

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



PROGRAM OF THE RESEARCH 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	Research 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	8 semester
Language of instruction	Ukrainian
Final control type	Pass/Fail (Credit)

Internship's description.

The research internship for fourth-year students of the bachelor's study program in management is an integral component of the overall training of future managers and forms a part of the educational process at the higher education institution.

The research internship serves as a preparatory stage for the development of the bachelor's thesis. Practical training enables students to consolidate theoretical knowledge acquired during their studies and develop professional experience, practical skills, and competencies.

The research internship provides students with the opportunity to carry out the research for their bachelor's thesis, and evaluate its effectiveness. The research internship completes the system linking theoretical learning with the practical activities of enterprises, organisations, and institutions of various forms of ownership. It consolidates and deepens the knowledge, skills, and abilities acquired during study at the Academy, providing an opportunity to apply them in the independent performance of professional functions at internship bases.

During this internship, theoretical knowledge from all subjects in the curriculum should be reinforced and consolidated, and the factual material required for the bachelor's thesis must be collected. Familiarisation with existing approaches to managing modern enterprises and organisations is provided through the programme of the internship for Bachelor's level students.

The research internship programme includes tasks that enable students to become acquainted with research methods in the field of management and administration in organisations and enterprises.

The aim of the internship is to develop practical competencies in students necessary for professional activity in the field of management, to gain experience working under real conditions in enterprises and organisations, and to systematise, deepen, and apply knowledge gained during study in order to complete their bachelor's thesis.

The internship ensures the integration of theoretical preparation with practical management skills, promotes analytical thinking, the ability to make informed managerial decisions, and evaluate the effectiveness of management processes and business operations within a real enterprise.

The main objectives of the internship:

- Familiarisation with the enterprise, its mission, objectives, structure, types of activity, and management system;
- Study of the regulatory, organisational, and internal documents governing enterprise activity;
- Analysis of the main functions and activities of departments and managers at different levels;
- Examination of the internal and external business environment of the enterprise;
- Analysis of the organisational structure, business processes, communication systems, HR policy, innovation, and operational activities;
- Assessment of the effectiveness of managerial decisions, strategies, and current processes;
- Identification of key problems and risks in the organisation's activities;
- Participation in solving production, organisational, or managerial tasks as assigned by the internship supervisor;
- Development of proposals to improve specific areas of enterprise activity (personnel management, business processes, communications, innovation, operations, etc.);
- Justification of managerial decisions using management tools (analysis, diagnostics, modelling, forecasting);
- Collection of factual data, statistics, analytical and indicative materials for the Bachelor's thesis;
- Definition of the research problem, formulation of aims, objectives, object, and subject of the future qualification work;
- Preliminary analysis of the enterprise or the chosen area of study;
- Maintaining the internship diary according to established requirements;
- Preparation of the internship report including analytical conclusions and proposals;
- Presentation of internship results and defence of the report before a committee.

Internship competences

General competences	GC3. Ability for abstract thinking, analysis, and synthesis. GC4. Ability to apply knowledge in practical situations. GC5. Knowledge and understanding of the subject area and professional activity.
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	<p>GC8. Skills in using information and communication technologies.</p> <p>GC9. Ability to learn and acquire up-to-date knowledge.</p> <p>GC10. Ability to conduct research at the appropriate level.</p> <p>GC11. Ability to adapt and act in new situations.</p> <p>GC12. Ability to generate new ideas (creativity).</p> <p>GC15. Ability to act based on ethical considerations (motives).</p> <p>GC16. Ability to make decisions and act in accordance with the principle of zero tolerance for corruption and any other forms of misconduct.</p>
<p>Special competences</p>	<p>SC6. Ability to act in a socially responsible and conscious manner.</p> <p>SC9. Ability to work in a team and establish interpersonal communication while solving professional tasks.</p> <p>SC12. Ability to analyze and structure organizational problems and develop well-founded decisions.</p>
<p>Intended learning outcomes</p>	<p>ILO4. Demonstrate the ability to identify problems and justify managerial decisions.</p> <p>ILO6. Demonstrate skills in searching for, collecting, and analyzing information, and calculating indicators to justify managerial decisions.</p> <p>ILO9. Demonstrate teamwork, leadership, and collaboration skills.</p> <p>ILO12. Evaluate the legal, social, and economic implications of an organization's operations.</p> <p>ILO16. Demonstrate self-directed work skills, flexible thinking, openness to new knowledge, and the ability to be critical and self-critical.</p> <p>ILO17. Conduct research individually and/or in a group under the supervision of a leader.</p>

Organization and implementation of the internship

Internship sites: Students undertake internships at approved bases that ensure the programme's implementation for the relevant educational level or within the university unit.

For students specialising in D3 “Management”, internship bases may include enterprises, organisations, or service institutions regardless of their legal or ownership forms. The chosen base should have the profile, scale, financial stability, material and technical resources, and management level necessary to facilitate proper completion of the analytical component of the dissertation. The internship placement should align with the dissertation topic; therefore, allocations are made after the bachelor's thesis

topics have been selected.

The institution determines internship bases based on formal agreements with enterprises, institutions, or organisations, regardless of their legal or ownership form. With the approval of the graduating department, students may select their own base. Full-time students must submit a letter to the institute director at least 1.5 months before the start of the internship. Otherwise, students follow placements assigned by the Academy. Part-time students employed in the relevant field may complete their internship at their workplace.

During the internship and while completing the main tasks of the program, each student must obtain specific scientific results related to the chosen research problem, which will be reflected in the bachelor's thesis.

The internship program for students consists of the following components:

- development of an individual schedule for the research internship;
- familiarization of the student with domestic and foreign scientific and other literature sources in order to compile a bibliography for the chosen research area. During this period, students are required to review regulatory documentation and printed literature, collect and process practical and informational material, and select and process statistical data in the chosen area of the bachelor's thesis;
- completion of the individual assignment and finalization of the topic of the bachelor's thesis;
- preparation of the internship report and its defense.

The academic and methodological guidance and implementation of the internship program are provided by the department responsible for the implementation of the study program. The overall organization of the internship and control over its implementation are carried out by the internship supervisor from the department.

The Head of the department appoints a person responsible for the research internship. For the direct supervision of the internship for each student, the graduating department appoints an academic advisor from among the academic staff.

Duties of internship supervisors

Duties of the supervisor from the department

The person responsible for the research internship at the department is appointed by the Head of the Department.

The main duties of the person responsible for the research internship from the department include:

- Organizing and conducting introductory meetings for students to provide instructions on internship procedures, safety rules, occupational health, accident prevention, and to issue the necessary documentation before the internship begins.
- Ensuring the timely development of individual internship schedules by students and the receipt of individual assignments from immediate internship supervisors.

- Timely acquainting students with the requirements for document preparation, reporting procedures, and evaluation criteria regulated by the relevant normative and methodological documentation for internship organization and implementation.
- Providing consultations to students regarding the timing and procedure of internship completion, documentation, and report defense.
- Organizing and conducting the open defense of the internship before a committee in due time.
- Reporting on internship results at a meeting of the department.
- Preparing internship reports in compliance with the established requirements of the Academy.
- Submitting proposals for improving the organizational and methodological support of the internship, as well as other educational and reporting documents (considering the specifics of the specialty).
- Conducting, if necessary and together with internship supervisors, selective monitoring of internship progress directly at the internship site.

Duties of the Internship Supervisor from the Organization (Enterprise)

The internship supervisor from the organization (enterprise) – the internship site – is required to:

- Provide methodological guidance and assist students in obtaining the necessary materials for completing the internship program.
- Monitor students' work, their maintenance of internship diaries, and adherence to labor discipline.
- Inform the internship supervisor from the department in cases where a student violates labor discipline.
- Review internship reports and provide written evaluations of students, including assessment of their attitude toward work, compliance with labor discipline, and level of theoretical and practical training.

The internship supervisor from the organization (enterprise) reviews the internship report prepared and formatted according to the requirements, certifies it with a signature and the organization's stamp. In the internship diary, they provide a brief description of the student's activities during the internship.

The report together with the internship diary must be submitted by the student to the internship supervisor from the department within the established deadline.

Responsibilities of the Student-Intern

- Before the start of the internship, during orientation meetings and subsequently on an individual basis, receive consultations from the internship supervisor regarding the procedures and preparation of all necessary documentation.
- Arrive at the internship site on time (no later than the date specified in the assignment).
- Fulfill the tasks specified in the internship program.
- Comply with the internal regulations in force at the organization (enterprise), strictly observe occupational safety rules, safety protocols, and industrial hygiene standards.
- Take responsibility for the work performed and its results on the same level as regular employees.
- Keep an internship diary documenting the completion of the stages (sections) of the internship schedule.
- Timely submit written reports to internship supervisors on the completion of all tasks provided by the program.
- Defend the report on the research internship in Management before the commission.

During the internship the student must develop and strengthen their skills and abilities to:

- Conduct bibliographic research using modern information technologies.
- Formulate and implement the goals of the internship in practice.
- Process, analyze, and interpret the obtained results, taking into account published materials.

Results the internship

After completing the internship, the student submits the following documents to the department:

- A completed internship diary signed by supervisors from both the department and the enterprise (organisation), with stamps in designated places;
- Feedback from the enterprise supervisor evaluating the student's performance, timeliness, adherence to the internship programme, and discipline (recorded in the diary);
- The internship report containing materials reflecting the completion of all tasks specified in the programme.
- The internship diary is the primary document confirming the student's

completion of the internship, recording ongoing work, including:

- The individual assignment for the research internship and collection of materials for the bachelor's thesis;
- Calendar plan of tasks with assessment of completeness and quality (prepared jointly with department and enterprise supervisors);
- Analysis of the content and structure of practical work, deadlines, and evaluation by the enterprise supervisor;
- Review and annotated analysis of regulatory, reporting, and accounting documents of the research object;
- Summary and evaluation of the student's performance by the enterprise and the graduating department.

The internship report contains a detailed description of the work performed by the student, information about the completion of all sections of the internship program and the individual task, conclusions and recommendations, and a list of references used.

The report is formatted on A4 sheets in accordance with the requirements for academic written documents. The main text must be typed in Times New Roman, regular style, font size 14 pt, with 1.5 line spacing.

Page margins: left - 30 mm, right - 10 mm, top and bottom - 20 mm.

Pages are numbered with Arabic numerals. The title page is included in the overall pagination, but the number is not printed on it. The numbering starts from the second page (table of contents). Page numbers are placed in the top right corner of the page.

The recommended length of the report is 30-40 pages of printed text (including appendices).

The internship report is evaluated by:

- the internship supervisor from the internship site and indicated in the review;
- the internship supervisor from the department and indicated in the review;
- the commission based on the results of the defense.

Internship Diary

The internship diary is the primary document reflecting the student's results during the internship. The internship diary is completed in accordance with established requirements: it must include a calendar plan (the content of the bachelor's thesis) and daily short entries throughout the internship.

The diary must contain: a note confirming the student's arrival at the internship site; a note confirming departure from the internship site; a review signed by the internship supervisor from the site (certified with a seal).

The review must reflect the results of the student's completion of the internship program, demonstrated knowledge and organizational skills, participation in specific activities, the quality of the prepared report, and the final grade for the internship.

The internship supervisor from the department also writes a review indicating the level of completion of the internship program (based on the internship materials) and the student's mastery of research methods.

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

Requirements for the student intern's report

The primary document confirming the student's completion of the internship program is the written report. The content of the report must demonstrate the student's knowledge and skills acquired while solving tasks defined by the purpose and objectives of the internship. The report is prepared individually by each student.

The following sequence of material presentation in the report is recommended:

1. Title page of the report (Appendix B).
2. Assignment.
3. Individual internship schedule.
4. Table of contents with page numbers.
5. Introduction (length: 1.5-3 pages).
 - 5.1. Description of the internship site (structure, history, specifics).
 - 5.2. Purpose and objectives of the internship.
- Main part (length: first chapter up to 15 pages, second chapter up to 20 pages).
 - 6.1. Areas and characteristics of scientific work at the institution where the internship takes place.
 - 6.2. Literature review (concise analysis of scientific and informational sources reviewed by the intern and selected for the bachelor's research paper).
 - 6.3. Analysis and assessment of the state of the subject of work based on collected factual, statistical, and empirical materials.
 - 6.4. Results of scientific work on the selected topic.
 - 6.5. Results of professional activities.
7. Conclusions (length: 1.5-2 pages).
8. Appendices.

The report must be completed in Ukrainian without stylistic, spelling, or syntactic errors.

The text of the report may include relevant calculations, explanations, tables, charts, diagrams, etc.

The report prepared by the student must have consecutive page numbering and be bound.

The report is reviewed and approved by the internship supervisor from both the internship site and IAPM.

If the report meets the requirements of PJSC "Higher Education Institution 'Interregional Academy of Personnel Management,'" it is recommended for defense

before the commission by marking “approved for defense” on the title page by the direct supervisor.

If uncompleted tasks or non-compliance with requirements are identified, the report is returned to the student for revisions with the note “return for revisions” on the title page, certified by the supervisor’s signature and the date.

Criteria for assessing the knowledge, skills, and abilities of interns

Based on the results of the report review, the internship supervisor from the department determines the grade with which the report is recommended for defense before the commission.

The supervisor’s grade is advisory in nature and is not binding for the commission’s final defense grade. After the report is reviewed by the supervisor from the department and receives a positive assessment, the internship report is publicly defended by the student before a commission formed by order of the Head of the Department and consisting of at least two faculty members of the relevant department.

Assessment is conducted on the basis of the written report and internship diary (completed according to the established requirements), and the supervisor’s review. The grade is determined taking into account the timely submission of all required internship documents, the quality of the prepared report, completion of the individual assignment, the student’s level of knowledge, and the defense performance.

For an objective assessment of the knowledge and skills acquired during the internship, the defense is carried out considering established evaluation criteria.

The internship grade is entered into the grade record sheet and the student’s academic record book and is included in the results of the final semester assessment.

Grade	Criteria
Excellent	The content and formatting of the report are impeccable. The student’s reference letter is positive. Full and accurate answers are provided to all questions from the committee regarding the internship program.
Good	Minor remarks regarding the content and formatting of the report. The student’s reference letter is positive. Answers to the committee’s questions contain occasional inaccuracies, though overall the student demonstrates solid knowledge.
Satisfactory	Careless formatting of the report. Most internship program issues are covered, but there are some logical mistakes. The student’s reference letter is generally positive. When answering the committee’s questions, the student appears unsure, hesitates, makes errors, and does not demonstrate firm knowledge.

Unsatisfactory	Assigned when not all internship program sections are covered in the report, or the report is not prepared independently. The student's reference letter regarding attitude to the internship and work discipline is negative. Answers to the committee's questions are unsatisfactory.
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Criteria for assessing student achievements during the internship

Nº	Assessment component	Component assessment criteria	Maximum number of points
1	Characteristics of the student from the internship base (review of the manager from the internship base)	discipline, responsibility; compliance with ethical norms and rules of the enterprise; quality of performance of assigned tasks; initiative and professional interest; level of adaptation to practical work. Important: The review must be certified by the manager's signature and the company's seal.	10
2	Internship diary	regularity and completeness of records; the conformity of the said work with the real content of the practice; logic, literacy and structure; confirmation of the head of practice from the enterprise.	10
3	Report on the research practice completion		50
3.1	Structure of the report	correctness of design; availability of all sections and appendices	5
3.2	Analytical part	depth of analysis of enterprise activity; use of management methods, economic analysis, statistics; ability to interpret data	20
3.3	Use of sources and information base	relevance of sources; correct citation.	5
3.4	Suggestions and recommendations (10 points)	realism and practical significance; the validity of the proposed solutions; compliance with identified problems	15
3.5	Design quality	compliance with the requirements for the design of works; literacy and logic of presentation	5
4	Individual task	completeness of execution; ability to apply acquired knowledge in practice;	15

		the quality of calculations, diagrams, models or other analytical material; originality and independence.	
5	Internship defence (presentation, answers to questions)	the content of the speech; presentation quality; argumentativeness of answers to questions.	15
Total			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

RESEARCH 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 research 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 from
educational institution

(position, surname, initials)

Report defended
“ ” _____ 2025 .

(signature)

Internship supervisor from
enterprise (organisation)

(position, surname, initials)

Report defended
“ ” _____ 2025 .

(signature)

Kyiv 2025

