

**Kharkiv Institute
Private Joint-Stock Company "Higher Educational Institution "Interregional
Academy of Personnel Management"**

Department of Management

**TRAINING PRACTICE PROGRAM
Applicants for the first (bachelor's) level of higher education
areas of knowledge D3 "Management"**

Specialties D3 Management

Kharkiv 2025

Program educational practices applicants the first (bachelor's level of higher education in the field of knowledge areas of knowledge D3 "Management" specialty D 3 Management. Kharkiv : Kharkiv. in-t PrJSC "University "MAUP", 2025. 19 with.

Compilers:

Sumets Oleksandr Mykhailovych - Doctor of Economic Sciences, Professor of the Department of Management of the Kharkiv Institute of PJSC "Higher Educational Institution "Interregional Academy of Personnel Management".

Telepneva Olga Sviatoslavna – Candidate of Economic Sciences, Head of the Department of Management of the Kharkiv Institute of PJSC "Higher Educational Institution "Interregional Academy of Personnel Management".

Guarantor of the educational program:

Telepneva Olga Sviatoslavna – Candidate of Economic Sciences, Head of the Department of Management of the Kharkiv Institute of PJSC "Higher Educational Institution "Interregional Academy of Personnel Management".

Approved at the meeting of the Department of Management Kharkiv institute PrJSC "IAPM University" (protocol No. 1 from 08/28/2025)

Approved A scientist council

Kharkiv institute PrJSC "University" "MAUP" (protocol No. 1 from 08/29/2025 (r.)

Program educational practices contains explanatory a note, purpose and content educational practices, instructions to organizations and carrying out practices, plan educational internship, internship program and methodological guidelines for its implementation, registration of results carrying out practices, criteria evaluation knowledge and skills interns, list recommended reading, as well as an appendix, including a sample title page design report.

EXPLANATORY NOTE

Practical preparation students there are component part educational process and directed on mastery students system professional ability and skills, as well as primary professional experience, and should contribute to self-development student.

The goal is to familiarize students with the features future professions, its content and management tasks, role managers, various levels in management modern enterprises, features organizations preparation specialists with management.

The main ones tasks educational practices there are:

~ acquaint students with main provisions about organization higher education in Ukraine and its features in universities, provide brief information about Bologna process;

~ to familiarize students with general issues of the State Standard higher education in Ukraine and the organizational and methodological basis of training in University;

~ to familiarize with the peculiarities of organizing educational, scientific and research activities, independent and educational works in University, on to the appropriate faculty, on graduation department;

~ to characterize newest innovative and computer technology, methods activation teaching under time carrying out lecture, seminar classes, workshops, current and final control knowledge, statediagnostics qualities preparation students;

~ to determine the location and role specialist with management and administration;

~ acquaint students from content educational plan preparation specialists, structure, consistency and interconnection between disciplines;

~ to determine species, place, content and terms educational, comprehensive Bachelor's, comprehensive specialty and pre-graduate internships, internships in provision thorough practical skills and skills in preparation specialist;

~ to familiarize students with the scope of their future professional activities, list main types enterprises;

~ prove to famous students list positions, What maybe embrace graduate given professional direction on enterprises;

~ provide students with a brief overview of the content of the educational and professional program specialist relevant professional direction, and also acquaint with qualifying requirements and main species and content activities manager.

The result educational practices must become: awareness students future spheres activities, content higher education and professional preparation, complex fundamental and professional knowledge, features organizations and content educational and professional programs preparation specialists with management and administration at various educational and qualification levels in University, entities educational plan of preparation the specified specialists; organization of educational work in universities aimed at forming a national consciousness and dignity citizen Ukraine, increase equal general cultures, creation conditions for development personality.

IN result passage During the internship, the student must:

Know:

- ~ functions manager;
- ~ types organizational structures enterprises;
- ~ principles construction organizational structures enterprises;
- ~ task and directions activities main functional divisions enterprises;
- ~ main spheres activities services, What respond by passagematerial flow enterprises;
- ~ methods research activities enterprises;
- ~ key indicators assessments activities enterprises;
- ~ directions improve activities enterprises.

Be able:

- ~ analyze financial and other reporting enterprises and documents, which regulate its activity;
- ~ independently carry out search necessary information about state works enterprises on market, analyze its;
- ~ identify the main factors that determine the actual stateactivities enterprises;
- ~ disclose main trends its development;
- ~ study organizational and logistical processes on enterprise;
- ~ to offer scientifically based conclusions and proposals regarding improvement individual processes or their interactions.

Following the results of the bachelor's internship, students must complete, prepare and submit a report to the Department of Organizational Management from passing practices, which there are effective form practices.

ORGANIZATION AND CARRYING OUT EDUCATIONAL PRACTICES

Head teacher educational practices from higher educational institution:

- determines topics classes, which are being held from students in audiences institution;

- agrees from students structure report, advises their of implementation by them individual tasks in in the form of drafting crosswords and personal resume.

Occupation under time educational practices are being held in in the form of lectures, seminar classes, practical works, What will contribute deepening theoretical course. They must disclose prospects development specialties and prepare students to further study in institute educational plan.

Educational practice based on use active methods student training (training technologies). In this case, the training is oriented on the student's personality, on his conscious participation in improving his knowledge, personal and professional skills, including teamwork skills, creative solution specific problems. It is expected more thoroughly research questions, What are being studied on traditional classes (lectures, seminars, practical classes), from application methods "brain" assault", role-playing games, interviewing and discussions in small groups and between in groups, analysis practical examples.

On beginning educational practices head (teacher) introduces students from essence and technology application methods carrying out practices, proves to students purpose and content tasks practices, decides organizational question. For optimization educational process expedient to form small educational groups (teams) with 3–5 students. For granting practical content of the work of these groups, students are recommended to imitate (according to their own choice) individual units are real active enterprises.

In general, the tasks of the formed groups may be: selection kind activities (functions, goods, services); search target market; designing general structures organizations; development strategies development enterprises; solution production and economic situations in activities enterprises.

For students necessary also to learn carry out search business partners, conduct commercial negotiations with them, conclude agreements (contracts), commercial agreements etc.

Further students independently spend search and processing relevant

materials according to the tasks of the practice in general and specific tasks brigades-commands in particular. Head practices controls process implementation tasks by students, provides them with the necessary advice. Current tasks can be also complement situational tasks, that add work students more saturated and dynamism.

After solution main tasks practices its head organizes business game (fragments) both within individual teams and between them. Students in accordance with previously selected roles, demonstrate the professional level acquired in the process of educational practice. Based on this in the future (taking into account qualities general report teams) will be determined credit rating each student.

internship program also includes work on a student visa. using information technology in the process of developing your own resume. To implement the training program, practical training is provided. calendar plan, which regulates duration hours, What is given on various types organizational and educational work.

If desired, students take notes in class, in which they write down main position, facts, fill diaries practices etc. These materials can to be used in process discussions by prepared reports, and also in further research work in process teaching.

Organization independent works students with educational practices

Independent work students with educational practices provides for:

- processing theoretical material, received on lectures;
- analysis results conducted practical classes;
- drafting crosswords, resume, carrying out additional psychological professional tests;
- work from special literature and periodic publications industry and professional profile for research international practices management successful business, and also vital experience outstanding managers;
- writing and public protection report.

Writing a report involves a logical presentation of information obtained in lectures and practical classes, the results of direct research in the process independent work in the classroom, processing of special literature, periodicals press and information with others sources.

Theoretical question course, taken out on independent study,

are highlighted in written form, some with them can be decorated as abstracts.

Frequently asked questions and assignments for discussions with students on practice:

1. What produced on You most impression under time visiting organization? which position You b wanted work on this enterprise?

2. Analysis constituent documents enterprises (constituent contract, regulations). Familiarization with process liquidation (reorganization) enterprises. Attach one with documents to report.

3. Fold actually resume and present its in report.

4. Analyze the ad about vacancies managers of different levels and species activities. Include examples vacancies to report.

5. Using materials open printing (statistical directories) fill table.

6. Get to know with publications about vital and professional way successful managers, entrepreneurs. What are the main factors that, in your opinion, caused this success. Attach to report copy used materials publications.

7. Analyze image international corporations (by by choice student). Describe quality and competitiveness products/services organizations, and features sales and commercial activities, system motivationand payments labor.

8. Motives, which prompted You are about to enter higher education institution and choice of a manager's profession, in particular a manager in the field of management and administration.

9. Describe two or three primary positions, which managers are able to perform after end higher educational institution.

PROGRAM EDUCATIONAL PRACTICES

Plan educational practices

1. Theoretical and methodological foundations of management. The concept of categories "management" and "management".

2. Features organizations activities enterprises different organizational-legal forms management in modern conditions.

3. Profession "manager": content, character and sphere future professional activities.

4. Requirements to personality manager.

5. Features informational management on enterprise.
6. Suchany state software informative technology in production activities enterprises.
7. Development of a resume, job description for an organization manager withusing computer systems.
8. Individual student assignment (development of a presentation) crossword, illumination successful experience business or personality).

Subject classes educational practices

Topic 1. Theoretical and methodological foundations management. Concept categories "management" and "management"

Characteristics and content of educational and methodological complexes of disciplines with profession. Categories "management" and "management". Leadership, organization production. A set of methods, forms, and means of production management for achievement of set objectives or a defined goal (increasing efficiencyproduction, magnification profit etc).

Manager and business. Businessman and entrepreneurship. Place manager in economy. Modern state business in Ukraine.

Topic 2. Features organizations activities enterprises different organizational and legal forms of business in modern conditions Forms entrepreneurship, features different species activities in industries

economy. Familiarization with educational plan: schedule teaching, educational disciplines and the sequence of their study, structural and logical scheme, general amount educational hours and their structure by forms organizations teaching (classroom, independent work), types of classroom activities (lectures, practical and laboratory classes). Characteristics of the status of the enterprise (date of establishment, form property, organizational and legal form management, degree independence, mission enterprises, rights and responsibilities enterprises, sphere activities, compliance requirements of state registration and activities enterprises etc).

Characteristic economic activities (specialization enterprises, preferred types of business transactions, others types of activities).

Topic 3. Profession “manager”: content, character and sphere of future professional activities

Manager as organizer of specific activities in organizations. Work of manager: grassroots, average and higher level, management organization. Types of enterprises, types of organizations on market goods and services.

Role of manager in choice of strategies and development tactics of management economic activity. Development, implementation and realization of managerial decisions. Basic tasks of managers: general rule; management of strategic development of the enterprise; management of organizational change; management of innovation and investment; corporate management; management of human resources; management of financial activity; management of marketing activity of enterprises. Problems of management: improvement of functions: planning, organizing, motivation, monitoring and coordination of organization's activities.

List of professional names of works, which can be performed by specialists by direction of preparation "Management".

Topic 4. Requirements to personality of manager

The role of the graduate department in providing the content and organization of training of specialists with management: development of variable components of educational qualification characteristics and educational and professional program, training plans, formation of educational and methodological specialties, organization of all types of practice and management of them, teaching profile of professionally oriented disciplines, state diagnostics of students.

Innate, educational and acquired characteristics of an employee, basic functions of manager on working place. Working time of manager.

Requirements to personality of manager. Business properties: competencies (professional knowledge and practical experience) and organizational abilities. Personal qualities: strong-willed and moral-psychological traits, health and way of life. Entrepreneurship and sociability. Leadership.

Methods assessments personal properties manager – quantitative and high-quality, prognostic and practical. Sources information: office documents, conversations and poll, sociological observation.

Self-improvement. Self-management.

Topic 5. Features informational management on enterprise

The essence and role of information. Information resources for the manager.

Meaning information manager in a company. The value of information data for business. The nature of information management in the organization (organizational structure enterprise management, characteristic individual structural divisions, their functional appointment, rights, responsibilities, powers, nature of regulation of activities of individual employees enterprises (contracts, official instructions etc).

6. Modern state software informative technology in production activities enterprises

Organization planned and economic activities on enterprise. Analysis main functions, What laid down on planned and economic service, its relationship with others structural subdivisions in process implementation functional tasks.

Organization works with staff enterprises, quantitative and qualitative The composition of the personnel service. Analysis of regulatory documents regulating it work (position about personnel service and official instructions employees personnel services).

Evaluation of the personnel policy implemented at the enterprise, improvement qualifications employees, certification employees, realization events of strengthening cohesion labor team and formation socio- psychological climate, drafting plans development business careers.

Organization marketing and commercial activities on enterprise. Functions and task, What perform specialists relevant services. Analysis regulatory documents, What regulate their activity (position about relevant services, official instructions specialists), quantitative and qualitative

composition specialists.

The main suppliers of resources and consumers of products (works, goods, services) of the enterprise. The process of their search, evaluation and selection. Procedure and conditions conclusion of agreements. Assessment of the quality of work on the formation of material (commodity) resources (frequency procurement, dimensions one-time purchase).

Communication events marketing (advertising, stimulation sales, using price discounts), connections with the public. Analysis budget marketing.

Organization monetary turnover. Forms calculations, What are used.

Topic 7. Development resume, official instructions manager organizationswith using computer systems

Resume, its meaning, design and presentation. Functions, typical tasks and skills, which should have manager with purpose software competitive development enterprises.

Development strategic directions development personality. Formation image personality.

Worthy representation resume personality under time interviews in companies.

Preparation and familiarization from official instructions managers.

Topic 8. Individual task student (development and representation crossword puzzle, highlighting a successful business or personal experience) Definition individual professional interests students.

Methods of student self-assessment: students' knowledge of their own professional abilities, identifying strengths and weaknesses, determining starting conditions and range of creative potential. Writing and solving crossword puzzles. Studyinginternational practices management business.

Definition professional orientations students: evaluation degree inclinations to managerial activities, clarification their own strong and weakparties as individuals – future manager.

DESIGN RESULTSCARRYING OUT PRACTICES

After completion educational practices student serves for checksto the manager practices from departments such documentation:

- ~ diary passage practices;
- ~ report about passage practices.

Report about passage practices is being drawn up by general requirementsto creative works students by with the following structure:

- ~ titular page;
- ~ content report;
- ~ disclosure content works by sections programs practices;
- ~ conclusions and proposals;
- ~ list used sources;
- ~ applications (by desire).

Everyone student prepares report by given above typical structure. The student independently or on the recommendation of the supervisor selects literary sources. (books, brochures, articles, etc.) and relevant regulatory documents. List used literature has be decorated according to with valid requirements aftermain text .

Amount report – 15-30 pages typewritten text. Work should beprinted on one side of an A4 sheet of paper with margins (top, bottom – 20 mm, left – 25 mm, right – not less than 10 mm). Pages of the work numbered with Arabic numerals (in the upper right corner of the page). Numbering should be through-and-through from titular to the last one pages, including all illustrations and applications. On titular page number not is being put. Language report state, without orthographic and syntactic errors.

The teacher guides students towards a creative approach to preparing a report, generalization and motivation proposals, justification own points vision, practical directionality recommendations.

Protection and discussion report is happening under time carrying out discussions (round table), where students present reports and demonstrate skill discuss.

CRITERIA EVALUATION RESULTS INTERNSHIP

Overall, a well-executed internship report is rated a maximum of 100. points. Number points is being removed by violation requirements:

1. Inappropriate design (significant excess volume textual parts works – more 5 pages; type and interval not corresponds established norms; absent or incorrect numbering pages; wrong design graphic material etc) – 5-15 points.

2. Untimely approval plan, untimely registration report with practices, untimely presentation to protection – 5 points.

3. Introduction not corresponds standard – 5-10 points.

4. Missing logical sequence and scientific style exposition – 5-10 points.

5. The presentation of the theoretical part does not meet the requirements (lack of depths, comprehensiveness, completeness exposition, definition debatable questions etc) – 5-10 points.

6. Absence tabular and illustrative material, its analysis and bindings to content text – 5-20 points.

7. Absence certain problems in studied topics, ways their solution, absence own point vision and arguments – 5-20 points.

8. Discrepancy conclusions requirements (absence communication with results research, results with considered questions) – 5 points.

9. Wrong decorated list literature – 5 points.

Number points by implementation report with practices is determined scientific manager in process checks. At protection report with practices student number points can be changed.

Considering the number of points scored, the overall internship report is evaluated as: next in the following way:

Scale compliance grades

Rating student	Rating for scale ESTS	Definition	Rating	
			by national system	by system faculty
90-100	A	Excellent (EXCELENT) - excellent implementation with insignificant quantity inaccuracies	Perfectly	5
82-89	B	Very good (VERI GOOD) - above average standards, but with some inaccuracies	Good	4
75-81	C	Good (GOOD) – overall meaningful and correct work with certain quantity insignificant errors	Good	4
68-74	D	Satisfactory (SATISFACTORI) – not bad, but with significant quantity disadvantages	Satisfactorily	3

60-67	E	Enough (ENOUGH) – execution corresponds minimal criteria	Satisfactorily	3
35-59	FX	Unsatisfactorily (FAIL) – necessary yet certain additional work for successful drafting exam	Unsatisfactorily	2
1-34	F	Unsatisfactorily (FAIL) – necessary serious further work, mandatory second course	Unsatisfactorily	2

If the assessment is unsatisfactory (up to 59 points), the internship report is reworked and is served on repeated evaluation.

Summary rating exhibited by commission collegially by next criteria:

Rating "**perfectly**" – student at writing report performed main task practices, did conclusions with consideration cause and effect connections course phenomena (processes), at this at protection showed skill analyze, compare, generalize, abstract and concretize, classify and systematize materials and proposed a number of measures to improve activities enterprises, to developments whose approached creatively. Response about passage practices student positive. Materials about passage practices decorated accordingly to requirements.

"**Good**" grade – the student completed the main tasks when writing the report practices, did conclusions with taking into account cause and effect connections and mechanisms (algorithms) course phenomena (processes), at this at protection sufficiently demonstrated the acquired skills and abilities in working with documentation and information on the results of the enterprise's work. Feedback on the passage practices student positive. THERE ARE insignificant remark of content and design materials about passage practices.

Rating "**satisfactorily**" – student at writing report performed main task practices and individual task, but made conclusions without taking into account cause-and-effect relationships and mechanisms (algorithms) of the course phenomena (processes), while during the defense he did not sufficiently demonstrate the acquired skills and skills of works with documentation and information of results work of the enterprise. Feedback on the internship is positive. Negligence design report and diary about passage practices.

At evaluation results educational practices taken into account visiting and activity works under time, timeliness of report submission and such indicators:

- completeness and timeliness implementation delivered task;
- using real examples activities managers different levels in domestic and foreign organizations;
- quality presentations report, clearness;
- conformity requirements to design.

LIST RECOMMENDED REFERENCES

Main:

1. Balanovska T. I., Gogulya O. P., Troyan A. V. Fundamentals of management, marketing and entrepreneurship: a textbook. Kyiv: CP "Komprint", 2020. 533 p.
2. Bilyak Yu. V., Samofalova M. O. Management: textbook. Kyiv: Central Publishing House "Komprint", 2019. 360 p.
3. Goryovyi V. P. Management and administration. Practical course: teaching manual. Kyiv: Publishing house "Komprint", 2020. 245 p.
4. Economics and Entrepreneurship, Management: Textbook / Rogach S. M., Hutsul T. A., Tkachuk V. A., Balan O. D., Balanovska T. I., Gogulya O. P. Kyiv: Central Publishing House "Komprint", 2020. 480 p.
5. Zavadskyi Y. S. Management. Kyiv: EUFIMB, 2020. Vol. 1. 543 p.
6. Kuzmin O. E., Melnyk O. G. Fundamentals of Management: textbook. 2nd ed., corrected and supplemented. Kyiv: Akademvydav, 2020. 464 p.
7. Management: a textbook / edited by S. I. Mikhailov. Kyiv: NUBiP of Ukraine, 2021. 536 p.
8. Osovskaya G. V., Osovsky O. A. Fundamentals of Management: Textbook. 4th edition, revised and supplemented. Kyiv: "Kondor", 2021. 664 p.
9. Management: a textbook. Krasnokutska N. S., Nashchekina O. M., Zamula O. V., etc. Kharkiv: "Madrid Printing House", 2019. 231 p.
10. Balashov A. M., Moshek G. E., Moldovan V. V., Polutov D. I. Modern management in questions and answers: a textbook. K.: Alerta, 2020. 620 p.
11. Malska M. P., Bilous S. V. Organizational Management: Theory and Practice: Textbook. Kyiv: TsUL, 2019. 190 p.
12. Moshek G. E., Mykolaychuk I. P., Palekha Yu. I., Pokanevich Yu. V. Fundamentals of Management. Theory and Practice: Textbook. Kyiv: Lira-K Publishing House, 2019. 528 p.
13. Ucherenko D. G. Management: a textbook. Kyiv: Center for Educational Literature, 2020. 184 p.
14. Fedorenko V. G. Management: a textbook. Kyiv: Alerta, 2020. 492 p.
15. Shkilnyak M. M., Ovsyanyuk-Berdadina O. F., Krysko Zh. L., Demkiv I. O. Management: a textbook. Ternopil: Krok, 2020. 252 p.

Additional:

1. Balanovska T.I., Gogulya O.P., Troyan A.V. Fundamentals of management, marketing and entrepreneurship: textbook. Kyiv: CP "Komprint", 2020. 533 p.
2. Balanovska T.I., Troyan A.V. Business Management: a textbook. Kyiv: NUBiP of Ukraine, 2019. 401 p.
3. Goryovyi V.P., Butsenko L.V. Management of cooperative activities: a textbook. Kyiv: "Communication Center", 2020. 564 p.
4. Economics and Entrepreneurship, Management: Textbook / Rogach S. M., Hutsul T. A., Tkachuk V. A., Balan O. D., Balanovska T. I., Gogulya O. P. Kyiv: Central Publishing House "Komprint", 2020. 480 p.
5. Electronic scientific journal "Management and Entrepreneurship: Development Trends". URL: <https://management-journal.org.ua/index.php/journal>.
6. Zaburanna L. V., Gudzynska Y. S. Logistics: a textbook. Kyiv: CP "Komprint", 2019.

214 p.

7. Advertising management: textbook / Ya. S. Larina, L. V. Zaburanna et al. Kyiv: CP "Komprint", 2020. 323 p.
8. Soroka P.M., Kharchenko V.V., Kharchenko G.A. Information systems and technologies in organizational management: a textbook. Kyiv: NUBiP, 2019. 518 p.
9. Tracy B. How the best manage. How to get the most out of yourself and others. Secrets proven in practice. Kharkiv: "KSD", 2019. 208 p.
10. Kharchenko G.A., Gogulya O.P., Kharchenko V.V. Theory of organization: textbook. Kyiv: "CPU "Komprint", 2020. 453 p.
11. Malska M. P., Bilous S. V. Organizational Management: Theory and Practice: Textbook. Kyiv: TsUL, 2019. 190 p.
12. Skibitska L. I. Organization of work of the manager: a manual. Kyiv: Center of educational literature, 2019. 360 p.

Information resources

1. <https://subject.com.ua/pdf/71.pdf> 2.
2. <http://westudents.com.ua/knigi/305-dlova-karra-dahno-.html>
3. <http://www.info-library.com.ua/books-book-125.html>
4. <http://www.management.com.ua/>
5. <http://www.new-management.info/articles/>
6. <http://194.44.152.155/elib/local/sk711885.pdf>
7. http://www.dut.edu.ua/uploads/1_1171_86364415.pdf
8. http://ebooktime.net/book_137.html
9. <http://elearn.nubip.edu.ua/course/view.php?id=1549>
10. <https://zakon.rada.gov.ua/laws/show>
11. http://library.nlu.edu.ua/POLN_TEXT/POSIBNIKI_2013/Menedgment_2013.pdf
12. <http://mmlib.net/knigi/menedzhment/>
13. <http://www.management.com.ua/> <https://studfiles.net/preview/354>

CONTENT

Explanatory note	3
Organization and carrying out educational practices.....	5
Program educational practices	7
Design results carrying out practices	12
Criteria evaluation results passage practices	13
List recommended literature	15
Appendix	19

ADDITION

**Private joint-stock company company
"Higher educational institution
"Interregional Academy management staff"
Kharkiv institute**

REPORT

ABOUT IMPLEMENTATION PROGRAMS EDUCATIONAL PRACTICES

student: _____

group: _____

specialty: _____

Head practices from institute: _____

Report protected: _____

Kharkiv 20_____