

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

**Department of Management**

**WORK EXPERIENCE PROGRAM  
Applicants for the first (bachelor's) level of higher education  
Field of knowledge D "Business, administration and law"  
D3 specialties "Management"**

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

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

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The internship program contains an explanatory note, the purpose and content of the internship, instructions for organization and conducting practice, a plan for practical training, a program for practical training, a format for the results of the practical training, criteria for assessing the knowledge and skills of interns, a list of references, as well as appendices, including a practical training diary and a sample of the title page of the report.

## EXPLANATORY NOTE

Socio-economic transformation that taking place in Ukraine, new market mechanisms of functioning and regulation of the economy determine the need for higher education to train highly qualified managers. Managing modern production in dynamic conditions is quite difficult, such complex work can be performed only by specialists of the new generation, armed with the most modern knowledge and experience in the field of planning, organization, coordination, motivation and control of the work of the organization's personnel.

The process of training new generation managers, along with acquiring theoretical knowledge in the main specialty, includes the formation of practical skills in managing an organization. One of the directions for solving this problem is the introduction of practical training of future managers into the educational process with a consistent increase in the level of professional knowledge and practical skills.

Practical training of students is an integral part of the educational process and is aimed at students mastering a system of professional skills and abilities, as well as primary experience of professional activity, and should contribute to the student's self-development.

Order passage practices regulated By law Ukraine  
"On Higher Education" dated 01.07.2014 p (as amended); Regulations "About practice applicants higher education PrJSC "University"  
"MAUP" from 28.02.2018 river

## **GOAL AND CONTENT PRODUCTION PRACTICES**

According to the curriculum, industrial practice is an integral part of the training of applicants for the first (bachelor's) level of higher education in the educational program "Management" in the field of knowledge 07. Management and administration of specialty 073 Management.

Industrial practice for bachelors is designed to develop professional skills in students, skills for working in divisions of enterprises that perform management functions.

Bases practices can be medium and large enterprises of various forms of ownership, which have an organizational structure, management system, logistics, sales, supply departments, personnel departments, production structure and financial management.

***The purpose*** of students undergoing industrial practice is to get acquainted with the chosen specialty, to develop practical skills in managing business entities of all organizational and legal forms and their structural divisions, to deepen and consolidate theoretical knowledge.

During their internship, students must familiarize themselves with and analyze the organizational structure of management of enterprises of various organizational and legal forms, master the methods of making management decisions, and rationally use the necessary information materials and recommendations for improving enterprise management processes.

***Task*** production practices for Bachelors:

- 1) gaining practical experience working at enterprises as managers;
- 2) formation of students' understanding of the basic principles of organizing the activities of enterprises;
- 3) students' mastery of organizational and technological management processes at the enterprise;
- 4) students' acquisition of professional skills and abilities to make independent decisions in specific situations that arise at enterprises during the implementation of key tasks management functions.

IN result passage practices student should:

***Know :***

- ~ functions manager;
- ~ types organizational structures enterprises;
- ~ principles construction organizational structures enterprises;
- ~ tasks and areas of activity of the main functional divisions of the enterprise;
- ~ the main areas of activity of services responsible for the flow of material through the enterprise;

- ~ methods research activities enterprises;
- ~ key indicators assessments activities enterprises;
- ~ directions improve activities enterprises.

***Be able:***

- ~ analyze the financial and other reporting of the enterprise and documents that regulate its activities;
- ~ independently carry out search necessary information about the state of the enterprise's work on the market, analyze it;
- ~ detect main factors, What cause actual the state of the enterprise's activities;
- ~ disclose main trends its development;
- ~ study organizational and logistical processes on enterprise;
- ~ offer scientifically justified conclusions and offers regarding the improvement of individual processes or their interaction.

***Acquire:*** skills in organizational and managerial, executive, analytical and research work at an enterprise in modern conditions.

During the internship for bachelors, student interns must familiarize themselves with the charter of the enterprise, regulatory and legal documents regulating the activities of the enterprise, form of ownership, types of activities, organizational structure, job descriptions, distribution of responsibilities between employees, specifics of the activities of various services and departments of the enterprise, financial reporting, results of the enterprise's economic activities and draw conclusions regarding activities of the enterprise. Students should pay special attention to the analysis and study of information materials related to the implementation of the report.

Industrial practice for bachelors should be the first stage of preparation and collection of materials for students to write their qualification work, during which they must determine the direction and object of their research.

Completing an internship and writing an internship report should fulfill the main goals, the achievement of which is necessary for effectiveness. educational process future managers and writing in the future, students will be able to do qualifying work that would have practical significance:

- ~ studying the practical experience of enterprises in the field of management;
- ~ mastery skills future professions;
- ~ the ability to obtain and analyze the necessary information on the chosen research topic;
- ~ ability to form constructive conclusions and make suggestions on basis conducted research of increase efficiency

the company's activities in various areas of the company's activities in the field of management;

to test conclusions and proposals at scientific conferences.

Based on the results of the bachelor's industrial practice, students must complete, prepare and submit to the Department of Management, Economics and Tourism a report on the internship, which is effective form of practice.

## **ORGANIZATION AND CARRYING OUT PRODUCTION PRACTICES**

Students' work experience is regulated by the following regulatory legal acts: Law of Ukraine "On Higher Education" dated 01.07.2014 (with amendments and additions); Regulations "On the practice of higher education applicants of PrJSC "VNI "MAUP" dated 02/28/2018

Responsibility for the overall organization, conduct and control of industrial practice lies with the person responsible for organizing practice at the Department of Management, Economics and Tourism.

Educational and methodological guidance and implementation of the internship program are provided by the Department of Management, Economics and Tourism.

The head of the practice from the department provides methodological guidance for the practice, assists students in implementing the practice program, keeping a diary, compiling a report on the practice, sums up the results and gives a grade on a five-point system, taking into account the characteristics received by the student at the place of practice, the content of the report and the results of its defense.

The students' internship is directly supervised by an employee of the enterprise where the student is undergoing internship, appointed by the management.

The supervisor gives the intern daily tasks and monitors their implementation. All comments regarding the student's discipline are recorded by the supervisor in the diary and in the report card, which is given to the intern after the end of the internship.

The characteristics are written in a diary and certified by a seal. The bases of practices are determined by the Institute on the basis of agreements concluded with enterprises, institutions, organizations of various forms of business or by the student independently.

In order to clearly implement the internship schedule, the student must familiarize himself in advance with the features of the production practice base, with the legislative framework that regulates the activities of a particular practice base, and already during the internship, with the local regulations of this enterprise.

The intern's working day is determined by the rules of the internal work regulations and the operating mode of the institution or organization that is the base of the internship.

The daily work of a student intern consists of collecting and studying materials according to the internship program, preparing documentation, and filling out the internship diary, which is issued at the beginning of the internship and is one of its main documents.

### **Responsibilities student intern:**

- ~ to comply with regime works institutions (organizations) – bases practices;
- ~ demonstrate good manners, communication culture, exemplary behavior, courtesy, and professionalism;
- ~ conscientiously perform program practices.

Within the established deadline, the student-intern submits the following materials to the internship supervisor:

- ~ report about results completed works by program practices;
- ~ a description of the student-intern, certified and signed by the management of the practice base, compiled based on the results of the practice.

The student-intern must have a permanent workplace in the organization - the practice base, access to the information necessary to study according to the practice program.

### **Responsibilities manager practices from higher educational institution:**

- ~ get acquainted with the organization where students will do their internship;
- ~ provide organizational measures before the start of the internship: briefing on the procedure for completing the internship and safety rules;
- ~ to familiarize students with organizational documents regarding internships and requirements for their execution;
- ~ in close contact with leadership practices from bases practices ensure a high level and quality of its implementation in accordance with the program;
- ~ control passage practices students;
- ~ analyze and evaluate the documentation submitted by students, compiled based on the results of the internship program;
- ~ accept report with practices;
- ~ to compose department written and to submit on report about completed practical training.

### **Responsibilities manager practices from basic enterprises:**

- ~ organize students' internships in close contact with the internship supervisor from the institute;
- ~ to familiarize students with the production activities of the enterprise and the prospects for its development, as well as with the organization's management system;
- ~ provide students with workplaces, necessary documentation for completing the program and internship tasks;
- ~ to provide methodological guidance for students in the implementation of the internship program, to provide them with comprehensive practical assistance;

~ monitor the maintenance of diaries, preparation of reports, write a review of the work performed by students and a description of the student-intern based on the results of his activities in the organization - the base of the practice.

**Possible professional types jobs (according to the State Classifier of Professions), which students - future bachelors in management should pay attention to :**

- ~ director department organizations, departments;
- ~ workshop manager, foreman, production service foreman in industry;
- ~ manager sections in wholesale and retail trade;
- ~ Head of divisions of non-manufacturing enterprises (hotels, restaurants, transport, warehousing);
- ~ manager divisions in field cultures, rest and sports;
- ~ road transport, production, transportation service manager ;
- ~ technician with normalization labor, preparation production;
- ~ instructor-methodologist with tourism;
- ~ agent trading, commercial;
- ~ trading broker (broker);
- ~ secretary administrative organs;
- ~ inspector trading;
- ~ administrator;
- ~ administrator hall.

During the internship program, students must observe, study the work of these categories of professions, and analyze the content of the following functions and corresponding tasks.

1. Planning function:

- ~ development tactical and operative plans current activities;
- ~ planning needs in resources;
- ~ planning development organizations;
- ~ planning personal work.

2. Organizational function:

combination all species resources, organization collective labor to achieve the organization's mission;

- ~ organization labor;
- ~ realization managerial decisions;
- ~ distribution powers.

3. Motivational function:

- ~ using effective systems motivation and payments labor;
- ~ support favorable socio-psychological climate in the team.

4. Control function:

- ~ operative CONTROL security resources, compliance with technology;
- ~ CONTROL implementation solutions and support executive disciplines;

- preparation reports about activity.

5. Coordination function:

- operational regulation and dispatching activities;
- prevention conflicting situations and solution conflicts;
- regulation behavior in process activities.

## PLAN PRODUCTION PRACTICES

N o. of the co m pa ny	View activities
1.	Study characteristics, stories establishment enterprises
2.	Familiarization from organizational structure, the company's personnel policy
3.	Analysis working day manager (manager)
4.	Research systems management enterprises
5.	Analysis activities enterprises
6.	Study problems functioning, individual species company management
7.	Suggestions of improvement activities enterprises

## PROGRAM PRODUCTION PRACTICES (*content practical activities*)

### ***1. Study characteristics, stories establishment enterprises***

Type of enterprise by form of ownership. Main characteristics of activity. Production and other types of activity. Product (service) range. State of certain products (services) on the market. Competitive advantages of products (services): production and technological, operational and technical, socio-economic, economic. Description of the history of establishment (director, founders, legal address of facilities).

### ***2. Familiarization from organizational structure, personnel politics enterprises***

Diagram of the organizational structure of a particular enterprise, its analysis: type, principles of construction, effectiveness for the organization. Analysis of the structure according to criteria: compliance of the type of structure with the goals and objectives of the enterprise, degree of division of labor, hierarchy of management levels, degree of coordination of actions, stimulation of business and professional activity, dependence on environmental changes.

### ***3. Analysis working day manager (manager)***

Working day timing and characteristics of its structure. Areas of activity.

Analysis of the efficiency of working time use. Main responsibilities, routine tasks of the manager and employees of the company.

#### ***4. Research systems management enterprises***

Characteristics of the organization, its type, constituent elements. Basic management functions (organization, motivation, planning, control), their characteristics.

Types and levels of management. Rights, responsibilities and powers of managers at different levels of management.

Management style and methods, their characteristics. Relationships in Production management at the enterprise.

Financial management: characteristics and analysis of key financial indicators.

Management of innovative activities of the enterprise, its types, organization. Human resources management at the enterprise: policy, organization, motivation. Management of economic activities at enterprise: tasks, structure, control.

Strategic management of the enterprise: availability of a strategic plan, functional responsibilities (division), types of strategies, justification of product, financial, personnel and other strategies.

Information systems of the enterprise. Types and means of information, their characteristics. Automated means of processing and obtaining information. Information users in the organization. The manager's workstation, his characteristic.

Collection of samples of business papers, documents necessary for managing the enterprise.

#### ***5. Analysis activities enterprises***

Analysis of the financial and economic activities of the enterprise by a certain period. Assessment of key development indicators. Characteristics of the structure of the business plan, its individual sections. Analysis of the justification of planned indicators and areas of activity. Risk management.

#### ***6. Study problems functioning, individual species management societies***

Operational management. Human resources management. Information transfer channels. Production process. Marketing policy.

#### ***7. Suggestions of improvement activities enterprises***

Own offers and recommendations of adoption rational solution for enterprises in the future.

## **DESIGN RESULTS CARRYING OUT PRODUCTION PRACTICES**

After completing the internship, the student submits the following documentation for verification to the internship supervisor from the department:

- ~ diary passage practices;
- ~ report about passage practices;
- ~ a description of the student-intern, signed and certified by the head of the institution (organization) - the base of practice, compiled based on the results of his activities.

The internship report is prepared according to the general requirements for students' creative work in the following structure:

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

The total volume of the report must be at least 20 pages of A4 format. Margins remain on four sides of the page: on the left - 20 mm; on the right - at least 20; on the top and bottom - at least 20 mm. The pages of the report must be numbered; the first page is not numbered.

The report should be specific and concise, must have graphic material (diagrams, tables, pictures, charts, graphs) that clearly reveals the essence of the work performed and the results of managerial and economic research.

Each table should have a title that begins with a capital letter and is placed below the words "table", which is written above the upper right corner of the table. Tables are numbered sequentially with Arabic numerals. When transferring part of the table to another page, it is indicated as "Continuation of the table" (with its number). Tables are placed so that they can be viewed without turning the page after the first reference to them in the text of the report. When referring to a table, its number and the word "table" in abbreviated form are indicated (for example: table 1).

Appendices to the report may include samples of collected primary documents (organizational, economic, business, etc.), large analytical tables, complex diagrams, and samples of other materials that characterize the organization's economic activities.

Report appropriate in a way intertwines or sewn together.

In addition to the text part, the report must contain a practice diary of the established sample.

The feedback from the manager from the practice base is certified by the manager of the practice base and the wet seal of the practice base (enterprise). The feedback from the manager from the practice base must reflect business and moral qualities revealed by the student during the internship, and an assessment of his/her performance on a five-point scale.

Written report along with completed practice diary and feedback manager from the base practices is served on review to the internship supervisor from the institute, which should reflect the level of theoretical knowledge acquired by the student and the ability to apply it in practice, information about the student's completion of all sections of the internship program, the correctness of the reporting documentation, conclusions and proposals for evaluating the internship during its defense.

The student defends the internship report after timely submission of the internship materials on the appointed day.

The internship defense is accepted by a commission consisting of the department's responsible person for organizing the internship, internship supervisors, teachers of the Department of Management, Economics and Tourism, as well as representatives of the Institute's administration.

Based on the results of the defense, a differentiated assessment is given, which is recorded on the title page of the report, in the practice diary, in data.

Failure to complete the internship program or submit internship materials to the department leads to an unsatisfactory assessment and repeated internship.

## **CRITERIA EVALUATION KNOWLEDGE, SKILL, SKILL INTERNSHIPS**

In general, a qualitatively completed internship report is rated with a maximum of 100 points. **Number points is being removed by violation requirements:**

1. Inappropriate design (significantly exceeding the volume of the text part of the work - more than 5 pages; font and spacing do not comply with established standards; missing or incorrect page numbering; incorrect design of graphic material, etc.) - 5-15 points.
2. Untimely approval of the plan, untimely registration of the internship report, untimely submission for defense - 5 points.
3. Introduction not corresponds standard – 5-10 points.
4. Missing logical sequence and scientific style exposition – 5- 10 points.
5. Presentation theoretical parts not corresponds requirements (absence depths, comprehensiveness, completeness exposition, definition debatable questions, etc.) – 5-10 points.
6. Lack of tabular and illustrative material, its analysis and connection to the content of the text – 5-20 points.
7. Absence certain problems in studied topics, ways their solution, lack of one's own point of view and argumentation – 5-20 points.
8. Inconsistent conclusions (lack of connection with the results of the study, conclusions on the issues considered) – 5 points.
9. Wrong decorated list literature – 5 points.

The number of points for completing the internship report is determined by the supervisor during the review process. When the student defends the internship report, the number of points may be changed.

Taking into account the number of points scored, the overall internship report is evaluated as follows:

### **Scale compliance grades**

<b>Rating student</b>	<b>Rating by scale ETC</b>	<b>Definition</b>	<b>Rating</b>	
			<b>by national system</b>	<b>by system faculty</b>
90- 100	A	Perfectly (EXCELLENT) – excellent implementation with a small number of inaccuracies	Perfectly	5
82- 89	B	Very good (VERY GOOD) – above average standards, but with some inaccuracies	Good	4
75- 81	C	Good – generally meaningful and correct work with a certain number of minor errors	Good	4

68- 74	D	Satisfactory (SATISFACTORY) – not bad, but from significant quantity disadvantages	Satisfactorily	3
60- 67	E	Enough (ENOUGH) – performance meets the minimum criteria	Satisfactorily	3
35- 59	FX	Unsatisfactorily (FAIL) – necessary yet certain additional work for successful drafting exam	Unsatisfactorily	2
1- 34	F	Unsatisfactorily (FAIL) – serious further work is needed, mandatory second course	Unsatisfactorily	2

In case of unsatisfactory assessment (up to 59 points), a practice report is reworked and submitted for re-evaluation.

The final score is set by the commission collectively according to the following criteria:

**"Excellent"** grade - when writing the report, the student completed the main tasks of the internship, drew conclusions taking into account the cause-and-effect relationships of the course of phenomena (processes), and during the defense showed the ability to analyze, compare, generalize, abstract and specify, classify and systematize materials and proposed a number of measures to improve the activities of the enterprise, the development of which was creative. The feedback on the internship by the student is positive. The materials on the internship are designed in accordance with the requirements.

**"Good"** grade - when writing the report, the student completed the main tasks of the internship, drew conclusions taking into account cause-and-effect relationships and mechanisms (algorithms) of the course of phenomena (processes), and during the defense sufficiently demonstrated the acquired skills and abilities in working with documentation and information on the results of the enterprise's work. The feedback on the internship by the student is positive. There are minor comments regarding the content and design of the materials on the internship.

**"Satisfactory"** grade - when writing the report, the student completed the main tasks of the internship and the individual task, but made conclusions without taking into account cause-and-effect relationships and mechanisms (algorithms) of the course of phenomena (processes), while during the defense he did not sufficiently demonstrate the acquired skills and abilities in working with documentation and information on the results of the enterprise's work. Feedback on the internship is positive. Careless execution of the report and diary on the internship.

**"unsatisfactory"** rating means a negative feedback on the internship. When asked by members commissions student gives incorrect answers. The internship program was not completed in full.

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## APPENDICES

### **Addition 1**

#### **DIARY PASSAGE PRACTICES**

The diary is developed in the form specified in the "Regulations on the Practice of Students of the IAPM" and includes the following parts:

- the first page, which specifies the type of student practice, academic unit, course, group, specialty;
- ~ referral on practice;
- ~ calendar plan passage practices;
- ~ report about implementation programs practices;
- ~ response management practices from enterprises and rating student work ;
- ~ response manager practices from Academies about work student;
- ~ main position practices;
- ~ regulations management and design diary.

Forms diary by form can get under time constituent meetings of the practice (at the department or in the educational part).

**Addition 2**

Sample design titular sheet report

**PrJSC "University" "INTERREGIONAL" ACADEMY  
MANAGEMENT STAFF»**

**REPORT**

**ABOUT PASSAGE PRODUCTION PRACTICES**

Name\_\_\_\_\_

Student's name and patronymic\_\_\_\_\_

Group\_\_\_\_\_

Specialty\_\_\_\_\_

Practice base\_\_\_\_\_

Practice Manager from the Institute\_\_\_\_\_

Practice manager from the company\_\_\_\_\_

Report protected\_\_\_\_\_

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