

**PJSC “Higher Educational Institution
“INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”**



PROGRAM OF THE INTERNSHIP

Level of higher education: first (bachelor's) level

Field of knowledge: D Business, Administration and Law

Specialty: D3 Management

Study program: Management

2025

General information about the internship

Name of the internship	Internship
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Number of credits and hours	4 credits/120 hours
Duration of the internship	3 weeks
Terms of study of the discipline	4 semester
Language of instruction	Ukrainian
Final control type	Pass/Fail (Credit)

Internship's description.

The internship is an integral part of the Bachelor's study program and involves the formation of practical skills and abilities in students to perform managerial functions in real conditions of operation of enterprises, organizations and institutions of various forms of ownership. Internship allows students to apply theoretical knowledge obtained during training in practice, consolidate skills in analysis and making managerial decisions, and become familiar with modern management technologies, methods of organizing business processes and personnel management.

Internship is mandatory and is aimed at preparing students for further professional and research internships, as well as for completing research project and Bachelor's thesis.

The aim of the internship is to:

- consolidating and deepening theoretical knowledge of management obtained during the training process;
- formation of practical skills in applying management approaches and methods in the activities of enterprises and organizations;
- development of analytical, organizational and communication skills;
- preparing students for independent professional activity.

The main objectives of the internship:

- show the role of a manager in managing an enterprise;
- determine the place of the manager in the development of the enterprise and the industry as a whole;
- focus students' attention on the requirements study program of the first (bachelor's) level regarding the knowledge, skills and practical abilities that a relevant specialist must have;
- familiarize students with the list of primary positions and areas of future activity of management specialists;

- provide an overview of the content of the curriculum of the specialty and show the relationship between the disciplines that will be studied;
- show the role of internships in providing professional training for specialists;
- reveal the features of organizing educational, research, independent, individual work in universities;
- familiarize students with the experience of leading enterprises in the industry in order to form a certain idea of future objects of professional activity.
- develop self-knowledge skills;
- develop initial presentation and public speaking skills.

Internship competences

General competences	GC4. Ability to apply knowledge in practical situations. GC5. Knowledge and understanding of the subject area and professional activity. GC9. Ability to learn and acquire up-to-date knowledge. GC11. Ability to adapt and act in new situations. GC12. Ability to generate new ideas (creativity).
Special Competences	SC1. Ability to identify and describe the characteristics of an organization. SC2. Ability to analyze the performance results of an organization and compare them with the influencing factors of the external and internal environment. SC4. Ability to identify the functional areas of an organization and the interconnections between them. SC7. Ability to select and apply modern management tools. SC9. Ability to work in a team and establish interpersonal communication while solving professional tasks. SC13. Understanding the principles and norms of law and the ability to apply them in professional activities.
Intended learning outcomes	ILO3. Demonstrate knowledge of theories, methods, and functions of management, as well as modern concepts of leadership. ILO4. Demonstrate the ability to identify problems and justify managerial decisions. ILO5. Describe the content of the functional areas of an organization's activities. ILO8. Apply management methods to ensure the effective operation of an organization. ILO9. Demonstrate teamwork, leadership, and collaboration

	<p>skills.</p> <p>ILO11. Demonstrate the ability to analyze situations and communicate effectively across various areas of organizational activity.</p> <p>ILO15. Demonstrate the ability to act in a socially responsible and civic-minded manner, guided by ethical considerations, and show respect for diversity and multiculturalism.</p> <p>ILO16. Demonstrate self-directed work skills, flexible thinking, openness to new knowledge, and the ability to be critical and self-critical.</p>
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Organization and implementation of the internship

The internship consists of three stages.

1. Preparatory stage

At this stage, the faculty members develop the internship program. During the semester preceding the internship, students become familiar with the program and, based on it, develop individual work plans, taking into account the specifics of the institution where the internship will take place. The internship supervisor reviews and adjusts these plans according to the functional responsibilities of a manager.

One week before the beginning of the internship, the department organizes an introductory meeting at which the goals and tasks to be fulfilled by the intern are defined, and students are assigned to academic supervisors who will oversee the internship.

During their internship, students gain new knowledge, skills, and abilities, and become familiar with methods of acquiring knowledge in the field that they must master during their studies at a university and that are needed in their future professional activities.

In order to gain a more complete understanding of the work of modern enterprises, understand future professional activities, broaden their worldview and prepare for academic work, students should be organized to organize field trips, excursions and familiarization practical classes at state institutions, enterprises and organizations of various forms of ownership and organizational and legal forms of a certain industry specialization of the national economy.

The internship supervisor agrees in advance with the heads of institutions on the topics of field trips and the dates of their holding. The heads and leading specialists of the enterprises introduce students to the experience of the enterprise, its structure, main areas of activity, problems and prospects for development, and answer students' questions.

2. Main stage

The working day of the intern is determined by the internal regulations and work schedule of the institution or organization where the student completes the internship.

Each student works according to an individual plan. The internship plan for the must be designed in such a way that it maximally reflects the functions performed by a manager in practical activity. Based on these requirements, the individual plan of the intern should focus on developing skills and competencies in the following areas of professional activity of a manager.

No	Internship plan
1	Organizational meeting for the practicum Inaugural lecture
2	Creating organizations (teams)
3	Designing the overall structure of the organization
4	Solving production and economic situations in the activities of enterprises
5	Company tour
6	Visiting the exhibition
7	Performing independent work and individual tasks
8	Preparation of an practicum report
9	Report protection
10	General meeting based on the results of the educational practicum

The internship begins with familiarization with the organization, the supervisor, and the content of the activities.

During field trips, students keep notes in which they record key points, facts, quantitative information, digital data, etc. These materials can be used during the final discussion of prepared essays, as well as in further research work during the learning process.

Classes during the internship are held in the form of lectures, seminars, practical work, excursions to enterprises, visits to exhibitions, which will contribute to the deepening of the theoretical course. They should reveal the prospects for the development of the specialty and prepare students for further study of the curriculum at the institute.

The internship is based on the use of active methods of student learning (training technologies). At the same time, the training is oriented towards the student's personality, on their conscious participation in improving knowledge, personal and professional skills, including the skills of teamwork, creative solution of specific problems. It is envisaged a more thorough study of the issues studied in traditional classes (lectures, seminars, practical classes), using the methods of "brainstorming", role-playing games, interviews and discussions in small groups and between groups, analysis of practical examples.

At the beginning of the internship, the internship supervisor introduces students to the essence and technology of applying the methods of conducting the practice, explains to students the purpose and content of the practice tasks, and resolves organizational issues. To optimize the learning process, it is advisable to form small training groups (teams) of 3–5 students. To provide practical content for the work of

these groups, students are recommended to simulate (at their own choice) individual divisions of real operating enterprises.

In general, the tasks of the formed groups can be: choosing a type of activity (functions, products, services); finding a target market; designing the general structure of the organization; developing a strategy for the development of the enterprise; resolving production and economic situations in the activities of the enterprise.

Students also need to learn how to search for business partners, conduct commercial negotiations with them, conclude agreements (contracts), trade agreements, etc.

Then, students independently search for and process relevant materials in accordance with the practical tasks in general and the specific tasks of the team in particular. The internship supervisor monitors the process of completing tasks by students, provides them with the necessary advice. Current tasks can also be supplemented with situational tasks to add more richness and dynamism to the students' work.

After solving the main tasks of the internship, supervisor organizes a business game (fragments) both within individual teams and between them. Students, in accordance with the previously selected roles, demonstrate the professional level acquired during the internship. Based on this, the final grade of each student will be determined in the future (taking into account the quality of the team's general report).

The internship also includes students working with information technology (in a computer classroom) in active and demonstration modes. Programs are used to perform individual calculations in accordance with the internship tasks, develop fragments of a business plan, optimize management decisions, etc.

To give students a complete understanding of the enterprise, its structure, and management system, excursions are held during the internship.

The number of hours allocated to classes and excursions should not exceed four hours per day.

3. Final stage

At this stage, the intern summarizes the work completed and prepares the reporting documentation.

The practicum diary is the main document confirming the student's completion of the internship. It should contain a step-by-step description of the work performed, reflect the level of activity, responsibility, and developed competencies.

In the diary, the student records the completion of work daily or in stages in accordance with the approved educational practicum plan.

The diary should reflect:

- participation in organizational meetings and the inaugural lecture;
- work on creating organizations (teams);
- performing the task of designing the overall structure of the organization;
- participation in resolving production and economic situations;

- information about a tour of the company and a visit to the exhibition;
- performing independent work and individual tasks;
- the process of preparing a practice report.

Sample design of a diary's title is presented in Appendix A.

At the end of the internship, students prepare a written report on the implementation of its program and individual tasks.

Duties of internship supervisors

The internship supervisor from the department provides methodological guidance during the internship, assists students in completing the internship program, maintaining the internship diary, and preparing the internship report; summarizes the results and assigns a grade using the five-point scale, taking into account the evaluation received by the student at the internship site, the content of the report, and the results of its defense.

The internship is directly supervised by an employee of the enterprise where the student completes the internship, appointed by the management. The supervisor assigns daily tasks to the intern and monitors their completion. All comments regarding the student's discipline are recorded by the supervisor in the internship diary and in the final reference, which is issued to the intern upon completion of the internship. The reference is written in the internship diary and certified with a seal. Internship sites are determined by the Institute on the basis of agreements concluded with enterprises, institutions, and organizations of various forms of management, or by the student independently.

To ensure accurate compliance with the internship schedule, the student must familiarize themselves in advance with the specifics of the internship site, the legislative framework regulating the activities of the respective organization, and during the internship period - its local regulatory documents.

Rights and responsibilities of the intern

Before starting the internship, the student receives from the internship supervisor the required document templates. To successfully achieve the goals and tasks defined by the internship plan, the intern must:

- Follow the work schedule of the institution.
- Complete assigned tasks within the established timeframe.
- Ensure full compliance with the internship program.

Within the specified deadline, the student must submit to the internship supervisor:

- an internship report;

- a detailed reference on internship completion and the work performed, signed by the representative of the enterprise (institution).

During the internship, the student must strictly follow the internal regulations in force at the internship site. The work schedule established for employees of the internship site is mandatory for students completing the internship. For violations of labor discipline or internal regulations, the student bears disciplinary responsibility before the administration of the internship site.

Requirements for the intern's report

Upon completion of the internship period, students report on the implementation of the internship program by preparing a written report and submitting the materials they worked with directly at the internship site.

The report must have a clear and logically structured sequence, well-reasoned arguments, justified recommendations, and conclusions.

The report consists of:

- title page (Appendix B);
- table of contents indicating all sections and page numbers;
- introduction that contains a brief description of the enterprise (internship site), the purpose, and the content of the internship (1.5–2 pages);
- main part (25–27 pages);
- conclusions (1.5–2 pages);
- list of references;
- appendices.

The main part of the report consists of several sections, the sequence of which is determined by the internship program.

The total volume of the report must be at least 30 A4 pages.

Margins must be set as follows: left — 30 mm; right — at least 15 mm; top and bottom — at least 20 mm. All pages of the report must be numbered; the first page is not numbered.

If the report contains tables, they must be placed on separate sheets, and appendices must be included in the general page numbering. Tables are numbered consecutively with Arabic numerals within the section. Each table must have a title that begins with a capital letter and is placed below the word “Table,” which appears above the upper right corner of the table.

When part of a table is continued on another page, the note “*Continuation of Table ...*” (with its number) must be indicated. Tables should be placed so that they can be viewed without turning the page after the first reference to them in the report

text. When referring to a table, indicate its number and the abbreviated word “Table” (e.g., *Tab. 1.1*).

Illustrations are labeled “*Fig.*” and numbered consecutively within each section, except for illustrations included in the appendices. The illustration number consists of the section number and the illustration sequence number, separated by a period (e.g., *Fig. 1.2*). The illustration number, its title, and explanatory captions are placed under the illustration. Appendices contain statistical reporting forms and supplementary materials.

The report must be properly bound or stitched.

The report must also include an internship diary of the established format.

The feedback (evaluation) from the internship site supervisor must be signed by the supervisor and stamped with the official seal of the internship site (enterprise). The supervisor’s feedback must reflect the student’s professional and moral qualities demonstrated during the internship, as well as an assessment of their performance on a five-point scale.

The written report, together with the completed internship diary and the supervisor’s feedback, is submitted for review to the university internship supervisor. The review must reflect the student’s level of theoretical knowledge, ability to apply it in practice, information on the completion of all sections of the internship program, proper formatting of reporting documentation, and conclusions and recommendations regarding the final evaluation of the internship.

The student defends the internship report after the timely submission of all internship materials on the assigned date.

The internship defense is conducted by a committee consisting of department, the internship supervisor, and a representative responsible for student employment.

Criteria for assessing the completion of internship tasks

Grade “Excellent”:

- full completion of internship tasks;
- terminologically correct, high-quality, and precise task performance;
- creative approach to fulfilling tasks;
- ability to draw adequate, well-reasoned conclusions.

Grade “Good”:

- complete task performance with minor shortcomings;
- insufficiently comprehensive coverage of certain tasks.

Grade “Satisfactory”:

- formal or superficial task performance;

- incorrect use of scientific terminology;
- inability to make independent logical conclusions.

When assessing the internship results, the student's attitude to work, feedback from the administration and the supervisor of the internship site are taken into account. Particular attention is paid to the student's independence and ability to formulate psychological conclusions and recommendations.

Criteria for assessing student achievements during the internship

No.	Assessment component	Component assessment criteria	Maximum number of points
1.	Internship diary	Regularity and completeness of records; compliance of the specified work with the real content of the practice; logicality, literacy and structure;	10
2.	Independent work and individual tasks	Quality of theoretical and practical work Correctness of proposed solutions. Ability to apply theory in practice. Completeness of situation analysis. Argumentativeness, logic and practicality of solutions	50
3.	Preparation of an internship report	Structure and completeness Quality of analytical materials Literacy, compliance with requirements Availability of conclusions and proposals	20
4.	Defence of the internship report	Clarity and logic of the report Ability to answer questions Substantiation of own conclusions Presentation skills	20
Total (maximum score):			100

Table of correspondence between the ECTS grading scale and the national grading system of Ukraine

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	for pass/fail

90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	unsatisfactory with mandatory re-study of the discipline

LIST OF RECOMMENDED LITERATURE:

1. Law of Ukraine «On education» dated September 5, 2017 № 2145-VIII. URL: <https://zakon.rada.gov.ua/laws/show/2145-19>
2. Law of Ukraine «On higher education» dated 07/01/2014 № 1556-VII. URL: <https://zakon.rada.gov.ua/laws/show/1556-18>
3. Standard of higher education of Ukraine. Master's degree. Specialty 073 «Management». URL: <https://mon.gov.ua/ua/osvita/visha-osvita/naukovo-metodichna-rada/standarti-vishoyi-osviti>
4. Kuzmin, O. E., Melnyk, O. G. Management. Lviv : «New World – 2000», 2020. 430 p.
5. Drucker, P. Effective manager. Kyiv : Our format, 2019. 272 p.
6. Robbins, S., Coulter, M. Management. 14th ed. Pearson, 2021. 720 p.
7. Mintzberg, H. The Nature of Managerial Work. New York : HarperCollins, 2009. 298 p.
8. Porter, M. Competitive Advantage: Creating and Sustaining Superior Performance. New York : Free Press, 1998. 592 p.
9. Saunders, M., Lewis, P., Thornhill, A. Research Methods for Business Students. 8th ed. Pearson, 2019. 768 p.
10. Kovalchuk, T. AND. Academic writing: a study guide. Kyiv: KNEU, 2021. 218 p.
11. Kraus, N. M., Kraus, K. M. Methodology of scientific research. Kyiv: Center for Educational Literature, 2018. 280 p.
12. Regulations on academic integrity (institution of higher education of Ukraine). URL: <https://naqa.gov.ua/wp-content/uploads/2021/09/Academic-integrity.pdf>
13. Kerzner, H. Project Management: A Systems Approach to Planning, Scheduling, and Controlling. 12th ed. Wiley, 2022. 912 p.
14. Osterwalder, A., Pigneur, Y. Business Model Generation. Hoboken : Wiley, 2010. 288 p.
15. Directory of Open Access Journals (DOAJ) – international database of open scientific journals. URL: <https://doaj.org/>

Sample design of a diary's title

**PJSC “HIGHER EDUCATION INSTITUTION
“INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”**

Educational and Scientific Institute of Management, Economics and Business
Department of Business Management

INTERNSHIP DIARY

Student _____
(name, first name, patronymic)

group _____

Level of higher education: first (bachelor's) level
Field of knowledge: D Business, Administration and Law
Specialty: D3 Management
Study program: Management

Base of practice _____
(full name of the enterprise or organization)

Sample design of the internship report's title

**PJSC "HIGHER EDUCATION INSTITUTION
"INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT"**

Educational and Scientific Institute of Management, Economics and Business
Department of Business Management

**REPORT
on the completion of the internship program**

student _____
(surname, first name and patronymic)

group _____

Level of higher education: first (bachelor's) level
Field of knowledge: D Business, Administration and Law
Specialty: D3 Management
Study program: Management

Base of practice _____
(full name of the enterprise or organization)

Internship supervisor

(position, last name, initials)

Defence of the report
" " _____ 2025

(signature)

Kyiv 2025