different professional groups and in the international context;

PLO 9. To be able to communicate in professional and scientific circles in the state and foreign languages;

PLO 10. Demonstrate leadership skills and the ability to work in a team, interact with people, influence their behavior to solve professional problems;

PLO 11. Ensure personal professional development and time management;

PLO 12. Be able to delegate authority and management of the organization (unit);

PLO 13. To be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit);

PLO 16. To be able to independently organize the foreign economic activity of the enterprise and collect the necessary documentation for the implementation of foreign economic activity;

PLO 18. To be able to present the results of scientific research activities, prepare scientific publications, participate in scientific discussions at scientific conferences and symposia;

PLO 23. Maintain business contacts, conduct business conversations with foreign partners, including in one of the foreign languages;

PLO 24. Ability to apply professional knowledge and skills in practice.



1.3. Competences the subject makes it possible to acquire (in conjunction with other educational components).

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

IC 1. Ability to solve complex tasks and problems in the field of management or in the learning process that involve research and/or innovation under uncertain conditions and requirements.

GC 2. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);

GC 3. Skills in the use of information and communication technologies;

GC 4. Ability to motivate people and move towards a common goal;

GC 6. Ability to generate new ideas (creativity);

GC 8. Ability to work independently, to make decisions independently and to take responsibility for their implementation. Ability to self-organize;

GC 11. Ability to analyze and synthesize on the basis of logical arguments and verified facts. Ability to analyze and structure the problem of the enterprise and develop solutions (i.e. entering a new market environment);

GC 15. Ability to organize and control the implementation of the production program, conduct research to develop and implement the foreign economic policy of the enterprise, organize and control foreign economic activity;

GC 16. Ability to communicate effectively in the state and foreign languages and to present complex information in a concise form orally and in writing, using information and communication technologies and relevant economic terms;

PC 1. Ability to select and use management concepts, methods and tools, including in accordance with specific goals and international standards;

PC 2. Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans;

PC 3. Ability to self-development, lifelong learning and effective self-management;

PC 5. Ability to create and organize effective communications in the management process;

PC 6. Ability to form leadership qualities and demonstrate them in the process of managing people;

PC 8. Ability to use psychological technologies for working with staff;

PC 10. Ability to manage the organization, its development;

PC 13. Ability to communicate with colleagues on topical issues of foreign economic activity management, both at the general level and at the level of specialists, the ability to make oral and written reports in the state and English languages;

PC 14. Knowledge of the main modern provisions of basic sciences on cross-cultural features of organizations, their development and structure, the ability to apply them to form a worldview.

1.4. Interdisciplinary connections

The discipline "Leadership and Conflict Management" is based on knowledge of such disciplines as: "Management", "Personnel Management", "HR-Management" and is the basis for the study of further disciplines, namely: "Business Administration", "External Management", "International Management and Marketing" and others.

2. COURSE TRAINING PROGRAM ON THE SUBJECT

2.1. The subject content

The teaching material of the discipline is structured on a modular basis and consists of two training modules, namely: training module № 1 "Leadership" and module № 2 "Conflict Management", each of which is a logical complete, relatively independent, integral part of the discipline, mastering which involves conducting a modular test and analysis of the results of its implementation.



2.2. Modular structuring and integrated requirements for each module

Module № 1 "Leadership".

Integrated module requirements № 1: ability to motivate people and move towards a common goal; ability to act on the basis of ethical considerations; ability to apply knowledge in practical situations; ability to work in an international context; ability to form leadership qualities and demonstrate them in the process of managing people; 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; ability to work in a team and establish interpersonal interaction in solving professional problems.

Topic 1. Leadership and leaders in modern society.

Concepts, main categories. The essence of leadership and management, the main differences. Portrait of a modern leader. The role of a leader in the global world and at the micro level. Modern business environment, internal and external environment of the organization. Tasks of the leader. Leadership and decision making. Theory X and Theory Y. Daily leadership. History of leadership. Organizational leadership. Examples of successful companies. Expert, emotional and situational leadership. Virtual leadership. Transformational and transactional leaders. Classification of leaders. Responsibilities of a manager and a leader, the difference between a manager and a leader.

Topic 2. Group and team: concept and mechanism.

Group dynamics: concept and mechanism. The mechanism of group dynamics. Development mechanism. Stabilization mechanism. The concept of "group" and their classification. Social group. Conditional, real groups. Formal, informal groups. Reference reference group. The concept of the team its features and types. General characteristics of the main team models. Functional team. Multi-disciplinary team. Self-managed team. The effectiveness of teamwork. Changes in groups and team building. Team and group: common and differences. Comparative characteristics of teams and groups. Preference for work in groups and teams.

Topic 3. Dynamics of group and team development.

Group dynamics, the concept of "team", factors and stages of transformation of the group into a team. Characteristics of the stages of existence of a group (team) according to Takman and the main tasks of the leader. Team development according to Takman. The main features of the team. Forming a team in the organization. Stages of team formation. The concept of group development. Stages of team development. Moreno's sociometric theory. Method of sociometry. Concepts of team roles. Functional roles. Team (group) roles.

Topic 4. Leadership and decision making.

Decision-making conditions: certainty, uncertainty, risk and conflict. Decision making in conditions of risk. Decision tree. Heuristic methods of decision making. Anchor effect, fight with anchors. Framing. Creative decision making, creativity and leadership. Decision making in conditions conflict. Decisive rules. Method of analysis of hierarchies. Features of group decision making. Loss of process. The problem of group composition. The problem of participation. The problem of influence. Group properties. Negative effects in the group. Methods of developing a group solution. Delphi method. Method of analogies. Morphological method. Method "360". Moderation method. "Brainstorming" and its modifications. Psychological aspects of group decisions. Group effects

Topic 5. Interpersonal communication in group or team work.

Presentation: concepts, types and main characteristics. Types of presentations. Scenario presentation, interactive presentation, automatic, educational presentation. Structural components of the presentation. Ways to complete the presentation. Public speaking as an important means of communicating



persuasion. Types of public broadcasting. Business speech, lecture, scientific discussion, message. Theory of argumentation and persuasion. Argumentation, thesis in proof, argument. Rules and errors of arguments. The art of argumentation. Linguistic means of persuasion.

Module № 2. "Conflict Management"

Integrated requirements of the module № 2: create and organize effective communications in the management process; ability to form and demonstrate leadership qualities and behavioral skills to determine individual styles of response and conflict resolution; analyze the impact of various factors on the emergence of conflicts in organizations; analyze the conditions for the formation of constructive business communication; determine the psychological climate in the professional team; prevent and resolve conflict situations.

Topic 1. Negotiations and development of personal qualities of the negotiator.

The concept of international negotiations. Negotiation as an art of compromise. Various aspects of negotiation. Negotiation as a means to an end. The most important characteristics of the negotiations. Negotiation functions. The role of negotiations in the modern world. Appearance. Identify strengths and weaknesses. Perception of negotiations. Superstitions and beliefs. Study of non-verbal means of communication (eyes, face, legs, arms, voice, torso, distance).

Topic 2. Negotiations.

Interaction management. Strategic negotiation skills. Achieving a strategic result. Mistakes in strategic negotiations and methods of overcoming them

The concept of "strategy" and "tactics" in negotiations. The main stages in the study of strategy and tactics of negotiations. Main strategies: cooperation, rivalry, analytical Well-known negotiation tactics: offensive, concession, deadlock, "around" and others. Obstacles to the deal.

Topic 3. Preparation for negotiations and work with negotiation dynamics.

The main parameters of preparation for negotiations. analysis of the interests of the partner and their own; development of mutually beneficial alternatives; thinking of NAOS (the best alternative to the lack of consent); thinking over arguments; thinking through the form of communication; thinking tactics; formulation of goals, thinking about the agreement and ways to achieve it.

Stages of negotiations: preparation, explanation of the framework of negotiations, beginning, presentation of points of view and their discussion, elaboration of the agreement. Group dynamics: orientation, definition, offensive, establishment, execution, implementation.

Topic 4. Building and managing a team of negotiators.

The value of the team. Main team roles: leader, speaker, analyst, psychologist, negotiation strategist. Definition of responsibilities and meanings. The mechanism of trust development in the process of communication. Behavior that destroys trust.

Types of public speeches. Preparation for a public speech, a speech with a presentation. Basics of working with the audience. Holding meetings.

Topic 5. Conflict and causes of conflicts.

Conflict and conflict situation in modern theories. Determining the nature of conflict in functional theory, the theory of social groups, the theory of conflict functionalism, cognitive concept, field theory, psychoanalytic ideas about the nature of the individual.

Levels of conflict: emotional, cognitive, behavioral, regulatory, communicative. The structure of the conflict. Cognitive, emotional, volitional and motivational components in the structure of the conflict. Classification of conflicts: by source, content, significance, type of solution, form of detection, type of relationship structure, social outcome, volume of social interaction, etc.



Topic 6. Intrapersonal and interpersonal conflicts.

Intrapersonal conflict, as a contradiction between the most significant tendencies of the individual, as a necessary condition for the development of self-awareness, as the protection of self-image in the light of modern theories of personality. Causes of intrapersonal conflict. Conflicting personality. The concept of psychological protection and its genesis. Characteristics of protective mechanisms: rationalization, displacement, etc. Resolving intrapersonal conflict from the standpoint of humanistic psychology.

Interpersonal conflicts as a reflection of contradictions in relationships; contradictions in the implementation of communicative, interactive and perceptual function of communication. The "halo" effect, causal attribution and their influence on the course of interpersonal conflict. Behavioral styles in a conflict situation. Causes of interpersonal conflicts. Stages of resolving interpersonal conflict. Consequences of resolving interpersonal conflict: removal of emotional tension in the relationship, restructuring the relationship with the opponent, restructuring the system of interpersonal relationships in general.

Topic 7. Conflict prevention in organizations.

Causes of conflicts in the organization. Socio-psychological characteristics of conflicts in the organization. Typical horizontal and vertical conflicts in the workforce. The main causes of conflicts due to the peculiarities of leadership style and personality of the head of the organization. Conflict prevention in the organization. Improving leadership style. Formation of a favorable socio-psychological climate as a prerequisite for conflict prevention.

Conflict management in the organization: structural and interpersonal levels. Stages of management: definition of participants of the conflict, formulation of a problem, definition of motives of opponents, development of variants of the decision, acquaintance of opponents with variants of decision-making; analysis and assessment of organizational, business and psychological consequences of conflict resolution. Overcoming the conflict by means of "bypassing" the conflict situation. Management of latent (hidden) conflicts.

Topic 8. Conflict situations and mediation in conflict resolution.

Psychological features of transmitting and receiving information during business conversations and negotiations. The concept of requirements, interests, positions. Typical models of behavior in negotiations. Negotiations from the standpoint of strength and weakness and their characteristics. The method of principled negotiations: strategy and tactics. Destructive negotiation tactics and means of overcoming it. The mediator and his role in the negotiation process. Stages of mediation.

Mediation, as a mediation procedure, is an alternative method of resolving conflicts. Mediation is a professional activity in the field of communication organization. Rules, procedure, techniques and strategies of mediation. Requirements for a professional mediator.

2.3. Training schedule of the subject

№	Topic (thematic section)	Total, hours								
		Full-time				Extramural				
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study	
1	2	3	4	5	6	7	8	9	10	
2 semester					1 semester					
Module № 1 "Leadership"										
1.1.	Leadership and leaders in modern society	5	-	2	3	5	-	1	4	
1.2.	Group and team: concept and mechanism	7	-	2	5	5	-	1	4	
1.3.	Dynamics of group and team development	7	-	2	5	5	-	1	4	



№	Topic (thematic section)	Total, hours							
		Full-time				Extramural			
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study
1	2	3	4	5	6	7	8	9	10
1.4.	Leadership and decision making	7	-	2	5	5	-	1	4
1.5.	Interpersonal communication in group or team work	7	-	2	5	5	-	1	4
1.6.	Module test № 1	6	-	2	4	5	-	1	4
Total for the module № 1		39	-	12	25	30	-	6	24
Module № 2 "Conflict Management"									
2 semester									
2.1.	Negotiations and development of personal qualities of the negotiator	6	-	2	4	4	-	1	3
2.2.	Negotiations process	10	-	2 2	6	8	-	-	8
2.3.	Preparation for negotiations and work with negotiation dynamics	6	-	2	4	8	-	1	7
2.4.	Building and managing a team of negotiators	6	-	2	4	7	-	-	7
2.5.	Conflict and causes of conflicts	10	-	2 2	6	5	-	1	4
2.6.	Intrapersonal and interpersonal conflicts	10	-	2 2	6	5	-	1	4
2.7.	Conflict prevention in organizations	6	-	2	4	7	-	-	7
2.8.	Conflict situations and mediation in conflict resolution	6	-	2	4	7	-	-	7
2.9.	Carrying out the homework and home control work (extramural form of study)	-	-	-	-	8	-	-	8
2.10.	Final semester control work	-	-	-	-	5	-	1	4
2.11.	Module test № 2	6	-	2	4	11	-	1	10
Total for the module № 2		66	-	24	42	75	-	6	69
Total for 1 semester		-	-	-	-	30	-	6	24
Total for 2 semester		105	-	36	67	75	-	6	69
Total for the subject		105	-	36	67	105	-	12	93

2.4. Home control work (extramural form of study)

Home control work (extramural form of study) is performed in the second semester, in accordance with the approved methodological guidelines, in order to consolidate and deepen the theoretical knowledge and skills of the student in the studying the subject.

Home control work (extramural form of study) is performed by the student individually in accordance with the topics offered by the teachers of the department.

The time required to complete homework 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 the preparation of the final control work (extramural form of study), developed by leading teachers and approved by the minutes of the meeting of the department and brought to the attention of students.



3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching methods

The methods of teaching the discipline "Leadership and Conflict Management" are ways of joint activity and communication of a teacher and students, 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 073 "Management".

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

By the nature of cognitive activity, when studying the discipline "Leadership and Conflict Management" 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 of educational work under the guidance of a teacher and methods of independent work of students;
- 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. Адісес І. Командне лідерство. Як порозумітися з будь-яким менеджером. К. : Наш формат, 2019, 304с.

3.2.2. Крейг Н. Лідерство починається з призначення. К. : Фабула, 2019, 240с.

3.2.3. Patrick M. Lencioni The Motive: Why So Many Leaders Abdicate Their Most Important Responsibilities, Published by Jossey-Bass 2020, 192 p.

3.2.4. Crucial Conversations: Tools for Talking When Stakes are High, Third Edition by Joseph Grenny, Kerry Patterson, Published by McGraw Hill, 2020. 304 p.

3.2.5. Allen C. Amason, Andrew Ward. Strategic Management: From Theory to Practice. Published by Routledge, 2020. 342 p.

3.2.6. Alexander Osterwalder, Yves Pigneur. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Published by OSF, 2020. 278 p.

3.2.7 Julia Sloan. Learning to Think Strategically. Published by Routledge. 2019. 326 p.

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

3.2.9. Sun Tzu. The Art of War, Published by Ixia Press, 2019. 96 p.

3.2.10. Stephen M.R. Covey. Trust and Inspire: How Truly Great Leaders Unleash Greatness in Others. Published by Simon & Schuster, 2023. 368 p.

Additional literature

3.2.11. Бен Горовіц «Ви те, що ви робите. Як створити корпоративну культуру» / Горовіц Б. «Наш формат», 2020. – 224 с.

3.2.12. Стів Мак-Клатчі «Будь лідером: вирішуй, плануй, дій» / Мак-Клатчі С. – «Віват», 2020. – 208 с.

3.2.13. Марченко О.М. Практикум з менеджменту : навч. посіб. Львів : Львівський державний університет внутрішніх справ, 2021. 224 с.

3.2.14. Партико Н.В. Основи конфліктології. Навчальний посібник. Львів: Видавництво Львівської політехніки, 2021. 156 с.



3.2.15. Robert Irvine *Overcoming Impossible: Learn to Lead, Build a Team, and Catapult Your Business to Success*. Published by HarperCollins Leadership, 2023. 256 p.

3.3. Internet information resources

3.3.1. Портал для управлінців [Електронний ресурс] / код доступу: <https://management.com.ua>

3.3.2. Портал професійних психологів України «У психолога» [Електронний ресурс] / код доступу: <http://upsihologa.com.ua/>

3.3.3. Платформа англomовних онлайн курсів [Електронний ресурс] / код доступу: <https://www.coursera.org/>

3.3.4. Платформа україномовних онлайн курсів [Електронний ресурс] / код доступу: <https://prometheus.org.ua>

3.3.5. Платформа журналів з понад 7000 назв академічних журналів. Database. Journals4Free [Електронний ресурс] / код доступу: <http://www.journals4free.com>

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	Extramural
Module № 1		
	2 semester	1 semester
Kind of academic work	Grade values	
Carrying out tasks on practicals	$6 \text{ points} \times 4 = 24$	$6 \text{ points} \times 2 = 12$
Carrying out test tasks	$6 \text{ points} \times 1 = 6$	$8 \text{ points} \times 1 = 8$
<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	10	-
Total by the Module № 1	40	20
Module № 2		
	2 semester	
Kind of academic work	Grade values	
Carrying out tasks on practicals	$4 \text{ points} \times 9 = 36$	$6 \text{ points} \times 2 = 12$
Carrying out test tasks	$7 \text{ points} \times 2 = 14$	$8 \text{ points} \times 1 = 8$
Carrying out the Homework and home control work (extramural form of study)	-	30
<i>For admission to complete module test № 2, a student must receive not less than</i>	<i>30 points</i>	-
Carrying out Module Test № 2	10	-
Total by the Module № 2	60	50
Total by the Modules № 1, № 2	100	70
Final semester test work	-	30
Total by the subject	100	100

4.2. Completed types of educational work are credited to the student if he received a positive rating for them (Appendix 1).



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.

4.3. 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 sum of the current modular and control ratings is the final modular rating assessment, which is converted into a score on the national scale and the ECTS scale (Appendix 2).

4.5. 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.

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



(Ф 03.02-01)

АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки
	<i>Целева</i>	<i>02.02.23</i>	<i>Шмеліна Н.І.</i>	<i>[Signature]</i>	
	<i>19.05</i>	<i>06.03.23</i>	<i>Козарук О.В.</i>	<i>[Signature]</i>	<i>КСРЯКС</i>

(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				