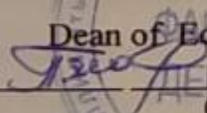
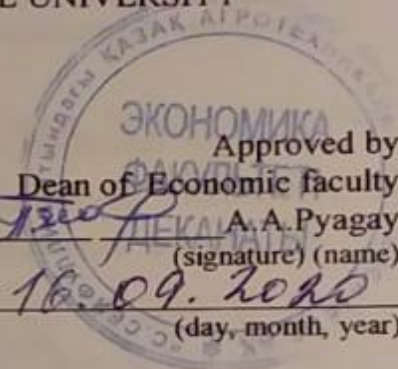


MINISTRY OF AGRICULTURE REPUBLIC OF KAZAKHSTAN

S. SEIFULLIN KAZAKH AGROTECHNICAL UNIVERSITY

Approved by  
Dean of Economic faculty  
 A. A. Pygay  
(signature) (name)  
16.09.2020  
(day, month, year)



**Working program  
of discipline (syllabus)**

discipline: Management

modular educational programs: «Audit and taxation», «Financial analytics».

specialties: 5B050800 «Accounting and Auditing», 5B050900 «Finance»

field of education: Social sciences, economics and business

The working program of the discipline (syllabus) is based on modular educational programs and working curriculums approved by the Academic Council of the Kazakh Agro Technical University named after S. S. Seifullina of the specialties 5B050800 «Accounting and Auditing», 5B050900 «Finance», protocol No. 20, 14 June 2017 of the group of specialties "Social Sciences, Economics and Business.

for higher education institutions and in accordance with the academic program approved by \_\_\_\_\_

(day month year)

Reviewed at a meeting of the department \_\_\_\_\_

(name of the department)

\_\_\_\_\_, protocol No. \_\_\_\_\_.

Chair of department \_\_\_\_\_  
(signature)

A. Zh. Nukesheva  
(FULL NAME.)

Recommended by methodological commission \_\_\_\_\_  
\_\_\_\_\_ of the faculty \_\_\_\_\_

(day, month, year)

protocol No. \_\_\_\_\_

Chairman of MC \_\_\_\_\_  
(signature)

S. Zh. Daripbaeva  
(FULL NAME.)

## 1. LECTURER DATA.

Assylbekova Nazgul Tolegenovna – DBA, Senior Lecturer of the Department of Management, Economic faculty.

## DISCIPLINE DATA.

### EXPLANATORY SECTION FOR ACADEMIC STAFF:

Discipline: Management, 2 course, 5 credits, 20 lectures, 30 practical lessons, KATU named after S. Seifullin.

Discipline "Management" is an integral component of module No 7: Management and Marketing

## 2. SAMPLE DISTRIBUTION OF ACADEMIC HOURS OF THE DISCIPLINE

Trimester weeks	1	2	3	4	5	6	7	8	9	10	Total
Lectures	2	2	2	2	2	2	2	2	2	2	20
LPC	3	3	3	3	3	3	3	3	3	3	30
Office hours	2	2	2	2	2	2	2	2	2	2	20
Self-study	8	8	8	8	8	8	8	8	8	8	80
Total	15	15	15	15	15	15	15	15	15	15	150

## 3. COURSE PREREQUISITES

This discipline is based on the knowledge gained by students during the study of courses: "Economic Theory", "Microeconomics", "Macroeconomics", "Psychology".

## 4. COURSE POSTREQUISITES.

Post-requisites of the discipline: "Macroeconomics", "Personnel management", "Financial management", "Enterprise economics", Business organization and enterprise innovation

## 5. SHORT DESCRIPTION OF THE COURSE

This discipline examines and studies the content of management and allows you to master the basics of classical management, forms a complex of knowledge about the principles, functions and processes of management, develops specific skills for the implementation of various types of management activities and analysis of management systems.

The teaching method of this discipline provides for:

- reading lectures;
- conducting practical lessons;

- independent student work under the guidance of a teacher;
- independent work of students.

The purpose of teaching the discipline is to promote the professional self-determination of students by acquiring special knowledge, skills and abilities in the field of management as a discipline that studies the processes of effective management of personnel and organizations.

The tasks of studying this discipline are:

1. Formation in students of an integral system of knowledge of theories and practice of management.
2. Formation of the knowledge base for solving practical problems of planning, organizing, motivating and monitoring the activities of personnel of various organizations.
3. Study of advanced foreign experience and the possibility of its application in Kazakhstani practice.
4. Development of creative and analytical skills necessary for the correct solution of management problems.
5. Fostering discipline, getting the basics of managing work time, stress and conflict in the organization.

The academic discipline "Management" is a general professional discipline that forms the basic knowledge necessary for mastering special disciplines.

Students who have studied this discipline must master the following competencies according to the competence model of the bachelor.

Know and understand (Descriptor A): the main stages of development of management as a science and profession; principles of development and patterns of functioning of the organization; roles, functions and tasks of a manager in a modern organization; main business processes in the organization; principles of goal setting, types and methods of organizational planning; types of organizational structures.

Be able to (Descriptor B): set goals and formulate tasks related to the implementation of professional functions; analyze the external and internal environment of the organization, identify its key elements and assess their impact on the organization; analyze the organizational structure and develop proposals for its improvement; organize team interaction to solve management problems.

Master (Descriptor C, D, E): methods of implementation of the main management functions (decision making, organization, motivation and control); possess information about financial and economic activities of the enterprise for making management decisions, as well as modern technologies for effective influence on individual and group behavior.

## 6. COURSE CONTENT

### 6.1 LIST OF LECTURES

Module name	Topic title	Amount of hours	References	Week

Theoretical foundations of management, types and content management activities	Introduction to management	2	2,4,10	1
	The history of management	1	2,5, 10,12	2
	Approaches to management	1	4,8,17	2
	Concept and types of organization	2	1,3,6	3
	Internal and external environment of organizations	1	1,6, 19	4
	Information and communication in management	1	2,4,7, 14	4
	Management methods	2	3,5,14,18	5
Manager and management functions	Planning in management	1	1,2,7,19,20	6
	Organizing as a management function	1	2-6	6
	Staffing function	1	3,7, 10, 12,16	7
	Directing function	1	2,4,6, 8, 12	7
	Controlling in management	1	3,6,8, 15	8
	Management of conflict, stress and changes	1	3,5, 8, 11	8
	Decision making	2	2, 6, 8, 17,18	9
	Corporate culture of management. Business ethics of the manager	2	3, 7, 14, 16.	10

## 6.2 The list of laboratory and practical classes (LPC)

Module name	Topic title	Tasks of LPC, purpose and content	Amount of hours	Texts	Week	Assessment
Theoretical foundations of management, types and content management activities	Introduction to management	Definition of Management. Management Functions/ the Process of Management. Levels of Management. Managerial Skills. Principles of Management.	2	2,4,10	1	50/100 points
	The history of management	Introduction to Management Thoughts. Forces Backing Management Thoughts. A Framework for the Management Thoughts. Major Contributions of Leading Management Thinkers	2	2,5, 10,12	1,2	50/100 points
	Approaches to	Define scientific management. Administrative Theory of	2	4,8,17	2	50/100

es	managem ent	Management. List Fayol's 14 principles. Quantitative Approach to Management. Identify and explain the human relations movement (Organizational Behavior). The systems approach. The contingency approach to management. Self Assessment Exercise.				points
	Concept and types of organization	Definition of Organization. Features and types of organization. Main levels of Organization. Horizontal and vertical division of labor.	2	1,3,6	3	50/100 points
	Internal and external environment of organizations	The concept of the internal environment of the organization. Internal variables: goals, structure, objectives, technology and people. The concept of the external environment. The value of the external environment and its impact on the functioning of the organization.	2	1,6,19	3,4	50/100 points
	Information and communication in management.	Information as a subject of management activity. Influence of information on management efficiency. The role of communication in management. Horizontal and vertical communications in management. Interpersonal and group communication.	2	2,4,7,14	4	50/100 points
	Management methods	Economical method of management. Social and physiological methods of management. Organizational and administrative management methods.	2	3,5,14,18	5	50/100 points
Manag er and manage	Planning in management	Content, goals and objectives of planning. Types of plans, forms of planning. Planning principles: schedules,	2	1,2,7,19,20	5,6	50/100 points

ment functio ns		communication, levels. Strategic planning of the organization.				
	Organizing as a management function	The content of the function of the organization. Delegation, authority and responsibility. Delegation of authority and distribution of responsibility in the management system. Organizational powers.	2	2-6	6	50/100 points
	Staffing function	Definition and concept of Staffing. Common Factors and elements of Staffing. Staffing As Part of Human Resource Management. Benefits of Staffing.	2	3,7, 10, 12,16	7	50/100 points
	Directing function	4 important and interdependent elements : supervision, motivation, leadership, communication. Leadership styles. Matching leadership styles to situations.	2	2,4,6, 8, 12	7,8	50/100 points
	Controlling in management	Functions and types of management control. Control technology: selection of control concept, control methods, scope and scope of control. Control process. Stages of the control process. Development of norms and standards.	2	3,6,8, 15	8	50/100 points
	Management of conflict, stress and change	The nature and content of organizational conflict. The main types of organizational conflicts. Conflict management. Structural methods of conflict resolution. The nature of stress. Causes of stress. Organizational and personal stressors. Stress management. The relationship between conflict and stress. The nature of organizational change. Change management.	2	3,5, 8, 11	9	50/100 points
	Decision	Rational decision-making	2	2, 6,	9,10	50/100

	making	process. Humans as irrational decision-makers. The dualsystem theory. Bounded rationality and adjusted aspirational level. Using dual-system theory and Bounded rationality to question the rational decision-making process.		8, 17,18		0 points
	Corporate culture of management. Business ethics of the manager	Management culture as a factor in increasing production efficiency. Management culture as part of human culture. Business etiquette. Features of business etiquette. Professional ethics. The appearance of a business person. A culture of speech.	2	3,4, 10, 11, 12	10	50/100 points
Total			30		10	

### 6.3 Criteria for assessing tasks of laboratory practical classes

The practical training offers questions and case studies on topics. Each assignment is graded with points. A student accumulates 10-20 points at the end of the term. Each task is evaluated by qualitative and indirect indicators.

Qualitative characteristics - completeness, generalization, creativity, consistency, efficiency and strength. They characterize the level of training and development of students, help determine: the level of reproduction of the assimilated content and connections within it; connections between individual parts of the content when consolidating and updating knowledge and skills; the degree of transformation, reconstruction and formation of new knowledge and skills.

The main indicators that concretize the criteria of students' knowledge are “excellent” (90-100%), “good” (70-89%), “satisfactory” (50-69%), “unsatisfactory” (25-49%, 0 -24%).

Indirect indicators of students' knowledge and skills assessment: personality traits that contribute to the transfer of knowledge into beliefs, internal incentives, cognitive activity and interest, independence, criticality, positive learning motivation.

Assessment	Completeness, consistency, strength of knowledge	Generalization of knowledge
excellent	presentation of the acquired knowledge in oral, written or graphic form, complete, in the system, in accordance with the	isolation of essential features of the studied using the operations of analysis and synthesis; identification of causal



	requirements of the curriculum; single insignificant mistakes are made, independently corrected by students	relationships; formulation of conclusions and generalizations; free handling of known facts and information using information from other subjects
well	Presentation of the acquired knowledge in oral, written and graphic form, complete, in the system, in accordance with the requirements of the curriculum; some insignificant errors are allowed, which are corrected by students after the teacher indicates them	Isolation of essential features of the studied using analysis and synthesis operations; identification of causal relationships; formulation of conclusions and generalizations, which may contain some insignificant errors; confirmation of what has been learned by known facts and
satisfactorily	The presentation of the knowledge gained is incomplete, however, this does not prevent the assimilation of the subsequent program material; some significant errors are made, corrected with the help of the teacher	Difficulties in fulfilling the essential features of what has been studied, in identifying causal relationships and in formulating conclusions
unsatisfactorily	The presentation of educational material is incomplete, unsystematic, which prevents the assimilation of subsequent educational information; significant errors that cannot be corrected even with the help of a teacher	Unsystematic selection of random features of the studied; inability to perform the simplest operations of analysis and synthesis; make generalizations, conclusions

#### 6.4. Schedule execution and delivery of assignments of self-study in the course

№	Module Name	Topic title	Self-study assignments, purpose and content	Recommended literature	Form of tasks control	Tasks deadline	Assessment 50/100 points
1	2	3	4	6	7	8	9
1	Theoretical foundations of management, types and content	Evolution in management	The evolution of management science. An approach from the standpoint of highlighting various schools in management: a scientific school, an administrative school, a school of human relations, behavioral school, school of management science. Case-study.	1,2,4,8, 10,11,12, 17	abstract case solution	second week	50/100 points
2	management activities	Methodological foundations of management in Kazakhstan	Entrepreneurial activity in the Republic of Kazakhstan. External and internal conditions for its development. Case study about external and internal conditions for its development of the organization in Kazakhstan	8, 9, 17, 20,21	research report	third week	50/100 points
3		The goals of the organization and their classification	Target classification. Goal decomposition and goal tree. Purpose and objectives: connection, combination, efficiency. Tasks solved in management, their types. Management tasks for regulation, organization, coordination and control. Achievement of the set goals	1,13, 16,17,18, 20	essay analysis report	fourth week	50/100 points

4		Organizational structure of management and management rate	Design of organizational management structures. Basic requirements for the organizational structure. Organizational structure efficiency parameters. Mechanism for coordination and integration of departments in the organizational structure. Modern organizational management structures.	3, 5, 8, 11, 13	presentation	fourth week	50/100 points
5		Modern management technologies	Transition from the concept of subject unification to the concept of unification of business processes. The concept of training and self-training of enterprise control systems. New approaches to staff motivation. Case-study.	2, 4, 7, 8, 11, 18, 20	case solution	fifth week	50/100 points
6	Manager and management functions	Motivation in management	Substantial theories of motivation: hierarchy of needs according to A. Maslow; two-factor theory of F. Herzberg; McClelland's theory of needs. Procedural theories of motivation: expectation theory, justice theory, Porter-Lawler model of motivation.	4, 6, 9, 11, 15, 17	abstract	sixth week	50/100 points
7		Leadership: leadership style and manager's image.	Autocratic, democratic and liberal leadership styles. Four Likert Leadership Styles Human-Centered. Characterization of leadership styles according to the Blake and Mouton management grid. Fiedler's situational leadership model. Mitchell & House's path-to-goal approach. Hersey and Blanchard life cycle theory. The decision-making model of the Vroom-Jetton leader. Case study.	2, 4, 8, 14, 19	essay. case solution	seventh week	50/100 points

8	Managing human activities and managing a group.	Difficulties and benefits associated with informal organizations. Factors affecting the effectiveness of the group. Powers and committees. The main types of committees. Management by committees. Case-study	4, 5, 7, 13, 16, 20	case solution	eighth week	50/100 points
9	Personnel policy of the company.	The concept of personnel policy. Development and implementation of personnel policy in the company. Training of management personnel. Selection and placement of personnel. Personnel Management. Assessment of management personnel. Use of staff.	2, 5, 7, 9, 12, 16	presentation	eighth week	50/100 points
10	Management efficiency	Management efficiency: internal and external parameters. Economic and social aspects of efficiency. Combination of management interests, ownership of the firm's labor resources. Case study.	2, 4, 7, 8, 11, 15	research report. case solution	ninth week	50/100 points
11	An integrated approach to performance management	Value, quality and performance. The cycle "entry - exit". Performance and environment. Performance and indoor environment. Performance-based management. Planning and performance. Organization and productivity. Motivation and performance. Communication, decision making and performance leadership. Performance at all levels of the organization.	5, 7, 9, 11, 16	research report	tenth week	50/100 points

## 6.5 Self-study assessment criteria

When conducting self-study the student must collect material, process, master and make a presentation on a specific issue. Students should be able to work together as a team. Therefore, self-study assignments (Md) are composed mainly for teamwork. self-study is estimated at 50/100 points. The main criteria for assessing an SRO are:

- correspondence of the content of the material and presentation to the covered issue;
- completeness of the topic disclosed in the presentation;
- presentation structure;
- submission of information in the presentation;
- correct, reasoned answers to questions about the studied material;
- degree of participation in the discussion.

If the content of the presentation does not correspond to the covered issue, the student receives 0 points. If the student does not fully answer the question, the mark may be reduced by 10-20 points. If the presentation is not structured, the score may be reduced by 10 points. The presentation of information in the presentation is difficult to understand - the score is reduced by 10 points. For incorrect answers on the topic of the report or presentation, the score is reduced by 30 points. For unsubstantiated answers to the SRO - the score is reduced by 20 points. If the student does not take part in the discussion, the mark can be reduced by 20 points. Assessment boundaries: “excellent” (90-100), “good” (70-89), “satisfactory” (50-69), “unsatisfactory” (25-49, 0-24).

## 7. BASIC FORMS AND TEACHING METHODS

Forms of training:

- lectures;
- practical lessons;
- student self-study.

Teaching methods:

- verbal methods (the source is the spoken or printed word);
- visual methods (the source of knowledge are observed objects, phenomena; visual aids); practical methods (students gain knowledge and develop skills and abilities by performing practical actions);
- methods of problem learning.
- discussion - public discussion of any controversial issue, problem; high-quality public dispute. Two of the most important characteristics of a discussion that distinguish it from other types of dispute are publicity (having an audience) and argumentation. Discussing a controversial (debatable) problem in which each side, opposing the opinion of the interlocutor, argues its position;
- training - an activity that combines practical lecture and adequate training. In good training, the combination of lecture and training is one-to-one, and you always want more training.

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## 9. COURSE REQUIREMENTS

1. Do not miss or be late for classes. Missed ones without a good reason are not fulfilled.
2. Do not talk or get distracted during lectures. The teacher has the right to remove the violator of the discipline from the class and give the appropriate grade.
3. Do not use the phone during class.
4. Warn about absence due to illness and other good reason in advance, with the subsequent provision of a certificate and other supporting documents.
5. Independent work is not accepted to hand over on time, delivered with a delay.
6. Actively participate in the educational process.
7. Be tolerant, open, frank, friendly to fellow students and the teacher!

## 10. INFORMATION ABOUT COURSE ASSESSMENT

**Course requirements.** All study time is divided into lectures, practical classes, Midterm (Independent work under the guidance of a teacher and independent work of a student). Preparation for each lesson is required, as well as reading all the given material. Such training will be regularly checked by oral and written express surveys, tests, case studies and other methods and will be evaluated by the corresponding current control points.

**Forms of control.** Ongoing control: compulsory attendance at lectures, attending practical classes and active participation in discussing issues of the topic, completing midterm assignments.

## 11. GRADING POLICY

End of Course Evaluation Criteria.

Students are admitted to the exam with the current certification in the discipline above 60 points.

The type of final control (exam) is a test task.

Checking the quality of preparation of students in exams ends with the setting of

marks according to the accepted 100-point scale ("excellent", "good", "satisfactory", "unsatisfactory").

"EXCELLENT" - the student has knowledge of the discipline in the full scope of the curriculum, deeply comprehends the discipline; independently, in a logical sequence and exhaustively answers all the questions of the test, emphasizing the most essential, is able to analyze, compare, classify, generalize, concretize and systematize the material studied, highlight the main thing in it: establish cause-and-effect relationships; clearly forms the answers, freely solves situational tasks of increased complexity; is familiar with the main literature; links theoretical aspects of the discipline with applied problems.

"GOOD" - the student has knowledge of the discipline in almost the entire volume of the program (there are gaps in knowledge only in some, especially difficult sections); independently and partially with leading questions, gives full answers to ticket questions; does not always highlight the most essential, at the same time does not allow serious mistakes in answers; is able to solve light and moderate situational tasks; knows how to interpret the choice of certain land management measures.

"SATISFACTORY" - the student owns the bulk of knowledge in the discipline; shows difficulties in independent answers, operates with inaccurate formulations; in the process of answering, errors are made on the merits of the questions. The student is able to solve only the easiest problems, owns only the mandatory minimum when mastering the course.

The total score for the course in percentage is determined by the formula:  $T\% = Ave * 0,6 + E * 0,4$

#### SCHEME OF KNOWLEDGE ASSESSMENT OF THE DISCIPLINE

	Types of classes and student work	Points Min/ Max
I	Assessment Tasks taken during the trimester (laboratory and practical training, self-study).	50 / 100
	Total (average):	50 / 100
II	Final assessment: Exam	50 / 100
	Total (Average):	50 / 100

#### STUDENTS KNOWLEDGE ASSESSMENT SCHEME IN THE EXAM

	Examination Assessment	Score (For Each Completed Task)
1.	Assessment	50 / 100
2.	End of course assessment	50 / 100
	TOTAL (AVERAGE):	50 - 100



STUDENTS` ASSESSMENT SCALE

Letter Grade	Digital Equivalent of Points	Percentage of Points	Evaluation by the Traditional System
A	4,0	95-100	EXCELLENT
A-	3,67	90-94	
B+	3,33	85-89	GOOD
B	3,0	80-84	
B-	2,67	75-79	
C+	2,33	70-74	
C	2,0	65-69	SATISFACTORILY
C-	1,67	60-64	
D+	1,33	55-59	
D-	1,0	50-54	UNSATISFACTORILY
FX	0,5	25-49	
F	0	0-24	