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OF UKRAINE

Ternopil Ivan Puluj National Technical University

Department of management and
administration

GUIDE

on internship for full-time study masters
majoring in specialism “Management”

Ternopil 2021

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Reviewer: Olena Sorokivska, Doctor of Economic Sciences

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I. INTRODUCTION

Through education and experience students have to acquire principal skills – technical, human relations, conceptual skills, and specific skills.

Technical skills consist of the job-specific knowledge needed to perform well in a specialized field. Involve the ability to perform tasks of a specific department such as marketing, finance, production, law, and engineering.

Human relations skills consist of the ability to work well in cooperation with other people to get things done. These skills – the ability to motivate, to coach, to communicate with others, to support others.

Conceptual skills consist of the ability to think analytically, to picture an organization as a whole and understand how the parts work together.

Specific skills include: verbal, writing, computer, time management skills. Practical work at the enterprises gives possibility for students to acquire these skills.

After completing internship, students must

know:

- organizational mission and main purposes;
- organizational structure;
- manager's functions;
- main competences of the departments;
- specialities of the manufacturing process;
- system of motivation at the enterprise;
- modern problem of the company;

understand:

- organizational culture;
- formal and informal channels of communication;
- how to improve the activity of the enterprise;

be able:

- to analyze quantitative and qualitative indices of the enterprise's activity;
- to make an estimate of costs;
- to prepare a budget of the organization;
- to calculate effectiveness of the project;
- to prepare report about department's activity;
- to work in groups and teams.

Format for the Report

The paper must be written in a neat legible handwriting or provided in printed form. It has to be written (printed) on A4 sheets, the total number of pages should be 20-30 pages (excluding appendices). Required font is Times New Roman, 14, interval – 1,5, indention – 1,5, page setup – 2,5 (left side), 2 (right side, top and bottom).

II. BASIC REQUIREMENTS TO THE REPORT ACCOMPLISHMENT

Practical training: Professional

Each student should pick one topic from the topic schedule or different ones. The student will then research the topic within the library, management literature, Internet to prepare the theoretical background of the topic.

The topics should be related to real life examples of companies operating in Ukraine or other countries. After completing the literature review you have to visit the company and interview practicing professionals. You are advised to make an appointment and prepare your questions before your visit.

Format for Report: Report must be written in a neat legible handwriting or provided in printed form. It has to be written (printed) on A4 sheets, the total number of pages should be 10-15 pages (excluding appendices). Required font is Times New Roman, 14, interval – 1,5, indention – 1,27, page setup – 2,5 (left side), 2 (right side, top and bottom).

The report has the following structure:

1. Title page.
2. Contents.
3. Introduction.
4. Description:

Chapter 1. The theoretical framework and studies

- 1.1 Meanings and definitions according to the topic.
- 1.2 Theoretical review of the topic.
- 1.3 Factors affecting the organization activity.

Chapter 2. Research and analysis

- 2.1 Company introduction.
- 2.2 SWOT-analysis of the industrial and economic activity of the enterprise.
5. Conclusions.
6. References.
7. Appendices.

Title Page

Should be done in accordance to the example in the appendix.

Contents

The list of questions that are highlighted in the work is to be given with the pages.

Introduction

The research paper must clearly state area of research, justification and discussion procedures, the aim, objectives and the research methods, methods of investigation. All of these written in a clear and specified manner and under separated title. It should not contain tables, graphs, complex equations, or illustrations.

Description

This part includes two chapters of work.

In the **Chapter 1** student should analyse theoretical background of the topic which he/she chose. The theoretical framework and studies includes: the theoretical background of chose topic and a survey of the literature (journals, conferences, book chapters) on the areas that are relevant to your research question; meanings and definitions according to the topic, theoretical review of the topic and investigation of the factors affecting the organization activity.

The **Chapter 2** includes the company introduction and description of company vision, company history, main brands and details in company products, organizational structure and top management, consumers, suppliers and competitors around the world. It also includes a detailed analysis on the subject and explanation of calculation results.

Question 2.1 Company introduction is a concise description which includes the following items of information:

- *company vision* – please describe what a company would like to achieve or accomplish in the mid-term or long-term future;
- *company history* – you should explain the background of a company and the people involved in managing and operating this company;
- *main brands and details in company products* – includes the introduction of company products or product line and the practice of promoting the brand name of a company. You have to define the market share of a company.
- *organizational structure and top management* – you have to determine how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management;
- *customers* – please describe who purchases the goods or services produced by a company;
- *competitors around the world* – describe the rivals of a company supplying a particular good or service which offers buyers an identical or similar product;
- *financial and material resources of a company* – this kind of information you may find on Company Profit and Loss Statement.

Question 2.2 SWOT-analysis of the industrial and economic activity of the enterprise

The following guidelines are very important in writing a successful

SWOT-analysis. They eliminate most of SWOT limitations and improve its results significantly:

- Factors have to be identified relative to the competitors. It allows specifying whether the factor is a strength or a weakness.
- List between 3-5 items for each category. Prevents creating too short or endless lists.
- Items must be clearly defined and as specific as possible. *For example*, company's strength is: brand image (vague); strong brand image (more precise); brand image valued at \$10 billion, which is the most valued brand in the market (very good).
- Rely on facts not opinions. Find some external information or involve someone who could provide an unbiased opinion.
- Factors should be action orientated. *For example*, "slow introduction of new products" is action orientated weakness.

Example: SWOT analysis example A

Table 3 – SWOT-analysis

SWOT analysis of Company "A"	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Second most valuable brand in the world valued at \$76 billion 2. Diversified income (5 different brands earning more than \$4 billion each) 3. Strong patents portfolio (15,000 patents) 4. Investments in R&D reaching 4 billion a year. 5. Competent in mergers & acquisitions 6. Have an access to cheap cash reserves 7. Effective corporate social responsibility (CSR) projects 8. Localized products 9. Highly skilled workforce 10. Economies of scale or economies of scope 	<ol style="list-style-type: none"> 1. Investments in R&D are below the industry average 2. Very low or zero profit margins 3. Poor customer services 4. High employee turnover 5. High cost structure 6. Weak brand portfolio 7. Rigid (bureaucratic) organizational culture impeding fast introduction of new products 8. High debt level (\$3 billion) 9. Brand dilution (the firm has too many brands) 10. Poor presence in the world's largest markets
Opportunities	Threats

1. Market growth for the main company's product 2. Growing demand for renewable energy 3. New technology, that would drive production costs by 20% is in development 4. Our country accession to EU 5. Changing customer habits 6. Disposable income level will increase 7. Government's incentives for 'specific' industry 8. Economy is expected to grow by 4% next year 9. Growing number of people buying online 10. Interest rates falling to 1%	1. Corporate tax may increase from 20% to 22% in previous period 2. Rising pay levels 3. Rising raw material prices 4. Intense competition 5. Market is expected to grow by only 1% next year indicating market saturation 6. Increasing fuel prices 7. Aging population 8. Stricter laws regulating environment pollution 9. Lawsuits against the company 10. Currency fluctuations
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The aim of SWOT is to identify the most significant factors of the analysis from all the items listed on it. How to perform it?

Step 1: Identify strengths, weakness, opportunities and threats.

Step 2: Prioritize them.

Strengths and weaknesses are evaluated on 3 categories:

- *Importance.* Importance shows how important a strength or a weakness is for the organization in its industry as some strengths (weaknesses) might be more important than others. A number from 0.01 (not important) to 1.0 (very important) should be assigned to each strength and weakness. The sum of all weights should equal 1.0 (including strengths and weaknesses).

- *Rating.* A score from 1 to 3 is given to each factor to indicate whether it is a major (3) or a minor (1) strength for the company. The same rating should be assigned to the weaknesses where 1 would mean a minor weakness and 3 a major weakness.

- *Score.* Score is a result of importance multiplied by rating. It allows prioritizing the strengths and weaknesses. You should rely on your most important strengths and try to convert or defend your weakest parts of the organization.

Opportunities and threats are prioritized slightly differently than strengths and weaknesses. Their evaluation includes:

- *Importance.* It shows to what extent the external factor might impact the business. Again, the numbers from 0.01 (no impact) to 1.0 (very high impact) should be assigned to each item. The sum of all weights should equal 1.0 (including opportunities and threats).

- *Probability.* Probability of occurrence is showing how likely the opportunity or threat will have any impact on business. It should be rated from 1 (low probability) to 3 (high probability).

- *Score*. Importance multiplied by probability will give a score by which you'll be able to prioritize opportunities and threats. Pay attention to the factors having the highest score and ignore the factors that will not likely affect your business.

Example: *SWOT analysis example A*

This SWOT example is adopted from the previous example and additionally includes prioritization. Underlined scores point to the most significant factors affecting the organization.

Table 4 – SWOT analysis

<i>SWOT analysis of Company "A"</i>	<i>Importance</i>	<i>Rating</i>	<i>Score</i>
Strengths			
Second most valuable brand in the world	0.03	1	0.03
Diversified income	0.01	2	0.02
Strong patents portfolio (15,000 patents)	0.15	3	0.45
Investments in R&D reaching 4 billion a year	0.10	2	0.20
Competent in mergers & acquisitions	0.05	3	0.15
An access to cheap cash reserves	0.02	1	0.02
Effective corporate social responsibility (CSR) projects	0.03	1	0.03
Localized products	0.01	1	0.01
Highly skilled workforce	0.08	2	0.16
Economies of scale/economies of scope	0.02	3	0.06
			1,13
Weaknesses			
Investments in R&D are below the industry average	0.03	2	0.06
Very low or zero profit margins	0.08	2	0.24
Poor customer services	0.10	2	0.20
High employee turnover	0.05	2	0.10
High cost structure	0.03	3	0.09
Weak brand portfolio	0.02	1	0.02
Bureaucratic organizational culture	0.03	1	0.03
High debt level (\$3 billion)	0.03	1	0.03
Brand dilution (the firm has too many brands)	0.01	1	0.01
Poor presence in the world's largest markets	0.12	2	0.24
			1,02
	<i>Importance</i>	<i>Probability</i>	<i>Score</i>
Opportunities			
Market growth for the main business product	0.10	2	0.20
Growing demand for renewable energy	0.01	1	0.01
New technology is in development	0.13	1	0.13
Our country accession to EU	0.05	3	0.15
Changing customer habits	0.05	1	0.05
Disposable income level will increase	0.02	3	0.06
Government's incentives for "specific" industry	0.03	2	0.06
Economy is expected to grow by 4% next year	0.01	2	0.02
Growing number of people buying online	0.08	3	0.24
Interest rates falling to 1%	0.02	3	0.06
			0,98
Threats			

Corporate tax may increase from 20% to 22% in reporting year	0.12	2	0.24
Rising pay levels	0.03	2	0.06
Rising raw material prices	0.09	3	0.27
Intense competition	0.07	1	0.07
Market is expected to grow by only 1% next year	0.05	3	0.15
Increasing fuel prices	0.01	3	0.03
Aging population	0.01	3	0.03
Stricter laws regulating environment pollution	0.01	1	0.01
Lawsuits against the company	0.02	1	0.02
Currency fluctuations	0.09	2	0.18
			1,06

Strengths (1,13)> Weaknesses (1,02)

Threats (1,06)> Opportunities (0,98)

Make conclusion how the company can avoid the threats and overcome the weaknesses, as well as utilize resources to maximize the opportunities and strengths.

Conclusions

Summarize your findings; benefits or problems for the companies. Do not introduce new issues in this section. What are the implications of your research findings, what people can learn from your research?

References

You have to write down all the references you used in your report at the end. Provide a full reference of each source (author's name, year of publication, title of publication, publisher, and pages (if a book chapter or journal article), web-addresses etc.

You must use literature to support your arguments. Please do not copy and paste information from web pages in the Internet. Try to use your own words to summarize somebody's work. Your own words are more valuable than others.

Appendices

The student should provide the copies of the company's documents, other data that were used in report.

Practical training: On the topic of qualification work

In this practical training student should to continue his/her research paper.

Format for Report: Report must be written in a neat legible handwriting or provided in printed form. It has to be written (printed) on A4 sheets, the total number of pages should be 10-15 pages (excluding appendices). Required font is Times New Roman, 14, interval – 1,5, indention – 1,27, page setup – 2,5 (left side), 2 (right side, top and bottom).

The report has the following structure:

1. Title page.
2. Contents.
3. Introduction.
4. Description:
 - Chapter 1. Analysis of the subject
 - Chapter 2. Recommendations
 - 3.1 Recommendations concerning the topic.
 - 3.2 Recommendations as for economic activity improvement.
 - 3.3 Recommendations as for management of the company.
5. Conclusions.
6. References.

7. Appendices.

Title Page

Should be done in accordance to the example in the appendix.

Contents

The list of questions that are highlighted in the work is to be given with the pages.

Introduction

Include a short background on the company:

- ✓ Nature of business/products/services
- ✓ Current revenue size and profit
- ✓ Major markets served
- ✓ Number of employees
- ✓ Other relevant basic information

Description

This part includes two chapters of work.

Chapter 1. Analysis of the subject

Here you have to analyse the subject.

If the Paper subject relates to employee productivity, employee turnover, human resource management or employee motivation you may use the following example.

Example: Labour productivity is the value of goods and services produced in a period of time, divided by the hours of labour used to produce them. In other words labour productivity measures output produced per unit of labour, usually reported as *output per hour worked* or *output per employed person*.

The formula for measuring *labour productivity as output per hour worked* is the number of products manufactured or produced divided by the number of labour hours.

$$LP = \frac{O}{LH} ,$$

where O – is the enterprise output;

L – is the labour hours.

The formula for measuring *labour productivity as output per employee* is the total output divided by the quantity of labour employed. So, *output per employee* is the ratio of the enterprise output to the number of employees.

$$O_E = \frac{O}{E} ,$$

where O – is the enterprise output;

E – is the number of employees.

Labour productivity can be measured as sales revenue per employee. In this case, *revenue per employee* is an important ratio that looks at an enterprise's sales in relation to the number of employees they have.

$$R_E = \frac{S}{E} ,$$

where S – is the sales revenue;
 E – is the number of employees.

Table 1 – Statistics on enterprise performance

Indicators	Previous year	Reporting year
Enterprise's output, units	428000	540000
Total labour hours	16640	17820
Employees	150	162
Sales revenue, dollars	624000	732000

Solution: the labour productivity as output per hour worked, labour productivity as output per employee and labour productivity as revenue per employee are calculated in the table 2.

Table 2 – Statistics on enterprise's performance

Indicators	Previous year	Reporting year	Absolute increase, dollars	Growth rate, %
Enterprise's output, units	428000	540000	540000-428000 = 112000	(540000/428000) *100%= 126,2
Total labour hours	16640	17820	1180	107,1
Employees	150	162	12	108
Sales revenue, dollars	624000	732000	108000	117,3
Labour Productivity Measurement				
1. Output per hour worked, units	428000/16640 =26	540000/17820 =30	30-26=4	(30/26)*100% =115,3
2. Output per employee, units	428000/150 =2853	540000/162 =3333	480	116,8
3. Revenue per employee, dollars	624000/150 =4160	732000/162 =4518,5	358,5	108,6

Conclusion: the output per hour worked for reporting year compared to previous year increased by 4 units per hour or by 15,3%; the output per employee for reporting year compared to previous year increased by 480 units or by 16,8%; the revenue per employee for reporting year compared to previous year increased by \$358,5 or by 8,6%.

Statistics on headcount are given in Table 3.

Table 3 – Statistics on headcount

	Previous year	Reporting year
Number of employees at the beginning of year	120	116
Number of employees at the end of year	116	108
Total number of employees hired for the past 12 months	4	2
Total number of employees who left for the past 12 months	8	10

The average number of employees for previous year equals:

$$ANE_{\text{previous_year}} = \frac{120 + 116}{2} = 118$$

The average number of employees for reporting year equals:

$$ANE_{\text{reporting_year}} = \frac{116 + 108}{2} = 112$$

Conclusion is that the average number of employees decreased by 6 employees for reporting year compared to previous year.

The new hires ratio, employee turnover rate and employee retention ratio are calculated in the table 4.

Table 4 – Calculation results

	Previous year	Reporting year	Absolute increase
New hires ratio	$(4/118)*100\%=3,4\%$	$(2/112)*100\%=1,8\%$	-1,6
Employee turnover rate	$(8/118)*100\%=6,8\%$	$(10/112)*100\%=8,9\%$	2,1
Employee retention ratio	$(116/120)*100\%=96,7\%$	$(108/116)*100\%=93,1\%$	-3,6

Conclusion: in reporting period the new hires ratio decreased by 1,6% compared to previous year. It means that a company hired fewer employees during the reporting period compared to previous year. The employee turnover rate increased by 2,1% for reporting year compared to previous year. It means that a company dismissed more employees during the reporting period compared to the previous. The employee retention rate of 96,7% usually indicates that a company kept 96,7% of its employees in the previous year, and the retention rate of 93,1% means the company kept 93,1% in the reporting year. The employee retention rate decreased by 3,6% for reporting period compared to the previous. It means that a company retained fewer employees during the reporting period compared to previous year.

If the Paper subject relates to production management you may the following example.

Example: Production capacity analysis includes the fixed assets analysis and working capital analysis. Statistical data on fixed productive assets are given in the table 5.

Table 5 – Statistical data on fixed assets

Statistical data, million dollars	Previous year	Reporting year
Fixed assets at the beginning of year	790	877
Fixed assets at the end of year	877	905
Sales revenue	2950	3465
Total expenses	1098	1220
Tax rate, %	12,5	12,5
Long-term debt (funded debt)	480	520
Total assets	2150	2240
Total current liabilities	240	264
Total owner's equity	1045	1092

The calculation formula for average fixed assets is given below:

$$A_{FA} = \frac{FA_{\text{beginning}} + FA_{\text{end}}}{2}$$

The average fixed assets for both years:

$$A_{FA_PY} = \frac{790 + 877}{2} = 833,5 \text{ million dollars}$$

$$A_{FA_RY} = \frac{877 + 905}{2} = 891 \text{ million dollars}$$

Conclusion is that the average fixed assets for reporting period compared to previous period increased by 57,5 million dollars (890-833,5).

The *net working capital employed* is defined by subtracting total current liabilities from total assets. The net working capital employed for both years:

$$N_{WCE_PY} = 2150 - 240 = 1910 \text{ million dollars}$$

$$N_{WCE_RY} = 2240 - 520 = 1720 \text{ million dollars}$$

The *net profit* is defined by subtracting taxes paid from profit before taxes.

The *profit before taxes* is defined by subtracting total expenses from sales revenue.

The profit before taxes for both years:

$$P_{before_taxes_PY} = 2950 - 1098 = 1852 \text{ million dollars}$$

$$P_{before_taxes_RY} = 3465 - 1220 = 2245 \text{ million dollars}$$

The net profit for both years:

$$NP_{PY} = 1852 - (1852 * 0,125) = 1620,5 \text{ million dollars}$$

$$NP_{RY} = 2245 - (2245 * 0,125) = 1964,4 \text{ million dollars}$$

Conclusion is that the net profit for reporting period compared to previous period increased by 343,9 million dollars.

The ratios used in fixed asset analysis are calculated in the table below.

Table 6 – Calculation results

<i>Ratios</i>	<i>Previous year</i>	<i>Reporting year</i>
Fixed assets turnover ratio	$2950/833,5 = 3,54$	$3465/891 = 3,89$
Ratio of fixed assets to funded debt	$833,5/480 = 1,74$	$891/520 = 1,71$
Ratio of fixed assets to capital employed	$833,5/1910 = 0,44$	$891/1720 = 0,52$
Ratio of fixed assets to total assets	$833,5/2150 = 0,387$	$891/2240 = 0,398$
Ratio of net profit to fixed assets	$1620,5/833,5 = 1,94$	$1964,4/891 = 2,2$
Fixed assets to equity ratio	$833,5/1045 = 0,8$	$891/1092 = 0,82$

Conclusion is that the fixed assets turnover for reporting year compared to previous year increased from 3,54 to 3,89 dollar; it's positive for the enterprise. The share of fixed assets to long-term debt for reporting year compared to previous year decreased, it's positive for the enterprise. The share of fixed assets to capital employed for reporting year compared to previous year increased, it's positive for the enterprise. The share of fixed assets to total assets for reporting year compared to previous year increased, it's positive for the enterprise. The share of net profit to fixed assets for reporting year compared to previous year increased, it's positive for the enterprise. The share of fixed assets to owner's equity for both years less than 1, it's positive for the enterprise.

The balance sheet information about enterprise, which had 250 000 thousand dollars in revenue for the year are given below.

Table 7 – Balance sheet information

Cash	10000	Accounts payable	5300
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Accounts receivable	1600	Short-term loans	4200
Inventory	5200	Income taxes payable	2100
Work in progress	2200	Accrued salaries and wages	3400
Short-term investments	4000	Unearned revenue	2100
<i>Total Current Assets</i>	<i>10000+1600+5200 +2200+4000=</i> <i>23000</i>	<i>Total Current Liabilities</i>	<i>5300+4200+ 2100+3400+2100=</i> <i>17100</i>

The formula for *net working capital* is:

$$Net_WC = CA - CL,$$

where *CA* are the current assets;

CL are the current liabilities.

Using the net working capital formula and the information above, we can find the net working capital:

$$Net_WC = 23000 - 17100 = 5900 \text{ thousand dollars}$$

The net working capital equals 5900 thousand dollars.

The days working capital by the formula 2 equals:

$$WC_days = \frac{5900}{250000} * 365 = 8,6 \text{ days}$$

Conclusion is that the working capital turns into cash in about 8,6 days.

The balance sheet and income statement information about enterprise are given below.

Table 8 – Balance sheet information for reporting year

Current assets	<i>31st December</i>		Current liabilities	<i>31st December</i>	
	<i>Previous year</i>	<i>Reporting year</i>		<i>Previous year</i>	<i>Reporting year</i>
Cash	11000	10000	Accounts payable	6200	5300
Accounts receivable	1700	1600	Short-term loans	3500	4200
Inventory	4800	5200	Income taxes payable	2400	2100
Work in progress	1800	2200	Accrued salaries and wages	3800	3400
Short-term investments	3500	4000	Unearned revenue	1500	2100
<i>Total Current Assets</i>	<i>22800</i>	<i>23000</i>	<i>Total Current Liabilities</i>	<i>17400</i>	<i>17100</i>

Table 9 – Income statement information for reporting year

Gross sales	65200
(Less sales returns and allowances)	2300
Net Sales	<i>65200-2300=62900</i>
Cost of Goods Sold	49400

The current ratio at the beginning of reporting year and the current ratio at the end of reporting year are calculated below.

$$\text{Current}_-R = \frac{22800}{17400} = 1,31$$

- at the beginning of reporting year:

$$\text{Current}_-R = \frac{23000}{17100} = 1,35$$

- at the end of reporting year:

Conclusion is that the enterprise can meet its current financial obligations using working capital.

The quick ratio at the beginning of reporting year and the quick ratio at the end of reporting year are calculated below.

$$QR = \frac{22800 - 4800}{17400} = 1,03$$

- at the beginning of reporting year:

$$QR = \frac{23000 - 5200}{17100} = 1,04$$

- at the end of reporting year:

Conclusion is that the quick ratio at the beginning and at the end of reporting year higher than 1; it indicates that the enterprise can meet its current financial obligations with the available quick funds on hand.

The cash ratio at the beginning of reporting year and the cash ratio at the ending of reporting year are calculated below.

$$\text{Cash}_-R = \frac{11000}{17400} = 0,63$$

- at the beginning of reporting year:

$$\text{Cash}_-R = \frac{10000}{17100} = 0,58$$

- at the end of reporting year:

Conclusion is that the cash ratio at the beginning and at the end of reporting year exceeds 0,5; it means that the enterprise will be able to pay all its current liabilities in immediate short term.

The inventory turnover is calculated by the formula:

$$I_turnover = \frac{62900}{(4800 + 5200) / 2} = 12,6 \text{ times}$$

Conclusion is that the enterprise effectively replenished its inventory 12,6 times during the course of the year.

The days sales in inventory by the formula:

$$\text{Days}_-I = \frac{(4800 + 5200) / 2}{(49400) / 365} = 36,9 \approx 37 \text{ days}$$

Conclusion is that the enterprise turns its inventory into sales in about 37 days during reporting year.

The accounts receivable turnover by the formula:

$$\text{Ac}_-R_turnover = \frac{62900}{(1700 + 1600) / 2} = 38,1 \text{ times}$$

Conclusion is that the enterprise collected its accounts receivable 38,1 times during the year. The days sales outstanding by the formula.

$$\text{Days}_-Sales_Outstanding = \frac{(1700 + 1600) / 2}{62900 / 365} = 9,6 \approx 10 \text{ days}$$

Conclusion is that it takes the enterprise about 10 days to collect revenue after a sale has been made.

The accounts payable turnover by the formula:

$$Ac_P_turnover = \frac{49400}{(6200 + 5300) / 2} = 8,6 \text{ times}$$

Conclusion is that the enterprise pays its creditors 8,6 times in a year.
The days payable outstanding by the formula:

$$Days_Payable_Outstanding = \frac{(6200 + 5300) / 2}{49400 / 365} = 42,5 \text{ days}$$

Conclusion is that the enterprise pays off its accounts payables in about 42,5 days during the year.

If the Paper subject relates to sales management you may use the following example.

Example: Statistics on quarterly sales are given below.

Table 10 – Company sales

Sales, million dollars	Previous year	Reporting year	Absolute increase	Growth rate, %
Sales - Qtr 1	240	246	246-240=6	(246/240)*100=102,5
Sales - Qtr 2	325	362	37	111,4
Sales - Qtr 3	380	420	40	110,5
Sales - Qtr 4	280	295	15	105,3

Conclusion is that the first quarterly sales for reporting period compared to previous period increased by 6 million dollars or by 2,5%. The second quarterly sales for reporting period compared to previous period increased by 37 million dollars or by 11,4%. The third quarterly sales for reporting period compared to previous period increased by 40 million dollars or by 10,5%. The fourth quarterly sales for reporting period compared to previous period increased by 15 million dollars or by 5,3%.

Statistics on enterprise performance for a month are given below.

Table 11 – Statistics on enterprise performance

Indicators	Previous year	Reporting year
Enterprise's output, units	428000	540000
Total labour hours	16640	17820
Employees	150	162
Sales revenue, dollars	624000	732000

The labour productivity as output per hour worked, labour productivity as output per employee and labour productivity as revenue per employee are calculated in the table 12.

Table 12 – Statistics on enterprise's performance

Indicators	Previous year	Reporting year	Absolute increase, dollars	Growth rate, %
Enterprise's output, units	428000	540000	540000-428000=112000	(540000/428000)*100%=126,2
Total labour hours	16640	17820	1180	107,1
Employees	150	162	12	108
Sales revenue, dollars	624000	732000	108000	117,3
Labour Productivity Measurement				

1. Output per hour worked, units	$428000/16640$ =26	$540000/17820$ =30	$30-26=4$	$(30/26)*100\%$ =115,3
2. Output per employee, units	$428000/150$ =2853	$540000/162$ =3333	480	116,8
3. Revenue per employee, dollars	$624000/150$ =4160	$732000/162$ =4518,5	358,5	108,6

Conclusion: the output per hour worked for reporting year compared to previous year increased by 4 units per hour or by 15,3%; the output per employee for reporting year compared to previous year increased by 480 units or by 16,8%; the revenue per employee for reporting year compared to previous year increased by \$358,5 or by 8,6%.

Chapter 2. Recommendations

It includes researcher's recommendations on how to improve the economic activity and management of the company.

Conclusions

It includes a summary of what has been reached of results. Summarize your findings; benefits or problems for the company.

No new material or references should be placed here. The conclusions should make a statement on the extent to which each of the aims and objectives has been met. You should bring back your research questions and state clearly your understanding of those questions.

References

You have to write down all the references you used in your report at the end. Provide a full reference of each source (author's name, year of publication, title of publication, publisher, and pages (if a book chapter or journal article), web-addresses etc.

You must use literature to support your arguments. Please do not copy and paste information from web pages in the Internet. Try to use your own words to summarize somebody's work. Your own words are more valuable than others.

Appendices

The student should provide the copies of the company's documents, other data that were used in report.

III. REQUIREMENTS TO THE PRESENTATION

Students will present their report orally in the classroom on the day announced in advance and **this date will not be changed in any circumstances**. You will have 15-20 minutes to present your work, including time for questions. All students must attend all presentations. The written report should also be submitted on the same day. The organization of presentation, attracting audiences, utilizing visual presentation tools, using the limited time effectively will be taken into account in the evaluation process. It is advised to allocate enough time present your research findings from

companies. You could use computer and PowerPoint, video, food and cases but they should never become the focus of your presentation.

IV. TOPICS FOR THE RESEARCH PAPER

Each student will pick one topic from topic schedule.

1. An investigation of the external and internal factors affecting the profitability of the organization.
2. An investigation of the external and internal factors affecting the level of productivity of the organization.
3. An investigation of factors influencing levels of employee turnover at the enterprise.
4. An investigation of factors that influence the level of creativity of the enterprise.
5. An investigation of strategic management in the organization.
6. An investigation of marketing system in the organization.
7. An investigation of production management in the organization.
8. An investigation of finance management in the organization.
9. An investigation of human resource management in the organization.
10. An investigation of management information system in the organization.
11. An investigation of innovation management in the organization.
12. An investigation of sales management in the organization.
13. An investigation of effectiveness of communication in the organization.
14. An investigation of planning in the organization.
15. An investigation of effectiveness of the organizational structure.
16. An investigation of employee motivation and its impact on the organizational performance.
17. An investigation of controlling in the organization.
18. An investigation of organizational changes and their impact on the organization development.
19. An investigation of the sources of conflicts and stresses at work in the organization.
20. An investigation of organizational culture.
21. An investigation of the relationship between employee turnover and the organizational culture.
22. An investigation of small businesses management.
23. An investigation of multinational corporation management.
24. An investigation of relation between decision making process and effectiveness of the organization.
25. An investigation of project management in the organization.
26. An investigation of total quality management (TQM) implementation in the organization.

27. An investigation of impact of time management on productivity of the organization.
28. An investigation of risk management practices in the organization.
29. An investigation of industrial and economic activity of the enterprise.
30. An investigation of leadership role in improving team effectiveness of the enterprise.

VI. APPENDISES

Appendix 1

Example of the title page

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

Ternopil Ivan Puluj National Technical University

Department of management and
administration

REPORT

on internship

TASK ____

Accomplished by the student of the group

Supervisor: Ivanna Lutsykiv, PhD

Ternopil 20____