


(Ф 03.02 – 110)

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

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Quality Management System

**COURSE TRAINING PROGRAM**  
**on**  
**«Strategic Supply Chain Management»**

Educational Professional Programs: «Management of Foreign Economic Activity»,  
«Logistics»

Field of study: 07 «Management and Administration»

Specialty: 073 «Management»

Mode of study	Semester	Total (hours/credits ECTS)	Lectures	Practicals	Self-Study	HW/ CGP / Control work (CW)	TP/ CP	Form of semester control
Full-time:	1	105/3.5	17	17	71	1 HW – 1s	-	Examination - 1s
Part-time	1	135/4.5	6	6	93	1 CW-- 1 s	-	Examination - 1s

Indexes: CM-7-073-2/21-2.1.2, CM-7-073-2/21-fs -2.1.2, CM-7-073-3/21-2.1.1  
CM-7-073-2pt/22-fs-2.1.2, CM-7-073-2pt/22-2.1.2

**QMS NAU CTP 19.05-02-2023**



The Course Training Program on "Strategic Supply Chain Management" is developed on the basis of the Educational and Professional Programs «Management of Foreign Economic Activity», «Logistics», Master Curriculum №CM-7-073-2/21, №CM-7-073-2pt/22-fs, №CM-7-073-2pt/22, №CM-7-073-3/21 and Master Extended Curriculum №ECM-7-073-2/22, №ECM-7-073-2pt/22-fs, №ECM-7-073-2pt/22, №ECM-7-073-3/22 for Specialty 073 «Management» and corresponding normative documents.

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«03» 02 2023

Document level – 3b

Planned term between revisions – 1 year


**Master copy**

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## INTRODUCTION

The Course Training Program of the subject "Strategic Supply Chain Management" is developed on the basis of the "Methodical guidance for the subject Course Training Program", approved by the order № 249/од, of 29.04.2021 and relevant normative documents.

### 1. EXPLANATORY NOTES

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

The place of the academic subject is determined by the need for the formation of strategic thinking, professional competencies and practical skills in future specialists in competitive supply chains. This discipline is the theoretical and practical basis of a set of knowledge and skills that form a specialist profile in management and administration.

**The main target of the subject** is formation of future specialists of systematic knowledge and understanding of conceptual approaches and methodological bases of strategic approach to managing supply chains, theory and practice of evolution of the supply chain management process and acquiring the skills of independent work in making sound strategic decisions regarding the formation.


The objectives of the subject are:

- awareness of the conceptual and methodological features of the strategic approach to managing supply chain and acquisition of skills in their practical use;
- acquisition of theoretical knowledge about the principles and patterns of strategic integration of domestic enterprises into global logistics supply chains;
- mastering the methodological toolkit to make sound strategic decisions on the management of integrated supply chains;
- mastering the methodology for creating perfect supply chains that provide the generation of the value of goods and services;
- acquisition of skills of assessing the economic efficiency of strategies for managing supply chain and choice of optimal ones;
- acquisition of skills of assessing the risk assessment of alternative strategies for managing supply chains and finding ways of minimizing them.

#### 1.2. Learning outcomes the subject makes it possible to achieve

The learning outcomes of this subject in combination with other educational components are:

- LO1: critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;
- LO 3: design effective organization management systems and form perfect supply chains into which these organizations are integrated;
- LO 5: plan the activities of the organization and determine strategic and tactical plans for the formation of perfect supply chains;

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- LO 6: to accept, substantiate and ensure the implementation of management decisions in unforeseen conditions, taking into account the requirements of the current legislation, ethical considerations and social responsibility;

- LO 10: to demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems in managing supply chains;

- LO 14: use the deepening of knowledge of the essential properties of modern logistics concepts in the formation of structural features of the development of supply circuits;

- LO 18: use specialized conceptual knowledge that is the basis for original thinking and innovative activity, in particular, in the context of the study of competitiveness of supply chains;

- LO 19: be able to use the methodological tools to substantiate strategic decisions on managing logistics business processes and the formation of perfect and competitive supply chains.

### **1.3. Competences the subject makes it possible to acquire**

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

- IC1: the ability to solve complex problems and problems in the field of strategic management of global chains of supply of goods, which involves conducting research and/or implementation of innovations and is characterized by uncertainty of conditions and requirements of the environment;

- IC 2: ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity) during strategic management of chain supply chains, in particular, the ability to organize partnership interaction of supply chains, business contacts with other enterprises and external environment.

- GC 6: the ability to generate new ideas (creativity);

- GC 7: ability to abstract thinking, analysis and synthesis;


- GC 9: the ability to organize business contacts with other enterprises and the external environment;

- GC 10: the ability to make decisions in difficult and unpredictable conditions, which requires the use of new logistics approaches;

- GC 11: the ability to make management decisions in conditions of uncertainty and risk;

- SC 1: the ability to choose and use the concepts, methods and tools of management, including in accordance with certain goals and international standards of supply chain management;

- SC 2: the ability to establish values, visions, mission, goals and criteria by which the organization defines further directions of development, to develop and implement appropriate strategies and plans;

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- SC 4: the ability to efficiently use and develop the resources of the organization;
- SC 7: the ability to develop projects, manage them, identify initiative and entrepreneurship, in particular, the ability to develop strategies for managing supply chain and ensure the process of their implementation in the face of uncertainty;
- SC 9: the ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation, in particular, the ability to integrated with logistics processes and business processes in supply chains, taking into account trends in the development of global economy and international trade, including electronic commerce;
- SC 10: ability to manage the organization and its development;
- SC 12: ability to design and improve supply chain management systems;
- SC 14: the ability to design supply chains, to coordinate the strategy of supply chain with the business strategy of the enterprise;
- SC 16: ability to business analytics and processing large databases to improve the supply chains (networks);
- SC 17: the ability to manage the risks in the functional fields of logistics and in supply chains, to develop measures to prevent risky situations, to implement international standards of safety of supply chains.

#### 1.4. Interdisciplinary connections

The academic subject "Strategic Supply Chain Management" is complemented by knowledge of such subjects as "Logistics Management", "HR-management", "Business Analysis and Data Processing" and is the basis for the study of subjects: "Methodology of Applied Researches", "Leadership and Conflict Management", "Financial Flows in Logistics Systems", "Logistics Systems Design", "Risks Management in Logistics" and others.

## 2. COURSE TRAINING PROGRAM ON THE SUBJECT

### 2.1. The subject content

The educational material of the subject is structured according to the modular basis and consists of one educational module, namely:


– **Module № 1 «Formation of a portfolio of competitive strategies of supply chain management»** which is a logically complete, relatively independent, integral part of Master Curriculum and Master Extended Curriculum, learning of which provides module test and analysis of its performance.

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

**Module №1 «Formation of a competitive strategies portfolio of supply chain management».**

Integrated requirements of module №1:

**Know:**

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- conceptual features and values of a strategic approach to supply chain management; conceptual apparatus, principles and patterns of strategic supply chain management;
- strategic features of formation of perfect configuration and optimal architecture of the supply chain;
- types of network structures of supply chain management and the latest requirements for their formation;
- possible alternatives to strategic decisions on supply chain management in the conditions of integration and globalization processes in the economy;
- methodology for determining and forming additional consumer value in the supply chain;
- methodology for choosing an effective strategy of supply chain management;
- qualimetric (multi-criteria) methods of choosing a logistics provider as a strategic partner in the supply chain;
- strategic directions of transformation in the management of supply chains at the macro level;
- peculiarities of the strategy of total logistics of the national economy and cluster strategic model of integrated supply chain management;
- possible risks of implementation of alternative strategies for supply chain management and ways to minimize them.


**Learning outcomes:**

- identify and substantiate competitive strategies for supply chain management aimed at minimizing total costs and creating additional value of goods and services;
- manage organizational changes in supply chains;
- conduct logistics audit of supply chains as a mandatory prerequisite for making sound strategic decisions on their management;
- justify the Balanced Score Card (BSC) and KPI strategic supply chain management system;
- manage conflicts in logistics chains;
- to form the perfect and competitive structure of the supply chain that generates value;
- make the right choice of strategic partners for the formation of rational supply chains;
- generate innovative approaches to strategic transformation in supply chains.

**Topic 1. The essence and features of a strategic approach to supply chain management.**

Trends of evolution of the supply chain management concept (SCM). Principles of strategic supply chain management. Strategic drivers (moving forces) and inhibitors (obstacles) in supply chains. Strategic supply chain management based on Deming cycle and TQM.

**Topic 2. Strategic organizational improvement and structural innovations in supply chains.**

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Signs and principles of formation of "perfect" supply chains. Strategic approaches to the formation of configuration and optimal architecture of the supply chain. Strategies of structural innovation in supply chains. Types of network supply chain management structures and the latest requirements for their formation. Methods for managing organizational changes in supply chains.

### **Topic 3. Functions of strategic supply chain management.**

Methodical features of interaction of strategic and integrated planning in supply chains. Collaborative planning of supply chains. Logistics Field Audit (LFA) technology. Controlling in strategic supply chains. Balanced Score Card (BSC) and KPI strategic supply chain management. Supply Chain Operation Reference Model (SCOR). Benchmarking in strategic management of supply chains.

### **Topic.4. Strategic segmentation and trends in the development of the logistics services market.**

Methods of strategic segmentation of the logistics services market. Assessment of the attractiveness and potential of the logistics services market. Strategic and operational integration of supply chains using 3PL, 4PL and 5PL providers. Strategic trends in the development of the logistics services market.

### **Topic.5. Strategies of competition and integrated supply chain management.**

Peculiarities of supply chain competition. Classification of supply chain management strategies. Interaction of competitive behavior strategies and supply chain management strategies. Strategies for managing relationships in supply chains. Integrated management strategies in SCM: CPRF (Collaborative Planning, Replenishment and Forecasting); VMI (Vendor-Managed Inventory), SCMo (Supply Chain Monitoring), DCC (Demand and Capacity Collaboration); CSRP (Customer Synchronized Resource Planning), EVCM (Extended Value Chain Management); ECR (Efficient Consumer Response) and others. The essence of the concept of SSCM (Sustainable Supply Chain Management) and CALS technology strategy (Continuous Acquisition and Life Cycle Support).

### **Topic.6. Strategic decisions on value chain management.**

Strategic customer relationship management (CRM) in the value supply chain. Conflict management in logistics chains. Methodology for determining and forming additional consumer value in the supply chain (KANO method). Mechanism and examples of implementation of ECR concepts (Efficient Consumer Response); EDI (Electronic Data Interchange), QR (Quick response), CPFR (Collaborative Forecasting, Planning and Replenishment), etc. in supply chain management.


### **Topic 7. Strategic sourcing in supply chains.**

Sourcing evaluation model. Matrix methods of making strategic decisions about sourcing. Logistics outsourcing strategy in SCM. Qualimetric (multi-criteria) methods of choosing a logistics provider as a strategic partner in the supply chain. Security, protection of information and commercial interests of partners in supply chains.

### **Topic 8. Strategic transformations in supply chain management at the macro level.**

Crises as catalysts of optimization processes in supply chains. Strategy of total




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logistics of the national economy and prerequisites for its implementation. Cluster strategic model of integrated management of supply chains. Types and features of the formation of logistics clusters as the newest organizational form of integrated management of supply chains at the macro level. World experience in the formation and functioning of transport and logistics clusters.

### 2.3. Training schedule of the subject

No.	Topic (thematic section)	Academic Hours							
		Full-time				Part-time			
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study
1	2	3	4	5	6	7	8	9	10
<b>Module №1 «Formation of a competitive strategies portfolio of supply chain management»</b>									
1.1	The essence and features of a strategic approach to supply chain management	1 semester				1 semester			
		11	2	2	7	12	2	-	10
1.2	Strategic organizational improvement and structural innovations in supply chains	11	2	2	7	13		2	11
1.3	Functions of strategic supply chain management	11	2	2	7	13	2	-	11
1.4	Strategic segmentation and trends in the development of the logistics services market	11	2	2	7	12	-	2	10
1.5	Strategies of competition and integrated supply chain management	12	2	2	8	13	2		11
1.6	Strategic decisions on value chain management	11	2	2	7	12	-	2	10
1.7	Strategic sourcing in supply chains	11	2	2	7	11	-	-	11
1.8	Strategic transformations in supply chain management at the macro level	12	2	2 1	7	11	-	-	11
1.9	Homework (full-time) / Control Work (Homework) (part-time)	8	-	-	8	8	-	-	8
1.10	Module Test № 1	3	1	-	1	-	-	-	-
<b>Total for the module №1</b>		<b>105</b>	<b>17</b>	<b>17</b>	<b>71</b>	<b>105</b>	<b>6</b>	<b>6</b>	<b>93</b>

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1	2	3	4	5	6	7	8	9	10
<b>Total for 1st semester</b>		<b>105</b>	<b>17</b>	<b>17</b>	<b>71</b>	<b>105</b>	<b>6</b>	<b>6</b>	<b>93</b>
<b>Total for the subject</b>		<b>105</b>	<b>17</b>	<b>17</b>	<b>71</b>	<b>105</b>	<b>6</b>	<b>6</b>	<b>93</b>

#### 2.4. Homework / Control Work (Homework)

In the first semester, students, in accordance with the methodological recommendations approved in the established order, perform homework (homework), which consists in determining the competitive strategy of supply chain management of a specific company (or a specific type of product) based on the characteristics of the structure and assessment of the level of "perfection" of supply chains, into which this company is integrated.


The homework is performed with the aim of consolidating, systematizing, generalizing and deepening knowledge of strategic management of supply chains, stimulating independence in solving specific professional tasks, forming the ability to search for innovative logistics solutions, and acquiring practical skills for substantiating strategies for the formation of perfect and competitive supply chains. For the successful implementation of the OD, the student must know the logistics terminology; strategic features of forming a perfect configuration and optimal architecture of the supply chain; criteria for excellence in supply chains; to be able to use tabular and graphic methods to generalize and systematize a large array of theoretical information on supply chain management; to be able to apply the methodological tools for making strategic decisions regarding the formation of perfect supply chains; to be able to analyze the world and domestic experience of the practical use of the integrated logistics concept of SCM and to search for innovative solutions to non-standard logistics problems in the management of supply chains.

Control Work (Homework) is performed by students of the part-time form of study in the first semester, in accordance with the methodological recommendations approved in the prescribed manner, in order to consolidate and deepen the theoretical knowledge and skills of the student in the study of the discipline.

The purpose of Control Work is to ensure in depth assimilation of theoretical issues on strategic supply chain management, to master the methodology for making sound strategic decisions on the formation of "perfect" supply chains, to acquire the skills and skills of combining theory and methodological tools of strategic management and integrated logistics situations. Each control work consists of two parts: theoretical (two theoretical questions) and practical part (which has a research and analytical nature).

Tasks for Homework (full-time) and Control Work (Homework) (part-time) are developed by the leading teachers of the department and approved by the minutes of the meeting of the issue department, are brought to the student's attention individually and are executed in accordance with the methodological recommendations.

Time is needed to carry out Homework (full-time) or Control Work (Homework) (part-time) – 8 hours of self-study.

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## 2.5. List of Examination Questions

The list of questions and the content of the tasks for the preparation for the exam are developed by the leading teachers, approved by the minutes of the meeting of the department and made known to the students.

## 3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

### 3.1. Teaching methods

During studying an academic subject, a student-centered approach to learning, a problem-oriented teaching style and interactive learning methods (group work method, discussions, role-playing games, case method, portfolio method, project method) are used, which contribute to the development of cognitive, creative and research activities of students. .

The implementation of these methods is carried out during lectures, during the independent work of the applicants with educational literature, when the applicants perform team and individual tasks, prepare and defend presentations, solve problems independently and solve practical situations as a team, which allows the applicants to master the methodology and modern technologies of logistics justification of effective management decisions.

### 3.2. List of references (basic and additional)

#### Basic literature

3.2.1. Donald Bowersox and David Closs and M. Bixby Cooper. Supply Chain Logistics Management. 4<sup>th</sup> Edition. McGraw-Hill Higher Education. 2019. 678 p. URL : <https://bit.ly/3ukfOjj>

3.2.2. Alan Harrison, Remko van Hoek. Logistics Management and Strategy Competing Through the Supply Chain. 6th Edition, 2019. 317 p. URL : <https://bit.ly/3fBfHvD>


3.2.3. Крикавський Є., Похильченко О., Фертч М. Логістика та управління ланцюгами поставок. Львів : Видавництво Львівської політехніки, 2019. 848 с.

3.2.4. Shoshanah Cohen, Joseph Roussel. Strategic Supply Chain Management: The Five Core Disciplines for Top Performance. 2nd Edition. McGraw-Hill Education. 2013, 320 p.

3.2.5. John J. Coyle, C. John Langley, Robert A. Novack. Supply Chain Management: A Logistics Perspective. 10th Edition. 2018. 672 p.

3.2.6. Shoshanah Cohen, Joseph Roussel. Strategic Supply Chain Management: The Five Core Disciplines for Top Performance, Second Editon 2nd Edition, 2013. 321 p.

3.2.7. Смерічевська С.В., Жаболенко М.В., Маловичко С.В. та інш.: Маркетинг і логістика: концептуальні основи та стратегічні рішення. Навч. посібник у схемах та таблицях (для організації самостійної роботи студентів ВНЗ)

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/ за заг. ред С.В. Смерічевської. 2-е стереотипне видання. Львів: «Магнолія 2006», 2019. 552 с. URL : <http://bit.ly/2LNcgWd>

3.2.8. Sunil Chopra. Supply Chain Management: Strategy, Planning, and Operation (What's New in Operations Management) 7th Edition, 2018. 528 p.

3.2.9. Смерічевська С.В. Конспект лекції, презентації та методичні рекомендації з дисципліни «Стратегічне управління ланцюгами постачання (в електронному вигляді).

### **Additional Literature**

3.2.11. F. Robert Jacobs, Richard Chase. Operations and Supply Chain Management: The Core 4th Edition. 2016, 544 p.

3.2.12. Смерічевська С. В. Формування освітньо-інноваційного потенціалу логістизації національної економіки: стратегічні імперативи [монографія]. Херсон : Вид-во «Гельветика», 2015. 320 с.

3.2.13. Смерічевська С. В., Ковальов В.А. Механізм забезпечення ефективної партнерської взаємодії в кластерних організаційних структурах // Економічний вісник Запорізької державної інженерної академії. Запоріжжя. Випуск 6 (12) 2017. Ч.1. С.50-54

3.2.14. Харрісон А. Управління логістикою: Розробка стратегій логістичних операцій / Алан Харрісон, Ван Хоук Ремко. Пер. з англ.; За наук. ред. О. Є. Міхейцева. Дніпропетровськ: Баланс Бізнес Букс, 2007. 368 с.

3.2.15. Richard Rumelt . Good Strategy Bad Strategy: The Difference and Why It Matters Hardcover , 2011. 336 p.

3.2.16. Cluster Policy of Innovative Development of the National Economy: Integration and Infrastructure Aspects : monograph / under the editorship of professor S. Smerichevska. Poznań: Wydawnictwo naukowe WSPIA, 2020. 380 p.

### **3.3. Internet resource**

3.3.1. Інтелектуалізація логістики та управління ланцюгами постачання. Електронний науково-практичний журнал з відкритим доступом. URL : <https://smart-scm.org/en/about/>

3.3.2. Logistic FM. Науково-практичний журнал. URL : <https://logist.fm/>

3.3.3. Офіційний сайт Association for Supply Chain Management – ASCM. URL : <https://www.ascm.org/>

3.3.4. Офіційний сайт Kyiv Logistics School. URL : <https://kyivlogisticsschool.com/>

3.3.5. Транспорт и логистика в Украине. Транспортный и логистический портал. Новости и статьи. Законы. URL : <http://translog.com.ua/>

3.3.6. Supply Chain Digest (новини зі світу управління ланцюгами поставок) URL: <http://scdigest.com/>

3.3.7. Council of Supply Chain Management Professionals (CSCMP). URL : <https://cscmp.org/>



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

4.1. Grading of different kinds of academic activities completed by a student is done in accordance with Table 4.1.

4.2. A student gets a credit for the completed assignment if the student's performance has been assessed positively.

4.3. The total of Grades for individual academic activities completed by a student constitutes a Current Semester Module Grade, which is entered into the Module Control Register.

Table 4.1

Kind of academic activities	Max grade	
	Full-Time Study	Part-Time Study
<b>Module № 1 "Formation of a competitive strategies portfolio of supply chain management"</b>	<b>1 semester</b>	<b>1 semester</b>
Performing practical tasks and solving business cases in logistics and supply chain management	50 (total)	20 (total)
Carrying out Homework (full-time) / Control Work (Homework) (part-time)	20	40
<i>For carrying out module test № 1, a student must receive not less than</i>	<i>42 grades</i>	-
Carrying out Module Test № 1	<b>10</b>	-
<b>Total for the module № 1</b>	<b>80</b>	<b>60</b>
<b>Semester examination</b>	<b>20</b>	<b>40</b>
<b>Total for the subject</b>	<b>100</b>	

4.4. The sum of the Total Semester Module Grade and Examination Grade constitute the Total Semester Grade which corresponds to a particular National Scale Rating and ECTS Rating.

4.5. The Total Semester Grade is entered in an Examination Register, a student's record book and academic card, e.g.: **92/Ex/A**, **87/Good/B**, **79/Good/C**, **68/Sat/D**, **65/Sat/E**, etc.

4.6. The Total Grade on the subject corresponds to the Total Semester Grade. The Total Grade on the subject is entered in Diploma Supplement.



(Ф 03.02 – 01)

### АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки
	Центр 075	06.02.23	Шмелев		
		10.03.23	Тришків В.М.		

(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				