

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF
ECONOMICS**

Management and Business department

«APPROVED»

Vice-rector for educational and methodical work



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**CROSS-CUTTING INTERNSHIP
PROGRAMME**

Study cycle first (bachelor)
Field of knowledge 07 Management and Administration
Speciality 073 Management
Study programme Business Administration

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**Kharkiv
S. Kuznets KhNUE
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A cross-cutting internship programme is provided. The structure, the content of the main sections, organization of preparation and writing of reports are given.

For Bachelor's (first) degree students of speciality 073 "Management", study programme "Business Administration".

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Introduction

A cross-cutting internship program is drawn up in accordance with the S. Kuznets KhNUE Regulation about conducting students' internship, which was developed in accordance with the Law of Ukraine "About Higher Education", Regulation about conducting students' internship in higher educational institutions of Ukraine, which was approved by the order of Ministry of Education and Science of Ukraine No. 93 dated 08.04.1993, Regulation of the educational process in Simon Kuznets Kharkiv National University of Economics, by the order of the University No. 1 dated 24.01.2022, with high education standards, for the study programme "Business Administration" of Bachelor's (first) degree students of speciality 073 "Management".

The programme of internship allows students to have a clear idea of what they will have to do during internship, how to solve an individual task, what assistance they can get from internship managers, a higher education institution and an enterprise (organization, institution), as well as employees (managers) of an enterprise with whom they will meet during their internship.

Students will get the necessary amount of practical knowledge and skills, in accordance with the compiled work programmes of internship.

1. The types, the general characteristics, the purpose and planned outcomes of internship

1.1. The types of internships (Table 1).

Table 1

The types of internships

Year	Internship name	Full-time education	Part-time education	Departments that provide organization	Internship duration	Semester
III	Manufacturing	full-time		Management and Business	2 weeks	6
IV	Manufacturing		part-time	Management and Business	4 weeks	8
IV	Pre-diploma	full-time		Management and Business	8 weeks	8
V	Pre-diploma		part-time	Management and Business	3 weeks	10

1.2. Internship characteristics (Table 2).

All types of internship are mandatory educational units.

Table 2

Internship characteristics

Year	Internship name	Full-time education	Part-time education	Number of credits	Total number of hours	Semester	Form of control
III	Manufacturing	full-time		3	90	6	Report
IV	Manufacturing		part-time	3	90	8	Report
IV	Pre-diploma	full-time		9	270	8	Report
V	Pre-diploma		part-time	9	270	10	Report

1.3. The purpose of internship.

1.3.1. The purpose of the manufacturing internship is deepening and consolidation of students' theoretical knowledge and acquisition of the necessary practical skills and work experience in the field of management, sales, planning and economic, marketing, logistics activities of the enterprise, conducting analysis of the enterprise's activities – the basis of practice in the main directions: production, finance, sales, marketing, personnel, investment,

innovative, foreign economic, as well as the development of skills and abilities of information-analytical, project-research, diagnostic, innovative and consulting activities to solve applied problems of managing business structures, improving the management system of their activities in modern business conditions, acquiring the ability to adapt theoretical provisions, methodical tools, best practices of entrepreneurship in the operating conditions of a specific enterprise; consolidation of practical skills of conducting economic research, formation of its informational, legal and methodical support, taking into account the essence of the problems to be solved and limitations related to the activity of a particular enterprise, implementation of the developed recommendations and proposals into the practical activities of the enterprise.

1.3.2. The purpose of the pre-diploma internship consists in students' deepening practical experience of economic activity, practical application of the acquired knowledge and skills, solving economic tasks while working in real market surrounding, acquiring skills in adapting theoretical provisions, methodical tools, best practices of entrepreneurship in the conditions of activity of a specific enterprise; consolidation of practical skills of conducting economic research, formation of its informational and methodical support, taking into account the essence of the problems to be solved and limitations associated with the activity of a specific enterprise, implementation of the developed recommendations and proposals in the practical activities of the enterprise.

1.4. The competences and learning outcomes (in accordance with the study programme) are given in Table 3.

Table 3

The competences and learning outcomes

Special competences	General competences	Learning outcomes
1	2	3
<u>Manufacturing</u> (name of internship)		
SC1, SC18	–	LO6, LO16
–	GC4, GC5, GC11	LO3, LO4, LO5, LO6, LO12, LO16, LO17, LO18, LO19
SC1, SC9	GC10, GC14	LO17
SC2	–	LO21

Table 3 (the end)

1	2	3
<u>Pre-diploma</u> (name of internship)		
–	GC5, GC11	LO3, LO4, LO5, LO6, LO8, LO12, LO16, LO17, LO19
SC1, SC2, SC9, SC18	–	LO6, LO16, LO17, LO19, LO21
–	GC10, GC14	LO17

The designations of the competences and outcomes mean the following.

GC4. Ability to apply knowledge to practical situations.

GC5. Knowledge and understanding of the subject area and understanding of professional activities.

GC10. Ability to conduct research at the appropriate level.

GC11. Ability to adapt and act in a new situation.

GC14. Ability to work in an international context.

SC1. Ability to identify and describe organizational characteristics.

SC2. Ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC9. Ability to work in a team and establish interpersonal interaction in solving professional problems.

SC18. Ability to use methods of processing primary information on the economic foundations of the organization's functioning to form a system of the most urgent tasks.

LO3. Ability to demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO4. Ability to demonstrate skills in identifying problems and justifying management decisions.

LO5. Ability to describe the content of the functional areas of an organization's activities.

LO6. Ability to demonstrate skills in searching, collecting and analyzing information, calculating indicators to justify management decisions.

LO8. Ability to implement management techniques to ensure the effectiveness of the organization.

LO12. Ability to assess the legal, social and economic consequences of the organization's functioning.

LO16. Ability to demonstrate the skills of independent work, flexible thinking, openness to new knowledge, being critical and self-critical.

LO17. Ability to perform research individually and/or in a group under the guidance of a leader.

LO18. Ability to evaluate opportunities to use technology to optimize business efficiency.

LO19. Ability to demonstrate skills in analyzing and synthesizing information, applying them to analyze and solve problems in various areas of business and management.

LO21. Ability to demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions.

2. The content of internships

2.1. The task of the manufacturing internship.

The task of manufacturing internship is mastering the system of skills for solving typical tasks in accordance with the positions that a graduate of speciality 073 "Management" can occupy, the main activity of which is managerial activity; obtaining practical work experience at enterprises; formation of students' understanding of the basic principles of enterprise organization and students' mastery of organizational and technological management processes at an enterprise.

As a result of having done manufacturing internship, the student has *to know*:

manager functions;

types of organizational structures of the enterprise;

principles of building organizational structures of the enterprise;

tasks and areas of activity of the main functional divisions of the enterprise;

the main areas of activity of the services responsible for the passage of the company's material flow;

methods of researching enterprise activity;

key performance indicators of the enterprise;

directions for improving the company's activities.

to be able:

to analyze the economic reporting of the enterprise and documents regulating its activities;

to independently search for the necessary information about the state of the enterprise's work on the market, analyze it;

to identify the main factors which determine the actual state of the enterprise's activity;

to reveal the main trends of its development;

to determine the peculiarities of the organization of the main processes investigated at the enterprise;

to offer scientifically based conclusions, to analyze the financial and other reporting of the enterprise and the documents regulating its activity;

to study organizational and logistic processes at the enterprise;

to offer scientifically based conclusions and proposals regarding the improvement of individual processes or their interaction;

to acquire:

skills in organizational management, executive, analytical and research work at the enterprise in modern conditions.

A report on the manufacturing internship

The report on the manufacturing internship reflects the results of the study of programme issues, contains conclusions and recommendations, copies of documents and decisions; must have a clear structure, logical sequence, convincing argumentation, provability of conclusions and reasonableness of recommendations. The report should reflect all aspects of the student's activity based on production internship. The volume of the report should be at least 25 pages.

The manufacturing internship report structure

The report structure is as follows:

The title page.

Contents.

Introduction.

Chapter 1. General characteristics of the enterprise – the object of internship.

Chapter 2. Analysis of the main indicators of the enterprise's activity – the object of internship.

Chapter 3. Analysis of the enterprise's internal and external environment.

Conclusions.

A list of references.

Appendices.

The introduction should substantiate the relevance of the chosen research direction and its practical significance, briefly describe the modern methodological and practical aspects of solving a defined range of problems, define the goal, the object, the subject, the task, the methodical apparatus (methods), the research tools, the obtained results and their practical significance.

Through critical analysis and comparison with known solutions to the problem (the scientific task), the relevance and expediency of the work for the development of the relevant field of science, especially for the benefit of Ukraine, should be justified. Indicate the names of famous scientists who are engaged in solving the investigated problem regarding the student's scientific research work (SSRW), and unsolved issues. The scope of relevance substantiation should be at least half a page.

In the introduction, the student must reveal the purpose and tasks of the production internship, according to the specifics of the company's activity and the position in which the practice took place, determine the methods used during the internship and write a report on the internship. The volume of the introduction should be at least two pages.

In the first chapter, the student should familiarize himself with the specifics of the activity of the enterprise – the object of internship, its organizational structure, the state of management of the enterprise's activities in general.

The result of such work should be the reflection of the following questions in the report on the completion of the manufacturing internship:

the characteristics of the status of the enterprise (the date of establishment, the form of ownership, the organizational and legal form of management, the degree of independence, the mission of the enterprise, the rights and obligations of the enterprise, the scope of activity, compliance with requirements for state registration and enterprise activities, etc.);

the characteristics of economic activity (enterprise specialization, predominant types of business operations, other types of activity);

the nature of the enterprise management organization (the organizational structure of the enterprise's management, the characteristics of individual structural divisions, their functional purpose, rights, duties, powers, the nature

of the regulation of the activities of individual employees of the enterprise (contracts, job instructions, etc.);

the nature of regulation and control over the activities of the economic entity by the state (executive bodies, ministries, departments), the state of compliance with state requirements;

the nature of management of the business entity's activities by the owners (owners' rights, management and control bodies: the highest management body of the enterprise, the body of supervision and control over the business entity's activities, the frequency of their meetings, the nature of the issues under consideration);

the characteristics of instructional, normative and methodical materials used at the enterprise, their quality and completeness.

It is necessary to consider and graphically construct the organizational structure of organization's management, analyze it. Particular attention should be paid to the fact if it meets the goals and objectives of the organization.

The main purpose of the second chapter is to assess the quality of management and the achieved results in separate functional areas of the enterprise – the object of the internship.

The analysis of economic indicators of the company's activity is carried out for two years (reporting and previous). The main sources for collecting information and conducting analysis should be: financial statements of the enterprise for the previous two years.

The third chapter is devoted to solving the following issues:

determining the nature of the market (international, national, regional, city, district, etc.); having collected relevant information, it is necessary to draw a conclusion about the market volume; determine the type of market in which the organization operates;

analysis of competitors, provision of characteristics of enterprises that operate on the same market as the organization – the base of practice, and that are its direct competitors; identify the main factors of the external environment that influence the formation of a competitive environment: research competitors and the intensity of competition in the industry, the existence of a threat from substitute goods;

assessment of the prospects for industry development;

evaluation of the main competitors and consumers of the enterprise; estimation of the market share occupied by enterprises.

Give a SWOT analysis of the main factors of the external environment.

Also, in this chapter, it is desirable to pay attention to marketing and commercial activities in the following areas:

1. Analysis of sources of information and software products used by certain specialists for procurement, marketing activities, market monitoring.

2. The main suppliers of resources and consumers of products (works, goods, services) of the enterprise. The process of their search, evaluation and selection. The procedure and conditions for concluding agreements. Evaluation of work quality on the formation of material (commodity) resources (frequency of purchases, size of one-time purchases, examination of the availability of goods in the sales hall).

3. Marketing communication measures (advertising, sales promotion, use of price discounts), public relations. Marketing budget analysis.

Assessment of management quality of the marketing activity of a business entity involves:

analysis of the main competitors in the domestic and foreign markets;

analysis of the main suppliers of resources and consumers of products (works, goods, services) of the business entity; the process of search, evaluation and selection of suppliers; the procedure and conditions for concluding agreements;

assessment of the work quality on the formation of material (commodity) resources (frequency of procurement, size of one-time procurement);

assessment of factors which affect the change in demand for material (commodity) resources in separate periods (month, week, day), organization of monitoring and response to these;

evaluation of the marketing product policy of the business entity (the specific weight of the number of new goods and services brought to the market in the total amount, the specific weight of profitability according to assortment composition (according to categories of goods and services); expenses for research and development work (R&D) and certification of goods, services; coefficient of diversification factor for assortment composition (according to the categories of works, services);

evaluation of marketing pricing (price index for various types of communication services (according to the category); average annual retail price according to the category of goods and services; the coefficient reflecting the price level in relation to the average price of similar products of competitors);

evaluation of the marketing and sales policy of the business entity (the share of sales costs in the total volume); transaction costs (during the year); delivery costs (per year); increase (decrease) in the total volume of sales per year / market share during the year; diversification rate of sales volumes according to the assortment composition of goods (service categories); coefficient of differentiation of sales volumes according to the distribution channels; receivables of distribution channels; the assortment representation coefficient;

evaluation of advertising activity and promotion of sales of the business entity's products (proportion of advertising costs to total sales volume; share of brands in the range); average annual advertising costs per 1,000 UAH of sales; the specific weight of sales promotion costs to the total volume of sales;

analysis of information sources and software products used by certain specialists for procurement, marketing activities, market monitoring;

analysis of the marketing budget and the validity of marketing plans to ensure the achievement of the business entity's goals; frequency of development and coordination of purchase plans, sales.

During the internship, the student must personally collect, classify, systematize and analyze information from individual areas of the company's activity. In cases where such information is not available at the enterprise or is insufficient in scope for analysis, it is necessary to involve information sources covering the activities of similar enterprises, statistical data of a certain industry and sphere of economic activity. Periodic scientific publications should also be used.

The conclusions contain generalization of results of the conducted research of enterprise's activity in accordance with the tasks which were formulated in the introduction, highlighting the areas of activity, identifying potential opportunities for improving the organization's work. The main conclusions, proposals and recommendations for raising the efficiency of the internship base in accordance with the tasks which were formulated earlier.

The list of references should be placed in alphabetical order of the first author surname or title. If information from the Internet is used, then it is necessary to indicate not only the name of the site, but also the title of the article, the author or the name of the document to which the author refers. Normative and legislative acts, Internet sources are not singled out and placed in alphabetical order together with other literary sources. All literary

sources should be given in the original language. The bibliographic description of the sources is compiled in accordance with the current standards of library and publishing standards.

The total number of the used sources should be more than 20. It is recommended that scientific works of lecturers of the department and the university be used in the research process. The list of references should include publications of the last five years.

Appendices. If necessary, it is advisable to include supporting material in the appendices: statistical information which is the basis of the research, regulations on functional divisions, job instructions of specialists, staff list, accounting and statistical reporting forms, organizational and administrative documents (orders, instructions and other reference information).

2.2. The task of the pre-diploma internship.

The task of the pre-diploma internship is mastering the system of abilities and acquiring skills for solving typical tasks in accordance with the positions that a graduate of speciality 073 "Management" can occupy, with the main type of activity of these being management, gaining practical experience of working at enterprises, forming students' ideas about the basic principles of enterprise organization and mastering organizational and technological management processes at the enterprise.

As a result of the pre-diploma internship students have:

to know:

manager functions;

types of organizational structures of enterprises;

principles of building organizational structures of enterprises;

tasks and areas of activity of the enterprise main functional divisions;

the main spheres of activity of services responsible for the passage of the company's material flow;

methods of researching enterprise activity;

key performance evaluation indicators of the enterprise; directions for improving the company's activity;

to be able:

to analyze the technical and economic reporting of the enterprise and documents regulating its activities;

to independently search for the necessary information about the state of the enterprise's work on the market, analyze it;

to identify the main factors which determine the actual state of the enterprise's activity;

to reveal the main trends of its development;

to study organizational and logistic processes at the enterprise; generalize scientifically based conclusions and proposals regarding the improvement of individual processes or their interaction;

to acquire:

skills in organizational management, executive, analytical and research work at the enterprise in modern conditions.

A report on the pre-diploma internship

The report on the pre-diploma internship reflects the results of study of the programme issues, contains conclusions and recommendations, copies of documents and decisions. It should have a clear structure, logical sequence, convincing argumentation, provability of conclusions and reasonableness of recommendations. The report should reflect all aspects of the student's activities based on pre-diploma internship.

The pre-diploma internship report structure

The report structure is as follows:

The title page.

Contents.

Introduction.

Chapter 1. General characteristics of the enterprise.

Chapter 2. Technical and economic analysis of the enterprise.

Chapter 3. Analysis of the subject field state at the enterprise – the object of the research.

Conclusions.

A list of references.

Appendices.

The main part of the report should amount to 25 – 30 pages.

The introduction should substantiate the relevance of the chosen research direction and its practical significance, based on regulatory and legislative documents, defined goals, objectives, methodological apparatus, research tools, obtained results and their practical significance.

The relevance of the research. With the help of critical analysis and comparison with known solutions to the problem (the scientific task), the relevance and expediency of the work for the development of the relevant field of science, provision of services, especially for the benefit of Ukraine, should be substantiated. The names of famous scientists who are engaged in solving the problem under research should be indicated and the unsolved parts of the question should be highlighted. The scope of relevance substantiation should be 1 page.

In the introduction, the student must reveal the goal and tasks of the pre-diploma internship in accordance with the specifics of the enterprise and the position in which the internship took place, determine the methods used during the internship and write a report on the internship. The length of the introduction should be at least 2 pages.

The first chapter is devoted to the study of the enterprise establishment history as an object of research and its characteristics:

1) the general information about the analyzed company: the full name of the company, the form of ownership, a brief history of the company's development, the date of organization and time of existence on the market, availability of branches;

2) characteristics of the production and economic activity: main directions of production activity – the nomenclature (assortment) of basic products and consumer goods, a list of works and services; assimilation of new types of products, production capacities, production areas, main sales markets, competitors and consumers, main competitive advantages of the enterprise and products, strategic plans for the enterprise further development, diversification of production, assimilation of new sales markets, technologies, introduction of new equipment;

3) the organizational structure of the enterprise and division.

It is necessary to consider and graphically build the organizational structure of enterprise's management available, analyze it. At the same time, special attention should be paid to the fact if it meets the goals and objectives of the organization.

In the second chapter, based on financial and statistical reporting of the research base, it is necessary to provide economic and functional characteristics of its activity. The technical and economic analysis of the results of the enterprise's activity can be carried out in the following main

directions: general indicators of the enterprise's activity, material resources, labor resources, fixed assets, etc.

The information base of the technical and economic analysis is the balance sheet, the report on financial results, the statistical report on labor, etc. At the same time, the reporting itself is provided in the appendix of the report "Financial and statistical reporting of the enterprise" or "Financial reporting of the enterprise", and calculations of indicators are presented in tabular form (which, if necessary, can also be presented in a separate appendix), the interpretation and conclusions based on the analysis.

The third chapter is dedicated to the analysis of the existing state of the subject area at the enterprise (organization), that is, the analysis of a set of issues in accordance with the individual task in order to identify the existing positive aspects and shortcomings. The use of economic-mathematical methods and models, factor analysis when performing this part of the analytical section will make it possible to obtain more reasonable conclusions, although it is not mandatory.

It is desirable to summarize the problems identified within the subject area in the form of a problem map, a "fishbone" diagram, tables of SNW or SWOT analysis (if appropriate), etc. The importance of this final stage of the analysis is determined by the fact that its results serve as a basis for the work at the next stage of work – in the preparation and justification of project recommendations for elimination of existing shortcomings, as well as improving the arrangement of solving the problems. Therefore, the student should pay special attention to the formulation of conclusions based on the analysis.

The conclusions contain a generalization of the study results of the enterprise's activities in accordance with the tasks formulated in the introduction, highlighting the areas of activity, identifying potential opportunities for improving the organization's work. The main conclusions, proposals and recommendations for increasing the efficiency of the internship base in accordance with the tasks set are briefly formulated.

The list of references should be placed in alphabetical order of the first author surname or title. If information from the Internet is used, then it is necessary to indicate not only the name of the site, but also the title of the article, the author or the name of the document to which the author refers. Normative and legislative acts, Internet sources are not singled out and placed in alphabetical order together with other literary sources. All literary

sources should be given in the original language. The bibliographic description of the sources is compiled in accordance with the current standards of library and publishing standards.

The total number of the used sources should be more than 20. It is recommended that scientific works of lecturers of the department and the university be used in the research process. The list of references should include publications of the last five years.

Appendices. If necessary, it is advisable to include supporting material in the appendices: statistical information which is the basis of the research; regulations on functional divisions; job instructions of specialists; staff list; accounting and statistical reporting forms; organizational and administrative documents (orders, instructions and other reference information).

3. Requirements for the internship base

Enterprises, the base of the internship, are enterprises of various forms of ownership, types of economic activity, organizational and legal status, which are legal entities and have been operating on the market for at least one year.

Enterprises must meet modern requirements, that is, advanced forms and methods of management and organization of planning and economic work, commercial and marketing activities, accounting, progressive technologies of production must be used, labor organization and management must be implemented. In addition, the enterprise should be staffed with highly qualified specialists who can create suitable conditions for students to acquire professional skills.

4. Organization and management of internship

The administration of supervisors is carried out by the graduation department, agreed with the dean and the academic department and formalized by the order of the rector. As soon as the order has been signed, changes in organizational issues of manufacturing internship are not allowed.

Before the beginning of the internship, the supervisors of the graduation department of Simon Kuznets Kharkiv National University of Economics conduct introductory meetings for pre-diploma internship or production internship, where students are introduced to the purpose and tasks of the pre-

diploma or manufacturing internship, the calendar plan for conducting the internship, the requirements for writing reports on the internship, and student responsibilities during the internship.

At the introductory meeting, safety instruction is given, which is recorded in the safety instruction book. Another briefing on safety techniques is conducted directly at the enterprise – an internship base, based on the specifics of the enterprise.

5. Evaluation of the internship results

The results of passing and defending the internship are evaluated according to the 100-point system for evaluating the learning outcomes adopted by the university (Table 4).

Table 4

The scale for evaluation of the results of passing and defending the internship

Grade (a four-point scale)	Grade (a 100-point scale)
Differentiated grade	
Excellent	90 – 100
Good	74 – 89
Satisfactory	60 – 73
Failed	1 – 59
Undifferentiated grade	
Passed	60 – 100
Failed	1 – 59

The final number of points which a student can acquire is based on the results of the internship based on:

- the feedback from the head of the internship base; feedback from the head of the department;

- the student's presentation of the internship results during the defense;
- the answers to questions.

Students who have not met the deadline for defense of internship reports will have an academic debt.

5.1. Evaluation criteria of the internship report.

1 – 59 points. The internship report and the internship diary contain numerous errors or were not completed in full, the applicant made significant mistakes when solving the tasks of the production internship, was unable to give an explanation of the calculations; the reporting documents were issued with errors; the manager's assessment of the internship and characteristics indicate a low level of knowledge, skills and competences, answers to the commission questions failed;

60 – 73 points. There are some comments regarding the formalization of the report and diary, omitted grammatical and stylistic errors; inaccuracies in the calculations during the analysis; at the defense, the student demonstrated satisfactory knowledge; answers to commission members' questions were inaccurate or incomplete;

74 – 89 points. The internship programme is completed, but there are some insignificant shortcomings, insufficiently used reporting materials in the process of analysis; there are separate comments regarding the formalization of the report and the diary; during the defense, the student demonstrated good knowledge, answered the questions of the commission members;

90 – 100 points. The internship report and the internship diary are completed in accordance with the requirements and submitted for defense within the term determined by the department; the report contains elements of novelty, has practical significance; the student has mastered the skills in research work: information gathering, analysis, formulation of conclusions; proposals were conducted on a high level; the student's answers to the commission members' questions were exhaustive.

Recommended literature

1. Азаренкова Г. М. Тренінгові технології навчання у практичній підготовці студентів (ділові та рольові ігри) : навчально-методичний посібник / за ред. д-ра екон. наук, доц. Н. М. Азаренкової, доц. Н. М. Самородової. – Львів : Новий світ-2000, 2020. – 200 с.

2. Менеджмент [Електронний ресурс] : навчально-практичний посібник для самостійного вивчення дисципліни у схемах, таблицях, тестах та завданнях / М. В. Афанасьєв, І. Я. Іпполітова, В. В. Ушкальов,

І. Г. Муренець ; за заг. ред. В. В. Ушкальова. – Харків : ХНЕУ ім. С. Кузнеця, 2021. – 392 с. – Режим доступу : <http://repository.hneu.edu.ua/handle/123456789/26540>.

3. Наукова новизна одержаних результатів [Електронний ресурс]. – Режим доступу : http://studopedia.com.ua/1_40741_naukova-novizna-oderzhanih-rezultatativ.html.

4. Основи наукових досліджень [Електронний ресурс] : навч. посіб. / О. М. Сінчук, Т. М. Берідзе, М. Л. Барановська та ін. – Електронні текстові дані (1 файл: 1,88 Мбайт). – Кременчук : ПП Щербатих О. В., 2022. – 196 с. – Режим доступу : <https://ela.kpi.ua/handle/123456789/47228?locale=uk>.

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Contents

Introduction.....	3
1. The types, the general characteristics, the purpose and planned outcomes of internship.....	4
2. The content of internships.....	7
3. Requirements for the internship base	17
4. Organization and management of internship.....	17
5. Evaluation of the internship results	18
Recommended literature	19

НАВЧАЛЬНЕ ВИДАННЯ

**Наскрізна програма практики
для здобувачів вищої освіти
спеціальності 073 "Менеджмент"
освітньої програми "Бізнес-адміністрування"
першого (бакалаврського) рівня
(англ. мовою)**

Самостійне електронне текстове мережеве видання

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Рекомендовано для здобувачів вищої освіти спеціальності 073 "Менеджмент" освітньої програми "Бізнес-адміністрування" першого (бакалаврського) рівня.

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