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**NATIONAL AVIATION UNIVERSITY**  
 Faculty of Transport, Management and Logistics  
 Management of Foreign Economic Activity of Enterprises Department

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Quality Management System

**COURSE TRAINING PROGRAM**  
 on  
**“Project and Risk Management”**

Educational and Professional Program: “Management of Foreign Economic Activity”  
 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        | 120/4,0                      | 20       | 20         | 80         | -              | -      | Graded Test<br>- 2 s.    |
| Extramural    | 1, 2     | 120/4,0                      | 6        | 6          | 108        | 1 HW<br>- 2 s. | -      | Graded Test<br>- 2 s.    |

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## INTRODUCTION

The Course Training Program (CTP) on “Project and Risk Management” is developed based on the “Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study”, approved by the order of the rector № 249/од. of 29.04.2021 and corresponding regulatory documents.

### 1. EXPLANATORY NOTES

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

The subject is a theoretical and practical basis for a set of knowledge and skills that form the profile of a specialist in the organizations management of different forms ownership and economic sectors.

**The purpose** of teaching the subject is to familiarize students with the theoretical foundations of risk management, the formation of the necessary theoretical knowledge and practical skills for effective management of projects of different directions, adaptation and implementation of project solutions in practice in a crisis, mastering the practice of quantitative risk assessment methods in market conditions and making effective management decisions in situations of uncertainty and risk, for the competitiveness of higher education applicants in the global labor market in the management of organizations engaged in foreign economic activity, which will allow them to make a positive contribution to society.

**The tasks** of studying the subject are:

- to study the theoretical foundations of project and risk management in modern conditions in the implementation of foreign economic activity of enterprises;
- study the methodology of analysis, control, diagnosis and planning of foreign economic activity of enterprises, the methodology of analysis of international markets, get acquainted with European integration processes and the prospects for cooperation with foreign partners;
- learn the basics of making effective management decisions in situations of uncertainty and risk;
- learn to identify information threats; determine the compliance of information activities to the laws of Ukraine; plan and organize measures to counter information attacks;
- to master the basics of risk theory and its practical application in large economic systems under conditions of uncertainty and risk, the theory of decision-making, taking into account economic risk;
- to learn how to initiate, develop, implement and evaluate the effectiveness of investment and innovation projects of strategic development of the enterprise;
- acquire 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;
- to master the knowledge of risk assessment methods, allowing to assess the level of a specific type of risk in certain areas of business activities and identify specific ways to reduce it.

#### 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**:

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

PLO 4. Justify and manage projects, generate entrepreneurial ideas;

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 4. Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit);

PLO 17. be able to analyze and evaluate the completeness of information in the course of professional activity and supplement and synthesize missing information, working in conditions of uncertainty;

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





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

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

GC 1. Skills of using information and communication technologies.

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

GC 7. Ability to abstract thinking, analysis and synthesis.

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

GC 9. Acquisition of flexible thinking, openness to the application of physical knowledge and competencies in a wide range of possible places of work and everyday life.

GC 14. Identify the functional areas of the organization and their interaction (i.e. procurement, production, logistics, marketing, finance, human resources).

GC 15. Ability to organize and monitor the implementation of the production program, conduct research for the development and implementation of foreign economic policy of the enterprise, organization and control of foreign economic activity.

PC 1. Ability to choose and use concepts, methods and tools of management, including in accordance with the defined goals and international standards.

PC 4. Ability to effectively use and develop resources in the organization.

PC 7. Ability to develop projects, manage them, show initiative and entrepreneurship.

PC 9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation.

PC 15. Ability to diagnose risk factors in foreign economic activity of organizations and justify anti-crisis programs.

### 1.4. Interdisciplinary connections

The subject "Project and Risk Management" is based on the knowledge of such subjects as: "International Competitiveness Management of the Enterprise in Conditions of European Integration", "Business planning in Foreign Economic Activity", "International Monetary and Foreign-Exchange Transaction" and is the basis for studying such subjects as: "Strategic Management of Corporations", "Preventive Economics and Forecasting Changes", "International Management and Marketing", "Information Systems and Technologies in the Management of Foreign Economic Activity" and others.

## 2. COURSE TRAINING PROGRAM ON THE SUBJECT

### 2.1. The subject content

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

– **Module № 1 "Project management"**,

– **Module № 2 "Risk management"**,

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

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

#### Module № 1 "Project management"

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





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

The essence of project activities: the concept, the main characteristics, the classification of projects. Project management as a specific branch of management. Objectives, processes and functions in project management. Characteristics of the project management model. Environment and project participants. The project life cycle. Substantiation of the feasibility of the project and its effectiveness. Organisational structures of project management. Development of the project concept. Structure of project analysis. Justification of project feasibility. Evaluation of project effectiveness. The basic principles of creating an organizational structure of the project. Basic forms of project structures.

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

Project planning system. Development of the project management plan. Characteristics of project content management. The essence and functions of project structuring. Directions of project structuring. Planning of terms and deadlines of projects. The principles of project schedule management. Organizational and technological models of project planning. Network project planning. Features of network planning in conditions of uncertainty. Development of project scheduling. Management of resource provision of projects. Resource planning of the project. Planning project costs. Methods for calculating project costs. Project budget.

### **Topic 3. Project human resources management.**

Project human resource management processes. Project organizational culture. Project team building. Project team management processes. Motivational aspects of the team. Conflict management in projects. Management of communications and information support of the project. Communication management processes in project implementation. Project management information system. Software and hardware of project management. Automation of project management.

### **Topic 4. Monitoring the project timeline.**

Content of control over project performance processes. Model of project planning and control. Requirements for project control system in foreign economic activity. Project control system. Evaluation of project activities. Monitoring of project work performance. Methods of control of actual work performance. Tools for controlling project implementation. Controlling the cost of project work performance. Basic indicators of the method of assimilated volume. The essence of the basic concepts of Earned Value. Change management and project completion. Project completion. Exiting the project.

### **Topic 5. Project Execution Quality Management.**

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

### **Module № 2. "Risk management".**

**Integrated requirements to the module № 2:** understand the theory of risk, decision-making theory and its practical use in conditions of uncertainty; use the methodology of analysis, control, diagnosis and planning of foreign economic activity of enterprises, understand the methodology of analysis of international markets, to familiarize with European integration processes and prospects for cooperation with foreign partners; understand the basis for effective management decisions in situations of uncertainty and risk; identify information threats; determine compliance of information activities with the laws of Ukraine; plan and organize measures to counteract information attacks; apply methods of risk assessment and identify specific ways to reduce it.





### **Topic 1. Functioning of firms under conditions of uncertainty and risk.**

Subject matter, methods and objectives of risk management. Substantial characteristics of the firm. Functioning of the firm under conditions of risk. Internal and external environment of the enterprise. Enterprise's production means. Financial means of the enterprise. Production of output. Financial results of activity. Concept of complete, partial uncertainty, complete certainty. Reasons for uncertainty. Situation of uncertainty and situation of risk. Features of management under uncertainty. The concept of risk management and its specifics in a competitive environment. Strategic management of a firm under conditions of uncertainty. Organization of risk management in the process of entrepreneurial activity. The essence, content and purpose of risk management. Principles of risk management. Measures of minimization of risk in commercial activity of enterprises. Break-even point and risk, decision tree in risk management of industrial (entrepreneurial) activity. Production (operational) leverage, its essence and connection with entrepreneurial risk. Conditions of application. Diversification as a method of risk reduction. Directions of diversification. Motives (reasons), benefits (advantages) and dangers (risks) of diversification. Stocks and reserves as a method of risk reduction. The formation of the structure of the product range of the enterprise in minimizing the commercial risk. The choice of a rational economic strategic decision of the firm in conditions of uncertainty and risk with the use of game economic-mathematical model. Economic security of the enterprise. The program of economic security in the main areas. The program of obtaining and analysis of commercial information. Features of entrepreneurial risks in the activities of service enterprises. Risk management. Organization of risk management in the enterprise. Basic rules of risk management. Modern approaches in risk management. Stages of integrated risk management. Development of a risk management program (RMP) at an enterprise. International standards of risk management. Risk and its varieties. Classification of risks. The concept of risk and its varieties. The essence of risk and reasons for its occurrence. Main features of risk. Functions of risk. Classification of risks by belonging to the country of functioning of the economic entity, the level of occurrence, the sphere of origin, the causes of occurrence, the degree of validity of the adoption of risk, compliance with the acceptable limits, the sign of the implementation of risks, the scale of impact, the possibility of prediction, the degree of impact on economic entities. Specifics of risk management.

### **Topic 2. Characteristics of production, marketing and financial risks.**

The concept of production risks. Categories of production risks. Directly production risks. A group of risks arising in the process of developing the company's strategy. Procurement risks. A group of risks of failure to meet planned deadlines. Transportation risks and international standard classification of transportation risks. The concept of marketing (sales) risk. Non-predictable sales risks. Risks: of inadequate segmentation of sales markets; incorrectly selected target market segment; incorrect choice of sales strategy; incorrect organization and obtaining inadequate results of market research; false pricing; failure to organize sales network and product promotion system. Risks of interaction with contractors and partners in the process of organizing the sale of products (services). Risks of unforeseen competition. The concept of financial risks. Risks associated with purchasing power of money: currency, inflation, deflation. Risks of unforeseen expenses and excess of costs of production. Risks of failures to provide business operations with necessary financing.

### **Topic 3. Financial and investment risk management. Risk management in projects.**

Risks, connected with capital investment (investment risks): investment of funds in production and non-production spheres of economy; activity of the firm in the financial market. Integrated management of long-term investments and working capital of the enterprise. Economic profitability of enterprise assets. Anticrisis management of enterprise finances. Forecasting of probability of bankruptcy of enterprise. Classification of project risks. Risk management planning. Identification of risks. Analysis of project risks. Planning measures to respond to risks. Monitoring and control of risks. Specific characteristics of investment risks. General characteristics of investment risks. Classification of investment risks on a number of signs: on economic characteristics, on period of occurrence, on forms of investment, on sources of occurrence. The essence and organization of qualitative and quantitative analysis of the investment project with the purpose of establishing the total degree of risk. The essence of





the model of assessment of capital investments in the presence of the factor of uncertainty. Discounting as a method for assessing the degree of investment risk. Classical model of capital assets estimation (method SARM). Cumulative approach. Features of formation of an investment portfolio in conditions of risky business. Characteristics of optimum investment portfolio and mechanism of its completion taking into account influence of risks. Operative regulation and realization of the investment project in case of risks of different origin. Long-term investing as one of the main elements of national economic policy aimed at the development of industrial production. Risks in long-term investment. Basic approaches and means of managerial influence on investment risk reduction.

**Topic 4. Risk management in foreign economic activity. Methods of risk reduction in various spheres of activity.**

Main types of risks in foreign economic activity. Risks of international trade. Risks associated with the customs clearance process. Transportation risks. Risks associated with the main provisions of foreign trade contract. The risk of choice and reliability of the partner. Management of risks in FEA. Characteristics of risks in commercial activity of the enterprise. The essence of commercial risks and their classification. The need to consider the factor of uncertainty in the commercial activity of the enterprise. Methods of economic risk management. Principles of risk management. Risk management system. Foundations of risk prevention: diversification and limitation. Self-insurance as a method of reducing risks. Insurance of the risk. Information in risk management system.

**Topic 5. Qualitative and quantitative analysis of economic risk.**

Probability distribution curve of profit. Probability distribution curve of profit loss. Essence of qualitative and quantitative risk analysis. Principles of risk analysis. Directions of entrepreneurial risk analysis. Losses arising in the process of entrepreneurial activity. Methods for analyzing the degree of risk. Methods of quantitative assessment of the degree of risk. Statistical method, method of cost feasibility analysis, method of expert evaluations. Characteristics of expert procedures, analytical method, method of using analogues. Complex assessment of risks. Probability of occurrence of a random quantity, mathematical expectation of a random quantity, dispersion, standard deviation and coefficient of variation of a random quantity. Characteristics of the area of absolute stability, normal stability, unstable state, critical state, crisis state of enterprise on the basis of economic risk curve. Delphi method. Determination of the key parameter, selection of factors of influence, programming the value of the key parameter. Determination of the probability of the project under study based on estimates of the probability of similar projects. Forecast of the expected characteristics of the project under study. Determination of possible losses of the enterprise as a result of the combination of risks.

**2.3. Training schedule of the subject**

| №                                      | Topic<br>(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 |          |            |            |  |
| <b>Module № 1 "Project management"</b> |   |              |          |            |            |            |          |            |            |  |
| 1.1.                                   | Project management in the management system of organizations. | 10           | -        | 2          | 8          | 6          | 1        | -          | 5          |  |
| 1.2.                                   | Project planning as a component of project management.        | 12           | 2        | 2          | 8          | 6          | 1        | -          | 5          |  |
| 1.3.                                   | Project human resources management.                           | 12           | 2        | 2          | 8          | 6          | 1        | -          | 5          |  |
| 1.4.                                   | Monitoring the project timeline.                              | 12           | 2        | 2          | 8          | 6          | 1        | -          | 5          |  |





| №                                   | Topic<br>(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         |
| 1.5                                 | Project Execution Quality Management.   | 10           | 2         | -          | 8          | 6          | 2        | -          | 4          |
| 1.6.                                | Module test № 1   | 4            | -         | 2          | 2          | -          | -        | -          | -          |
| <b>Total for the module № 1</b>     |   | <b>60</b>    | <b>8</b>  | <b>10</b>  | <b>42</b>  | <b>30</b>  | <b>6</b> | <b>-</b>   | <b>24</b>  |
| <b>Module № 2 "Risk management"</b> |   |              |           |            |            |            |          |            |            |
| <b>2 semester</b>                   |   |              |           |            |            |            |          |            |            |
| 2.1.                                | Functioning of firms under conditions of uncertainty and risk   | 10           | -         | 2          | 8          | 15         | -        | 1          | 14         |
| 2.2.                                | Characteristics of production, marketing and financial risks.   | 10           | 2         | -          | 8          | 15         | -        | 1          | 14         |
| 2.3.                                | Financial and investment risk management. Risk management in projects.                                  | 12           | 2         | 2          | 8          | 16         | -        | 1          | 15         |
| 2.4.                                | Risk management in foreign economic activity. Methods of risk reduction in various spheres of activity. | 12           | 2         | 2          | 8          | 16         | -        | 1          | 15         |
| 2.5                                 | Qualitative and quantitative analysis of economic risk.   | 12           | 2         | 2          | 8          | 16         | -        | -          | 16         |
| 2.6                                 | Carrying out the home control work (extramural form of study)   | -            | -         | -          | -          | 8          | -        | -          | 8          |
| 2.7                                 | Final semester control work   | -            | -         | -          | -          | 4          | -        | 2          | 2          |
| 2.8.                                | Module test № 2   | 4            | 2         | -          | 2          | -          | -        | -          | -          |
| <b>Total for the module № 2</b>     |   | <b>60</b>    | <b>10</b> | <b>8</b>   | <b>42</b>  | <b>90</b>  | <b>-</b> | <b>6</b>   | <b>84</b>  |
| <b>Total for 2 semester</b>         |   | <b>120</b>   | <b>18</b> | <b>18</b>  | <b>84</b>  | <b>120</b> | <b>6</b> | <b>6</b>   | <b>108</b> |
| <b>Total for the subject</b>        |   | <b>120</b>   | <b>18</b> | <b>18</b>  | <b>84</b>  | <b>120</b> | <b>6</b> | <b>6</b>   | <b>108</b> |

#### 2.4. Home control work (extramural form of study)

Home control work (extramural form of study) is performed in the first 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 home 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 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 "Project and Risk 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 "Project and Risk 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. Єгорченков О.В. Азбука управління проектами. Планування: навч. посіб. / О.В. Єгорченков, Н.Ю. Єгорченкова, Є.Ю. Катаєва. – Київ: КНУ ім. Т. Шевченка, 2017.–117 с.
- 3.2.2. Петренко Н. О. Управління проектами : навч. посіб. / Н.О. Петренко, Л.О. Кустрич, М.О. Гоменюк. – К.: «Центр учбової літератури», 2017. – 224 с.
- 3.2.3. Управління ризиками: навч. посіб. для студентів спеціальності 073 «Менеджмент» / М. О. Кравченко, К.О. Бояринова, К.О. Копішинська. – Київ : КПІ ім. Ігоря Сікорського, 2021. – 432 с.
- 3.2.4. Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects (HBR Handbooks) – 2021.
- 3.2.5. Terry Schmidt Strategic Project Management Made Simple: Solution Tools for Leaders and Teams Second Edition. 2021. 256 p.
- 3.2.6. Eric Verzuh. The Fast Forward MBA in Project Management: The Comprehensive, Easy-to-Read Handbook for Beginners and Pros (Fast Forward MBA Series) 6th Edition, 2021, 544 p.

#### Additional literature

- 3.2.7. Микитюк П.П., Брич В.Я., Микитюк Ю.І., Труш І.М. Управління проектами: підручник. [для студ. вищ. навч. закл.]. Тернопіль, 2021. – 416 с.
- 3.2.8. Калініченко З.Д. Ризик-менеджмент: навчальний посібник для здобувачів спец. 051 «Економіка» та 073 «Менеджмент» / З.Д. Калініченко. Дніпро: ДДУВС, 2021. 224 с.
- 3.2.9. Шклярук С. Г. Управління фінансовими ризиками: навч. посіб. / С. Г. Шклярук. — Київ : ДП «Вид. дім «Персонал», 2019. — 494 с.

### 3.3. Internet information resources

- 3.3.1. Сайти періодичних видань: «Менеджмент». [Електронний ресурс] – Режим доступу : <http://www.management.com.ua>
- 3.3.2. Офіційний сайт Українська асоціація управління проектами. [Електронний ресурс]. — Режим доступу: <http://upma.kiev.ua/ru/home/about/>
- 3.3.3. Державна служба статистики України [www.ukrstat.gov.ua](http://www.ukrstat.gov.ua)





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

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

| Kind of Academic Work  | Maximum Grade Values  |                       |
|--|-----------------------|-----------------------|
|  | Full-time             | Extramural            |
| <b>Module № 1</b>  |                       |                       |
|  | <b>2 semester</b>     | <b>1 semester</b>     |
| Kind of academic work  | Grade values          |                       |
| Carrying out tasks on practicals   | 10 points × 3 =<br>30 | -                     |
| Carrying out test tasks  | 10 points × 1 =<br>10 | -                     |
|  |                       | -                     |
| <i>For admission to complete module test № 1, a student must receive not less than</i> | <i>24 points</i>      | -                     |
| Carrying out Module Test № 1   | 10                    | -                     |
| <b>Total by the Module № 1</b>   | <b>50</b>             | -                     |
| <b>Module №2</b>   |                       |                       |
|  | <b>2 semester</b>     | <b>2 semester</b>     |
| Carrying out tasks on practicals   | 10 points × 3 =<br>30 | 20 points × 1 =<br>20 |
| Carrying out test tasks  | 10 points × 1 =<br>10 | 20 points × 1 =<br>20 |
| <i>For admission to complete module test №1, a student must receive not less than</i>  | <i>24 points</i>      | -                     |
| Carrying out Module Test № 2   | 10                    | -                     |
| Carrying out the Home control work (extramural form of study)                          | -                     | <b>30</b>             |
| Final control work (extramural form of study)  | -                     | <b>30</b>             |
| <b>Total by the Module № 1</b>   | <b>50</b>             | <b>100</b>            |
| <b>Total by the subject</b>  | <b>100</b>            | <b>100</b>            |

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.





(Ф 03.02-01)

### АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

| № прим. | Куди передано (підрозділ) | Дата видачі | П.І.Б. отримувача | Підпис отримувача | Примітки |
|---------|---------------------------|-------------|-------------------|-------------------|----------|
|         | УІІ САО                   | 06.02.23    | Шелекма Н.І.      |                   |          |
|         |                           |             |                   |                   |          |
|         |                           |             |                   |                   |          |

(Ф 03.02-02)

### АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

| № пор. | Прізвище ім'я по-батькові | Підпис ознайомленої особи | Дата ознайомлення | Примітки |
|--------|---------------------------|---------------------------|-------------------|----------|
| 1.     | Наумов О.                 |                           | 06.02.23          |          |
|        |                           |                           |                   |          |
|        |                           |                           |                   |          |

(Ф 03.02-04)

### АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

| № пор. | Прізвище ім'я по-батькові | Дата ревізії | Підпис | Висновок щодо адекватності |
|--------|---------------------------|--------------|--------|----------------------------|
| 1      | Куршова О.Б.              | 06.06.23     |        | Адекватно<br>Від 06.06.23  |
|        |                           |              |        |                            |
|        |                           |              |        |                            |

(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 |        |                    |        |      |