

**LVIV INSTITUTE
PRIVATE JOINT STOCK COMPANY "HIGHER EDUCATIONAL
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"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT"**

Department of Organizational Management

**PROGRAM OF PRODUCTION
AND UNDERGRADUATE PRACTICE
for applicants of higher education
areas of knowledge 07 Management and administration,
specialty 073 "Management"
(higher education level: second (master's))**

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The program of industrial and undergraduate practice contains an explanatory note, purpose and objectives of practice, organization and conduct of practice, registration of results of practice of applicants, defense of practice, criteria for evaluation of applicants for practice, as well as a list of recommended literature, appendices, including samples of practice diary and title report pages.

EXPLANATORY NOTE

Practical training of applicants for higher education (hereinafter – applicants) of the second master's level, specialty 073 "Management" is a mandatory component of the educational and professional program to obtain a certain qualification and is a normative part of the content of education aimed at acquiring professional skills and abilities. It provides for continuity and consistency of its conduct while obtaining a sufficient amount of knowledge and skills for professional activity in accordance with the qualification characteristics of the specialist of the educational and qualification level "master".

The type of practice, its duration and timing are determined by the curriculum. The procedure for the internship is regulated by the Law of Ukraine "On Higher Education" of July 1, 2014; Regulations on the practice of IAPM students, approved by the order of the President of the Academy of January 17, 2005 № 04-0 and Regulations on the practice of applicants for PJSC "IAPM University" of February 28, 2019.

Industrial and undergraduate practice is carried out in order to consolidate the theoretical knowledge obtained by applicants and acquire practical skills of work in the specialty.

Applicants undergo industrial and undergraduate practice at enterprises, organizations, institutions, business associations and other business entities, where it is possible to get acquainted with the organization of the process of managing the production activities of the enterprise, as well as collect and systematize legal, informational, reporting and statistical materials and documents for writing a thesis.

Practice management is carried out by teachers of the department, as well as practice leaders from the practice base, who control the timely arrival of students to the place of practice, the course of its implementation, advise interns on the program and practical training, help solve normal working conditions for students-interns. Relevant entries are made in the practice diary about the results of the inspection by the practice leaders.

On the date of protection of reports on practice appointed by the department, a report on the completion of industrial and undergraduate practice, prepared in accordance with the guidelines, must be submitted.

During the internship the applicant is obliged to timely and efficiently perform the tasks provided by the internship program, follow the rules of internal regulations, not to violate labor discipline, to promote the tasks facing the staff of the enterprise, to take an active part in public life.

1. PURPOSE AND TASKS of

PRODUCTION AND UNDERGRADUATE PRACTICE

The purpose of production and undergraduate practice is professional and organizational and economic preparation of students for the thesis, namely: acquainting the student with the practical aspects of the emergence and development

of the problem situation, which is the subject of research when writing a thesis, collecting information materials, students mastering modern methods. areas of their future profession, the formation of them, on the basis of knowledge obtained in higher education, professional skills and abilities to make independent decisions during specific work in real market and production conditions.

Applicants must strictly comply with the accepted on the basis of practice, work regulations, rules on labor protection and fire safety with mandatory training (introductory and at each specific place of work). According to his application, the master's student is sent by the Lviv Institute of PJSC "IAPM University" to practice at the enterprise (organization, institution).

The main **tasks of** production and undergraduate practice are:

- formation of information support of the thesis in accordance with the selected object of study;
- preparation and processing of analytical materials for the thesis, including the activities of similar enterprises, competitors, the state and prospects of the market;
- critical analysis of the main types of regulatory, informational, reporting and statistical materials and documents relating to the process of managing the production activities of the enterprise and acquaintance with the practice of their application;
- gaining skills to use theoretical knowledge in practice and draw constructive conclusions based on performance indicators of the enterprise - the base of practice;
- critical understanding of the specifics of the operation of the studied enterprise
- base of practice, as well as adaptation of theoretical provisions, methodological tools set out in the special literature on management and business administration to the conditions of a particular enterprise;
- development and substantiation of recommendations for improving the production and economic activities of the enterprise;
- calculations and evaluation of the effectiveness of management measures proposed to improve the production and economic activities of the enterprise - the base of practice;
- presentation of research materials in the report on industrial and undergraduate practice.

As a result of the internship, the student must:

know :

- manager functions;
- types of organizational structures of the enterprise;
- principles of construction of organizational structures of the enterprise;
- tasks and activities of the main functional units of the enterprise;
- the main areas of activity of the services responsible for the passage of the material flow of the enterprise;
- methods of research of enterprise activity;

- key indicators for assessing the activities of the enterprise;
- directions of improvement of enterprise activity.

be able:

- analyze the financial and other reporting of the enterprise and the documents governing its activities;
- independently search for the necessary information about the state of the enterprise in the market, analyze it;
- identify the main factors that determine the actual state of the enterprise;
- to reveal the main tendencies of its development;
- to study organizational and logistic processes at the enterprise;
- to offer scientifically substantiated conclusions and offers on improvement of separate processes or their interaction.

Acquire the following professional competencies :

- the ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;
- ability to self-development, lifelong learning and effective self-management;
- ability to effectively use and develop the organization's resources;
- ability to form leadership qualities and demonstrate them in the process of managing people;
- ability to develop projects, manage them, show initiative and entrepreneurship;
- ability to use psychological technologies of work with personnel;
- ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation;
- ability to manage the organization and its development;
- ability to develop and implement business organization strategies.

During the internship and undergraduate practice, applicants must familiarize themselves with the charter of the enterprise, regulatory documents governing the activities of the enterprise, form of ownership, activities, organizational structure, job descriptions, division of responsibilities between employees, the specifics of various services and departments enterprises, financial statements, results of economic activity of the enterprise and draw conclusions about the activities of the enterprise. Students should pay special attention to the analysis and study of information materials related to the implementation of the report.

2. PROGRAM OF INDUSTRIAL AND UNDERGRADUATE PRACTICE

The program of industrial and undergraduate practice contains a list of the main types of work that the student must perform during the internship. The results of the internship program are presented in the report.

1. Research of theoretical bases of a scientific problem which is investigated in the diploma work:

1) substantiate the relevance of the study, the key scientific idea and scientific novelty of the results;

- 2) to get acquainted with the available domestic and world experience in solving problems on the subject of master's research;
 - 3) determine the subject, object and methods of scientific research.
2. Analysis of economic activity of the enterprise-base of practice:

General characteristics of the enterprise:

- 1) determine the form of ownership, mission, main tasks, areas of activity, types of products or services provided by the enterprise;

The state of the market business environment of the enterprise:

- 1) to determine the general trends in the development of the industry in the domestic and global scale, to which the company belongs;
- 2) analyze the business partners of the enterprise and their interaction;
- 3) determine the competitive environment of the enterprise;
- 4) determine the factors of the business environment for the development of the industry in which the company operates.

Operating activities of the enterprise:

- 1) to analyze the dynamics of indicators that characterize the volume of operating activities in the enterprise as a whole and in terms of its structural units (production, sale of goods, performance of works, provision of services);
- 2) analyze the provision of the enterprise with the necessary resources for operational activities (labor, materials and components, production facilities, production and service facilities, etc.);
- 3) assess the effectiveness of operational processes (in particular, to determine the presence of "bottlenecks" and directions for their elimination), planning and management of operational activities

Financial results of the enterprise:

- 1) to analyze the dynamics of profit as a whole for the enterprise in the reporting period (the rate of change, compliance with normal and minimum profits);
- 2) to analyze changes in the composition and volume of the main sources of profit of the enterprise in the reporting period;
- 3) identify the main factors (internal and external) that determine the volume and dynamics of profits from operating activities of the enterprise;
- 4) in the presence of a negative financial result (losses) to assess the unprofitability of activities, to identify activities that lead to losses, the main causes of this phenomenon;
- 5) calculate and analyze the system of indicators of profitability (profitability of turnover, costs, assets, capital), to conduct its dynamic and comparative analysis;
- 6) analyze the amount and structure of equity of the enterprise, assess the degree of use of existing opportunities for equity;
- 7) conduct a dynamic and comparative analysis of asset structure indicators (absolute indicators, asset structure ratios, condition ratios and current assets structure).

Strategic aspects of the enterprise:

1) To determine the strategic positions of the strategic areas of the enterprise according to the McKinsey matrix and to develop recommendations for their development in the future;

2) to characterize the internal and external environment of the enterprise: to determine the nature of the market (international, national, regional, city, district, etc.); having collected the relevant information, to draw a conclusion about the size of the market; determine the type of market in which the company operates (monopolistic, oligopolistic, etc.); collect information on the number of firms operating in the same market as the base practice;

3) conduct SWOT and PEST analysis;

4) assess the degree of intensity of competition, according to the model of "five forces. competition "by M. Porter to characterize the components of the competitive environment of the organization;

5) to make the scheme of process of acceptance of administrative decisions concerning strategic activity of the enterprise and to define features of acceptance of administrative decisions concerning strategic activity at the enterprise;

6) analyze the risks of the enterprise and propose ways and methods to minimize them;

7) to develop strategic measures for the functioning of the organization in order to select the optimal strategy. To substantiate the ways of realization of competitive advantages of the enterprise. Develop strategic alternatives for enterprise development and choose the most optimal one. Develop a strategy of competitive advantage of the enterprise and a strategic program for the implementation of corporate strategy.

Competitiveness of the enterprise:

1) assess the level of competitiveness of the enterprise and its products (goods, works, services) using different methods;

2) analyze and evaluate the quality of products (goods, works, services) and its competitiveness. Evaluate the quality management system of the enterprise as a whole.

3. ORGANIZATION AND CONDUCT OF PRACTICE

To complete the internship, the applicant is sent by the Lviv Institute of PJSC "IAPM" to the base of industrial and undergraduate practice. The base of practice is determined by the institute, or offered by the student independently, taking into account his scientific interests and the specifics of economic activity of enterprises.

As a basis for the internship can be selected structural units of enterprises (organizations, firms, institutions) of various organizational and legal forms of management. The specified forms and methods of the organization of management should be applied at the specified subjects of managing. Bases of practice should have a staff of highly qualified specialists capable of assisting students to consolidate and acquire business, professional skills and professional competencies.

The applicant agrees on an individual calendar schedule with the head of the practice base and works in accordance with this schedule.

Educational and methodical management of practice is carried out by teachers of the department with the scientific degree of doctor or candidate of economic sciences, practical - specialists of the enterprise-base of practice.

The duties of the supervisor from the department include:

- conducting instructive meetings of applicants who are sent for practice and individual instruction on the procedure of practice and labor protection;
- checking the availability of the applicant of all necessary documents, information materials and tasks;
- issuance to the applicant of the task for passing of industrial and pre-diploma practice and necessary methodical recommendations, definition of terms of performance of each task;
- conducting consultations on all issues related to the formation of a report on practice and preparation of individual sections of the master's thesis;
- control over the student's compliance with the regulations for writing a report on industrial and undergraduate practice;
- control of the reliability of the calculations, the validity of the conclusions and proposals, the practical significance of the provisions of the work;
- preparation of feedback on the applicant's master's thesis with a thorough description of its quality and compliance with the requirements;
- checking the report on industrial and undergraduate practice, forming a response in the diary with an assessment of the applicant's work in practice and recording in it the actual date of beginning and end of practice.

The responsibilities of the supervisor from the base of practice include:

- distribution of applicants by units of the base of practice (together with the head of practice from the Academy);
- creation of necessary organizational and technical conditions for passing of industrial and pre-diploma practice;
- implementation of practical guidance and assistance to the applicant in obtaining the necessary materials to write a report on industrial and undergraduate practice and master's thesis;
- involvement of the trainee in active participation in the current work of the accounting department of the enterprise;
- control of the student's diary on practice and observance of labor discipline;
- informing the head of practice from the Academy in case of violation of labor discipline by the student;
- checking the report on industrial and undergraduate practice, forming a response with an assessment of the applicant's work in practice.

The applicant must:

- arrive on time at the enterprise-base of practice and be sure to pass all the necessary types of training on labor protection and safety;

- during the internship to follow the rules of safety and internal regulations in force on the basis of the internship;
- to agree on the calendar schedule of the internship with the heads of the internship from the department of the Academy and the base of the internship;
- timely collect the necessary materials for writing a report and master's thesis in accordance with the defined tasks;
- to fully perform all tasks provided by the program of practice and instructions of the head of practice from the base of practice;
- keep a practice diary, recording in it the work done;
- draw up a report on industrial and undergraduate practice in accordance with these requirements and timely submit it to the heads of practice;
- to protect the compiled report on practice in due time.

The applicant has the right to:

- receive consultations of any nature on the implementation of the report on industrial and undergraduate practice;
- use all necessary for the formation of the report on industrial and undergraduate practice scientific and methodological materials available at the department;
- apply to the department with suggestions for improving the process of writing a report on industrial and undergraduate practice.

The applicant is responsible for the accuracy of the materials used to write the practice report, as well as for the quality of its design.

4. DESIGN OF PRACTICE RESULTS

4.1. Basic requirements for the design of publications according to the results of the study

The main scientific results obtained in the course of industrial and undergraduate practice are subject to mandatory testing by publishing in the form of abstracts of reports at national or international scientific and practical conferences. The results of industrial and undergraduate practice of applicants for the second master's level of higher education are used in the preparation of the master's thesis and are an integral part of it.

Theses (Gr. *Thesis* - position, statement) - is a short, accurate, consistently formulated basic ideas, opinions, provisions of a scientific report, article or other scientific work.

Abstracts are preliminary materials submitted for publication before the scientific conference, which contain a statement of the main aspects of the scientific report. They record the scientific priority of the author, contain materials not set out in other publications. The recommended volume of abstracts of the scientific report is 3-5 pages of printed text.

The publication of abstracts should contain the following data:

- surname and initials of the author (s), name of the educational institution where the author (s) study (right-aligned);
- title of theses (in capital letters), (alignment in the center);
- the main content of theses;
- list of references.

4.2. Basic requirements for the execution report programs of industrial and undergraduate practice

During the internship and undergraduate internship, the applicant prepares a report on the internship, which has the following components:

- Title page, which is the first page of the report;
- Contents of the practice report (Annex 3);
- Introduction (third or third-fourth pages of the report);
- Section 1 (up to 10 sheets);
- Section 2 (up to 15 sheets);
- Section 3 (up to 15 sheets);
- Conclusions and suggestions (2-3 sheets);
- References;
- Applications.
- Student practice diary.

Oriented structure of the report on the passage of industrial and undergraduate practice

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The INTRODUCTION substantiates the need and importance of industrial and undergraduate practice in the process of preparing applicants for the second (master's) level of higher education, as well as the relevance of the research topic at the present stage of economic development. The specific goals and objectives of industrial and undergraduate practice are formulated, the significance of the issues that are proposed to be considered to solve the problem under study is revealed. Methods and information base for writing a report on practice and master's thesis are determined.

The CONCLUSIONS briefly, clearly and consistently set out the main generalized results of industrial and undergraduate practice.

The APPENDICES provide copies of reports for the last two - three years.

The report is drawn up on A4 sheets in accordance with the requirements established by the standard for the design of text documents. The main text is typed in a font (Times New Roman) of normal type (Normal) size 14 pt with a line spacing of 1.5.

The sizes of fields: left - 30 mm, right - 15 mm, top and bottom on 20 mm. Pages are numbered in Arabic numerals. The title page is included in the general numbering, but the number is not placed on it. Numbering begins on the second page - the table of contents. Page numbers are placed in the upper right corner of the sheet (number only). The recommended report size is 40-50 pages of printed text (including appendices).

The report does not allow grammatical, lexical, syntactic and logical errors, emotional and expressive presentation of the material, use of populist terms and phrases, presentation of the material in the first person, careless simplification and deliberate complication of the material, sloppiness in design.

The internship report is evaluated by:

- the head of practice from the base and is indicated in the response;
- head of practice from the department and indicated in the response;
- commission on the results of the defense.

4.3. Basic requirements for the design of a practice diary

The diary is the main document of the applicant about the results of his internship. The practice diary is filled in according to the following requirements: a diary should be made in the diary, short entries should be made during the practice. In addition, the diary should include: a note on arrival at the base of practice; mark of withdrawal from the practice base; feedback signed by the head of practice from the base.

The response should reflect the results of the applicant's implementation of the internship program, his knowledge and organizational skills, participation in specific work, the quality of the report and the final grade for the internship.

The head of the internship from the institute also writes a response, which indicates the degree of implementation of the applicant's internship program, mastering the methods of research and acquiring the necessary skills to teach economic disciplines.

Form diary forms can be obtained during the general meeting of students (from the person in charge of the institute for practice) before the start of practice.

5. PROTECTION DEFENCE

A commission consisting of at least three persons is approved to defend the practice. The defence of the internship is carried out for full-time students on the last

working day of the internship, and for part-time students – during the preliminary defense of master's theses. Summarizing the results of the internship is carried out by individual defense of the internship by each student. During the defense, the applicant tells the commission about the internship, formulates the tasks of the internship and explains their implementation; interprets the obtained results, defends his chosen method of performing tasks. Based on the results of the defense, a differentiated grade is issued, which is entered in the student's record sheet and record book under the signatures of the commission members.

In assessing the trainee's work, the commission takes into account the content of the report, the progress of its defense and the response of the head of the practice base.

An applicant who has not completed the internship program for valid reasons, documented, may be granted the right to repeat the internship on an individual schedule.

An applicant who has received a negative grade in practice is expelled from the higher education institution.

The results of each practice are discussed at a meeting of the department after its completion, and the general results of all practices are summed up by the Academic Council of the institute.

6. ASSESSMENT CRITERIA

Assessment of the level of quality of industrial and undergraduate practice of the future specialist in accounting and taxation is carried out by heads of practice from the company and the department of the Academy together with members of the commission for protection of relevant reports of higher education students on the basis of established rules, principles, criteria

Quality assessment is carried out using the following principles: objectivity, individuality, complexity, ethics, differentiated and competency-based approaches, taking into account the acquired system of standard universal and special professional competencies.

The assessment of the results of the defense of the report on practice is carried out in accordance with the criteria for assessing the level of knowledge and skills of professional competencies provided by the profile of educational and professional for the second (master's) level of higher education.

Criteria for assessing the protection of reports on industrial and undergraduate practice, the presence of which deserves maximum evaluation:

- objective coverage of the state of the organization of accounting, analysis and control, as well as the taxation system at the enterprise;
- substantiation of decisions and proposals by appropriate calculations;
- completeness of the structure of calculations (problem statement, calculation scheme, solution, solution evaluation);
- comprehensive assessment of the impact of results (financial security, environment, resource conservation, etc.);
- the presence of properly executed links to sources of information;

- no duplication of descriptive material, stereotypical decisions that do not affect the essence and coverage of the results;
- general and professional competence, conciseness and logical sequence of presentation of the material;
- quality of registration;
- independence of execution.

The level of quality of the program of industrial and undergraduate practice is determined by a comprehensive assessment system: a combination of European Credit Transfer System (ECTS) (scale "A", "B", "C", "D", "E", "FX", "F") and national (on a scale of "excellent", "good", "satisfactory", "unsatisfactory").

Given the number of points scored, in general, the practice report is evaluated as follows:

Rating scale

Student rating	ESTS rating	Definition	Evaluation according to the national system	
			for exam, course project (work), practice	for offset
90-100	A	Excellent (EXCELENT) - excellent performance with a small number of inaccuracies	Perfectly	credited
82-89	B	Very good (VERI GOOD) - above average standards, but with some inaccuracies	Fine	
75-81	C	Good (GOOD) - generally meaningful and correct work with a certain number of minor errors	Fine	
68-74	D	Satisfactory (SATISFACTORI) - not bad, but with a significant number of shortcomings	Satisfactorily	
60-67	E	Sufficient (SUFFICIENT) - performance meets the minimum criteria	Satisfactorily	
35-59	FX	Unsatisfactory (FAIL) - some additional work is required to pass the exam	Unsatisfactorily	nezarohanova
1-34	F	Unsatisfactory (FAIL) - requires serious further work, mandatory re-course	Unsatisfactorily	

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

The final grade is set by the commission collegially according to the following criteria:

"Excellent" mark - the student in writing the report performed the main tasks of practice, drew conclusions from the causal links of phenomena (processes), while in defense showed the ability to analyze, compare, summarize, abstract and specify, classify and systematize materials and proposed a number of measures to improve the activities of the enterprise, the development of which he approached creatively. Feedback on the internship by the student is positive. Materials on the internship are designed in accordance with the requirements.

"Good" mark – the student in writing the report performed the main tasks of practice, made conclusions taking into account the causal relationships and mechanisms (algorithms) of phenomena (processes), while in defense sufficiently demonstrated the acquired skills and abilities to work with documentation and information on the results of the enterprise. Feedback on the student's internship is positive. There are insignificant remarks on the content and design of materials about the internship.

"Satisfactory" mark - the student in writing the report performed the main tasks of practice and individual task, but conclusions were made without taking into account the causal relationships and mechanisms (algorithms) of phenomena (processes), while the defense did not sufficiently show the skills on work with documentation and information on the results of the enterprise. Feedback on the internship is positive. Careless preparation of the report and the diary on passing of practice.

"Unsatisfactory" mark - feedback on the practice is negative. The student gives incorrect answers to the questions of the commission members. The program of industrial practice is not completed in full.

LIST OF RECOMMENDED LITERATURE

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