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NATIONAL AVIATION UNIVERSITY
 Faculty of Transport, Management and Logistics
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Quality Management System

COURSE TRAINING PROGRAM

on

"Crisis management»

Educational and professional programs: «Management of organizations and administration (by types of economic activity)»
 «Management of foreign economic activity»
 «Logistics»
 «Aviation logistics»
 Management of airlines and airports

Field of study: 07 "Management and Administration"
 Specialty: 073 "Management"

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/ CGP/C	TP/CPr	Form of semester control	Form of study
Full-time	7	105/3.5	34	17	-	54	1 TP. – 7 s.	-	Graded Test – 7 s.
Extra-mural	7, 8	105/3.5	8	4	-	93	1 TP. – 8 s.	-	Graded Test – 9 s.

Index: CB-7-073-1/21-2.1.23, CB-7-073-2/21-2.1.23, CB-7-073-3/21-2.1.23, CB-7-073- 4/21-2.1.23, CB-7-073-5/21-2.1.23.

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The Course Training Program on "Crisis management» developed on the basis of the Educational and Professional Programs "Management of organizations and administration (by types of economic activity)", "Management of foreign economic activity", "Logistics", "Aviation logistics", "Management of airlines and airports" and Bachelor Curriculums №CB -7-073-1/21, №CB-7-073-2/21, №CB-7-073-3/21, №CB-7-073-4/21, №CB-7-073-5/21, №ECB-7-073-1/21, №ECB-7-073-2/21, №ECB-7-073-3/21, №ECB-7-073-4/21, №ECB-7-073-5/ 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 Programs "Management of organizations and administration (by types of economic activity)", "Management of airlines and airports" and "Management of foreign economic activity", specialty 073 "Management" - Management of Foreign Economic Activity of Enterprises Department, Minutes № _____ of " _____ " _____ 2023.

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INTRODUCTION

The Course Training Program (CTP) on "Crisis 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 NOTE

1.1. Place, objectives, tasks of the subject

This discipline is the theoretical basis of a set of knowledge and skills that form the management profile of a specialist in the field of management and administration

The purpose of teaching the subject is the formation of modern managerial and economic thinking and a system of special knowledge in the field of anti-crisis management of enterprises and organizations in future managers, disclosure of modern scientific concepts, concepts, methods and tools of anti-crisis management of business structures.

The tasks of studying the subject are:

- study of types of crises and formation of skills for their recognition;
- study of the theoretical and methodological foundations of diagnosing the crisis state of enterprises and anti-crisis management of enterprises;
- study of the components of adoption and implementation of anti-crisis strategic and tactical economic decisions;
- familiarization and study of rehabilitation technologies, restructuring of business structures in a state of crisis, as well as application of bankruptcy and liquidation procedures of enterprises;
- formation of skills in the using of modern tools of anti-crisis management of enterprises and the ability to evaluate the effectiveness of its application.

1.2. Learning outcomes (PLO) the subject makes it possible to achieve.

Educational and professional program Management of organizations and administration (by types of economic activity)

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

PLO 5. Describe the content of the functional areas of the organization's activity;

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

PLO 7. Apply management methods to ensure the effectiveness of the organization's activities.

PLO 14. Use modern methods of diagnosing production, commercial, innovative and investment activities at enterprises of various spheres of activity;

Educational and professional program "Management of Foreign economic activity of enterprise"

PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

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

PLO 6. The skills of searching, collecting and analyzing information, calculating indicators to substantiate management decisions will also be revealed.

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

PLO 11. Demonstrate the skills of situation analysis and communication in various areas of the organization.

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

PLO 18. Basic knowledge and modern approaches to marketing, commercial and operational



activities of the enterprise, to be able to monitor, analyze, control, diagnose and plan the activities of the enterprise.

PLO 20. Know the principles of management of socio-economic systems at the micro and macro levels and methods of optimizing management processes.

PLO 25. Understand tools and strategies for diagnosing and analyzing different types of management problems.

Educational and professional program "Logistics":

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

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

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

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

PLO 11. Demonstrate the skills of situation analysis and communication in various areas of the organization.

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

PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

PLO 17. Carry out research individually and/or in a group under the guidance of a leader.

Educational and professional program "Aviation logistics"

PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

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

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

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

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

PLO 11. Demonstrate the skills of situation analysis and communication in various areas of the organization.

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

PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

PLO 17. Carry out research individually and/or in a group under the guidance of a leader.

Educational and professional program "Management of airlines and airports"

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

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

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

PLO 11. Demonstrate the skills of situation analysis and communication in various areas of the organization.

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

PLO 20. Determine and implement strategic plans for the development of airlines, airports and other enterprises in the aviation industry.

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

PLO 24. Initiate, develop, implement and evaluate the effectiveness of implementation of investment and innovation projects of strategic development of aviation industry enterprises. To



implement innovative projects in order to create conditions for the effective functioning and development of airlines and airports.

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

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

1.3. Competences that the educational discipline makes it possible to acquire.

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

Educational and professional program "Management of organizations and administration (by types of economic activity)"

GC 4. Ability to apply knowledge in practical situations.

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

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

GC 11. Ability to adapt and act in a new situation.

GC 16. Acquisition of flexible thinking, openness to the application of economic knowledge and competences in a wide range of possible workplaces and everyday life.

GC 18. Ability to communicate effectively and to present complex and complex information in a concise form, orally and in writing, using information and communication technologies and appropriate technical terminology;

GC 20. Ability to analyze the financial, material and technical, personnel support of the enterprise's activity process.

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

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

PC 5. Ability to manage the organization and its divisions through the implementation of management functions;

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

PC 16. The ability to analyze economic phenomena, based on the acquired theoretical knowledge of management and economics.

PC 17. The ability to evaluate the economic activity of the enterprise and find optimal ways to improve it.

PC 18. Ability to understand and adequately use mathematical and statistical methods used in economic and management practice.

PC 19. Ability to independently perform experiments and critically describe, analyze and evaluate experimental data

PC 22. the ability to search with the involvement of various information sources and computer technologies, to use the entire set of information for the development of alternative options and decision-making.

Educational and professional program "Management of foreign economic activity of enterprises"

GC 4. Ability to apply knowledge in practical situations

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

GC 10. ability to conduct research at the appropriate level.

GC 11. Ability to adapt and act in a new situation.



GC 16. Acquisition of flexible thinking, openness to the application of economic knowledge and competences in a wide range of possible workplaces and everyday life.

GC 20. Ability to analyze the financial, material and technical, personnel support of the enterprise's activity process.

GC 21. Definition of functional areas of the organization and their interaction (purchasing, production, logistics, marketing, finance, human resources, organization of export-import operations).

GC 22. The ability to organize and control the implementation of the production program and the implementation of the economic policy of the enterprise - a subject of foreign economic activity and activity control.

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

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

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

PC 5. The ability to manage the organization and its divisions through the implementation of management functions

PC 7. Ability to choose and use modern management tools.

PC 8. Ability to plan the activities of the organization and manage time.

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

PC 13. Understand the principles and norms of law and use them in professional activity.

PC. 16 Ability to analyze economic and foreign economic phenomena, based on the obtained theoretical knowledge of management and economics.

PC 17. The ability to evaluate the foreign economic activity of the enterprise and find appropriate ways to improve it.

PC 18. Ability to understand and skillfully use mathematical and numerical methods that are often used in economics and management.

Educational and professional program "Logistics":

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

GC 4. Ability to apply knowledge in practical situations

GC 20. The ability to assess the conditions and consequences of organizational and management decisions, the ability to justify management decisions and the ability to ensure their legitimacy from the standpoint of social responsibility.

GC 21. The ability to think economically, the ability to apply quantitative and qualitative methods of analysis when making management decisions and to build economic, financial and organizational-management models.

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

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

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

PC 7. Ability to choose and use modern management tools.

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

Educational and professional program "Aviation logistics"

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

GC 4. Ability to apply knowledge in practical situations.

GC 20. The ability to assess the conditions and consequences of organizational and management decisions, the ability to justify management decisions and the ability to ensure their legitimacy from the



standpoint of social responsibility.

GC 21. The ability to think economically, the ability to apply quantitative and qualitative methods of analysis when making management decisions and to build economic, financial and organizational-management models.

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

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

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

PC 5. The ability to manage the organization and its divisions through the implementation of management functions.

PC 7. Ability to choose and use modern management tools.

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

Educational and professional program "Management of airlines and airports"

GC 4. ability to apply knowledge in practical situations.

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

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

GC 11. Ability to adapt and act in a new situation

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

GC 17. Ability to perform economic research in a group under the direction of a leader, similar skills that demonstrate the ability to take into account the demands of the discipline, planning and time management.

GC 18. The ability to communicate effectively and to present complex complex information in a concise form orally and in writing, using information and communication technologies and the appropriate categorical apparatus

GC 20. Ability to analyze the financial, material and technical, personnel support process of the airlines and airports.

GC 21. Definition of functional spheres of activity of airlines, airports and their interaction (providing services, logistics, marketing, finance, human resources).

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

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

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

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

PC 5. The ability to manage the organization and its divisions through the implementation of management functions.

PC 8 Ability to plan the activities of the organization and manage time.

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

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

PC 29. The ability to search from various information sources, use this information to make decisions and develop their alternative options based on the use of information systems and computer technologies.



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

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

1.4. Interdisciplinary connections.

The discipline "Crisis Management" is the basis for studying such disciplines as: "Investment Management", "Strategic Management of Corporations", "Risk Management", "Public Administration".

COURSE TRAINING PROGRAM ON THE SUBJECT

2.1. The subject content

Training material of the discipline is structured according to the modular principle and consists of one educational module №1 "**Crisis Management**", which is a logically completed, independent, integral part of the curriculum, the mastery of which involves conducting a modular control work and analyzing the results of its implementation.

2.2. Modular structuring and integrated requirements for each module.

Module №1 "Crisis Management"

Integrated requirements of module №1: to recognize the types of crises and the factors of the occurrence of crisis phenomena in the activity of the enterprise; to understand the theoretical and methodological foundations of crisis management by enterprises; know general methods of anti-crisis enterprise management; tools of crisis management of enterprises from an internal company position, to know the external tools of crisis management of enterprises; factors of their occurrence in the activity of transport enterprises.

Topic 1. The nature and specificity of cyclical economic dynamics

Economic cycles and crisis phenomena. Waves and phases of the activity cycle of macrosystems. Crises and their consequences. Types of crises, their classification. Conjunctural (anti-crisis) policy of the state.

Topic 2. Crises and enterprise stability

Phases of business activity of the enterprise. Factors determining the crisis development of the enterprise. Consequences of the crisis for the enterprise. Sustainability of the enterprise and its types. Types of enterprise sustainability from the standpoint of a systemic approach. Directions of state regulation of crisis processes.

Topic 3. The essence and directions of crisis management

Functional management and the need for crisis management. The essence and main features of crisis management of the enterprise. The connection of crisis management of the enterprise with the key areas of management of the transport enterprise. Components of crisis management of the enterprise. Principles of crisis management of the enterprise. Objects, main tools and methods of crisis management of the enterprise.

Topic 4. The essence and place of the financial crisis in the chain of crisis phenomena of the enterprise

Symptoms of a financial crisis (general and specific) at the enterprise. Causes and mechanism of financial crisis at the enterprise. Basics of analysis of the financial situation as a tool for diagnosing the financial crisis at the enterprise.



Module No. 1 "Crisis Management"									
		7th semester				8th semester			
1.1	The nature and specificity of the cyclicity of socio-economic systems	8	2 2	-	4	7	1	-	6
1.2	Crises and enterprise stability.	8	2	2	4	7	1	-	6
1.3	The essence and directions of crisis management	6	2	-	4	7	1	-	6
1.4	The essence and place of the financial crisis in the chain of crisis phenomena of the enterprise	10	2 2	2	4	5	1	-	4
1.5	Enterprise sales crisis	10	2 2	2	4	4	-	-	4
1.6	Assessment of the enterprise's propensity to bankruptcy	10	2 2	2	4	12	2	2	8
1.7	Basics of enterprise bankruptcy management at the current stage	10	2 2	2	4	10	1	1	8
1.8	Sanitation as a tool to improve the company	10	2 2	2	4	8	-	-	8
1.9	Restructuring as a tool of crisis management	10	2 2	2	4	11	1	1	9
1.10	Sources of funding for rehabilitation and restructuring of the enterprise	6	2	-	4	8	-	-	8
1.11	Evaluation of the effectiveness of crisis management	8	2	2	4	9	-	-	9
1.12	Completion of homework and tasks for homework (control) work (extra-mural form of study)	8	-	-	8	8	-	-	8
1.13	Final semester test	-	-	-	-	2	-	1	1
1.14	Modular control work No. 1	3	-	1	2	-	-	-	-
Total according to module No. 1		105	34	17	54	105	8	4	93
In just 7 semesters		105				30	4	-	26
In just 8 semesters		-	-	-	-	75	4	4	67
All by academic discipline		105				105	8	4	93

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

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

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

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

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

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



3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching methods

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

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

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

3.2. List of references

Basic literature

- 3.2.1. Cole G., Kelly Ph. Management theory and practice (9th edition). Thomson Learning, 2020. 482p ISBN 9781473769724
- 3.2.2. Reid J.L. Crisis Management: Planning and Media Relations for the Design and Construction Industry (5th edition). John Wiley & Sons Inc. 2021. 216p.
- 3.2.3. Armstrong-Smith S. Effective Crisis Management: A Robust A-Z Guide for Demonstrating Resilience by Utilizing Best Practices, Case Studies, and Experiences (English Edition). Chandi Media. 2022. 230 p. ISBN: 0983114358
- 3.2.4. Rybalchenko S., Lukianykhina O., Alamanova C. Anti-crisis management of banking institutions: current problems and prospects for improvement. Фінансово-кредитна діяльність: проблеми теорії і практики. – 2022. – Т. 5 (46). – С. 29-39.
- 3.2.5. Danilova, E.I., Marchenko, V.M., Kovalenko, Y.O., Ovsak, O.P., Komandrovskaya, V.Ye. Prospects for methodological support of procedures for managing the economic security of enterprise activities. Стаття Scopus Estudios de Economia Aplicada, 2021, 39(6) <https://doi.org/10.25115/eea.v39i6.5108>
- 3.2.6. Nekhai V., Kolokolchykova I., Rozumenko S., Nikitina S.. Anti-crisis Management of Socio-economic Systems Development in the Global Competitive Environment. Review of Economics and Finance, 2022. 20, pp. 363-377.

Additional literature

- 3.2.7. Khalatur S., Kriuchko L., Sirko A. World experience adaptation of anti-crisis management of enterprises in the conditions of national economy's transformation. Baltic Journal of Economic Studies. 2020. №3. DOI: 10.30525/2256-0742/2020-6-3-171-182
- 3.2.8. Pohrishchuk, B., Kolomiiets, T., Chaliuk, Y., Yaremko, I., Hromadska, N. Modeling the Application of Anti-Crisis Management. International Journal of Safety and Security Engineering, 13 (2), 187-194. doi: 10.18280/ijssse.130201
- 3.2.9. Zavidna, L., Trut, O., Slobodianiuk, O., Voronenko, I., Vartsaba, V. (2022). Application of anti-crisis measures for the sustainable development of the regional economy in the context of doing local business in a post-COVID environment. International Journal of Sustainable Development and Planning, 17(5): 1685-1693
- 3.2.10. Shtangret, A., Topalova, E., Polovcev, O., Chornenka, O., Musiyovskyi, A. (2021). Practical aspects of the use of anticipative management in the process of ensuring the economic security of an enterprise. Business: Theory and Practice, 22(1): 202-210. <https://doi.org/10.3846/btp.2021.13556>
- 3.2.11. Shynkar, S., Gontar, Z., Dubyna, M., Nasypaiko, D., Fleychuk, M. (2020). Assessment of economic security of enterprises: Theoretical and methodological aspects. Business: Theory and Practice, 21(1): 261-271. <https://doi.org/10.3846/btp.2020.11573>
- 3.2.12. Components of ensuring sustainable development of the enterprise. Проблеми та перспективи підприємницьких структур за умов нестійких процесів розвитку економіки: III міжнар. наук.-практ. конф., м. Київ, 17 травня 2024 р.: тези доп. К., 2024. С. 88-89.



3.3. Internet information resources

3.3.1. Закон України «Про відновлення платоспроможності боржника або визнання його банкрутом»//Відомості Верховної Ради № 31 ст 440. [Електронний ресурс] – Режим доступу: <http://zakon4.rada.gov.ua/laws/show/2343-12>

3.3.2. Урядовий портал Кабінету Міністрів України www.kmu.gov.ua

3.3.2. Міністерство статистики України www.ukrstat.gov.ua

3.3.3. Національна бібліотека України імені В.І.Вернадського www.nbuv.gov.ua

3.3.4. Національна парламентська бібліотека www.alpha.rada.kiev.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.

Table 4.1

Kind of academic work	Maximum Grade Values	
	Full-time	Full-time
	Module № 1	
	Grade values	
	3rd semester	4th semester
Solving test tasks	5 b × 6 = 30	6 b × 5 = 30
Completing tasks in practical classes, including solving situational tasks	5 b × 7 = 35	10 b × 2 = 20
Carrying out the Homework and home control work (extramural form of study)	15	20
<i>For admission to complete module test №1, a student must receive not less than</i>	48	-
Carrying out Module Test №1	20	-
<i>Final control work</i>	-	30
Total by the Module №1	100	100
Total by the subject	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 assessment* is determined (in points and on the national scale) based on the results of all types of educational work during the year.

4.3. The sum of the ratings received by the student for individual types of completed educational work constitutes the current modular rating rating, which is entered in the information of modular control.

4.4. The sum of the current modular and control rating grades constitutes the final modular rating grade, which is converted into a grade on the national scale and the ECTS scale (Appendix 2).

4.5. The final semester rating in points, according to the national scale and the ECTS scale, is entered in the credit and examination information, study card and individual study plan of the student (credit book), 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.



Appendix 1

Відповідність оцінок у балах оцінкам за національною шкалою

(рекомендовані значення)

Оцінка у балах												Оцінка за національною шкалою
3	4	5	6	7	8	9	10	11	13	14	15	
3	4	5	6	7	8	9	9-10	10-11	12-13	13-14	14-15	Відмінно
2,5	3	4	5	6	6-7	7-8	8	9	10-11	11-12	12-13	Добре
2	2,5	3	4	4-5	5	6	6-7	7-8	8-9	9-10	9-11	Задовільно

Оцінка у балах												Оцінка за національною шкалою
16	17	18	19	20	21	22	23	24	25	26	27	
15-16	16-17	17-18	17-19	18-20	19-21	20-22	21-23	22-24	23-25	24-26	25-27	Відмінно
12-14	13-15	14-16	15-16	15-17	16-18	17-19	18-20	18-21	19-22	20-23	20-24	Добре
10-11	10-12	11-13	12-14	12-14	13-15	13-16	14-17	15-17	15-18	16-19	16-19	Задовільно

Оцінка у балах												Оцінка за національною шкалою
28	29	30	31	32	33	34	35	36	37	38	39	
26-28	26-29	27-30	28-31	29-32	30-33	31-34	32-35	33-36	34-37	34-38	35-39	Відмінно
21-25	22-25	23-26	23-27	24-28	25-29	26-30	27-31	27-32	28-33	29-33	29-34	Добре
17-20	18-21	18-22	19-22	19-23	20-24	20-25	21-26	22-26	22-27	23-28	24-28	Задовільно

Оцінка у балах												Оцінка за національною шкалою
40	41	42	43	44	45	46	47	48	49	50	51	
36-40	37-41	38-42	39-43	40-44	41-45	42-46	43-47	43-48	44-49	45-50	46-51	Відмінно
30-35	31-36	32-37	32-38	33-39	34-40	35-41	35-42	36-42	37-43	38-44	38-45	Добре
24-29	25-30	25-31	26-31	27-32	27-33	28-34	28-34	29-35	30-36	30-37	31-37	Задовільно

Оцінка у балах												Оцінка за національною шкалою
52	53	54	55	56	57	58	59	60	61	62	63	
47-52	48-53	49-54	50-55	51-56	51-57	52-58	53-59	54-60	55-61	56-62	57-63	Відмінно
39-46	40-47	41-48	41-49	42-50	43-50	44-51	44-52	45-53	46-54	47-55	47-56	Добре
31-38	32-39	32-40	33-40	34-41	34-42	35-43	36-43	36-44	37-45	37-46	38-46	Задовільно

Оцінка у балах												Оцінка за національною шкалою
64	65	66	67	68	69	70	71	72	73	74	75	
58-64	59-65	60-66	60-67	61-68	62-69	63-70	64-71	65-72	66-73	67-74	68-75	Відмінно
48-57	49-58	50-59	50-59	51-60	52-61	53-62	53-63	54-64	55-65	56-66	56-67	Добре
38-47	39-48	40-49	40-49	41-50	41-51	42-52	43-52	43-53	44-54	44-55	45-55	Задовільно

Оцінка у балах												Оцінка за національною шкалою
76	77	78	79	80	81	82	83	84	85	86	87	
68-76	69-77	70-78	71-79	72-80	73-81	74-82	75-83	76-84	77-85	77-86	78-87	Відмінно
57-67	58-68	59-69	59-70	60-71	61-72	62-73	62-74	63-75	64-76	65-76	65-77	Добре
46-56	46-57	47-58	47-58	48-59	49-60	49-61	50-61	50-62	51-63	52-64	52-64	Задовільно



Appendix 2

Відповідність підсумкової семестрової рейтингової оцінки в балах оцінці за національною шкалою та шкалою ECTS

Оцінка в балах	Оцінка за національною шкалою	Оцінка за шкалою ECTS	
		Оцінка	Пояснення
90-100	Відмінно	A	Відмінно (відмінне виконання лише з незначною кількістю помилок)
82-89	Добре	B	Дуже добре (вище середнього рівня з кількома помилками)
75-81		C	Добре (в загальному вірне виконання з певною кількістю суттєвих помилок)
67-74	Задовільно	D	Задовільно (непогано, але зі значною кількістю недоліків)
60-66		E	Достатньо (виконання задовольняє мінімальним критеріям)
35-59	Незадовільно	FX	Незадовільно (з можливістю повторного складання)
1-34		F	Незадовільно (з обов'язковим повторним курсом)



(Ф 03.02–01)

АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди переда-но (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки

(Ф 03.02–02)

АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02–04)

АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02–03)

АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02–32)

УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				