

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



PROGRAM OF THE PROFESSIONAL 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	Professional 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	6 semester
Language of instruction	Ukrainian
Final control type	Pass/Fail (Credit)

Internship's description.

The internship is one of the key stages of students' practical training and is conducted with the purpose of consolidating and enhancing their knowledge, practical skills, and abilities based on the work of a specific business entity, as well as acquiring professional experience and readiness for independent professional activity in the field of economics and business management.

The main areas of professional activity in which bachelor students undergo practical training include: information-analytical, organizational-managerial, and administrative-economic. Related areas include economic, marketing, and accounting-control activities.

The aim of the internship is to consolidate and deepen the theoretical knowledge acquired by students during their studies, to develop practical skills and abilities required for performing managerial functions in real conditions of enterprises, organizations, and institutions of various forms of ownership, as well as to prepare students for the independent execution of managerial tasks in their future professional activities.

The main objectives of the internship:

1. Familiarization with the enterprise (organization):
 - Studying the organizational structure, key departments, and functions of the enterprise.
 - Analyzing the business environment and the main operational processes of the organization.
2. Consolidation of theoretical knowledge:
 - Applying principles of management, organizational administration, planning, control, and motivation in practice.
 - Performing functions related to personnel management, business-process management, marketing, or financial resources.
3. Development of professional competencies:
 - Building skills for independent managerial decision-making.
 - Working with analytical tools and methods for assessing the efficiency of the enterprise.

- Using modern management methods and technologies (digital tools, information systems).
4. Practical preparation for the bachelor's thesis:
- Collecting and systematizing factual materials that may be used in the future for completing the qualification thesis.
 - Familiarization with research methods, data analysis, and the preparation of managerial recommendations.
5. Enhancement of professional culture and communication skills:
- Working in a team and interacting with department managers and colleagues.
 - Practicing business communication skills and presenting the results of one's work.

The student should develop a clear understanding of the purpose and specifics of the enterprise or organization, its structure, management scheme, material and technical support, staffing, and financial and economic activities.

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. SC5. Ability to manage an organization and its divisions through the implementation of management functions. SC6. Ability to act in a socially responsible and conscious manner. SC7. Ability to select and apply modern management tools. SC8. Ability to plan organizational activities and manage time effectively. SC9. Ability to work in a team and establish interpersonal communication while solving professional tasks. SC10. Ability to evaluate the work performed, ensure its quality, and motivate the organization's personnel. SC11. Ability to create and organize effective communication in the management process.

	<p>SC12. Ability to analyze and structure organizational problems and develop well-founded decisions.</p> <p>SC13. Understanding the principles and norms of law and the ability to apply them in professional activities.</p> <p>SC15. Ability to develop and demonstrate leadership qualities and behavioral skills.</p>
Intended learning outcomes	<p>ILO3. Demonstrate knowledge of theories, methods, and functions of management, as well as modern concepts of leadership.</p> <p>ILO4. Demonstrate the ability to identify problems and justify managerial decisions.</p> <p>ILO5. Describe the content of the functional areas of an organization's activities.</p> <p>ILO6. Demonstrate skills in searching for, collecting, and analyzing information, and calculating indicators to justify managerial decisions.</p> <p>ILO7. Demonstrate skills in organizational design.</p> <p>ILO8. Apply management methods to ensure the effective operation of an organization.</p> <p>ILO9. Demonstrate teamwork, leadership, and collaboration skills.</p> <p>ILO11. Demonstrate the ability to analyze situations and communicate effectively across various areas of organizational activity.</p> <p>ILO12. Evaluate the legal, social, and economic implications of an organization's operations.</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>

Organization and implementation of the internship

Internship Sites. The internship for students is carried out at enterprises, organisations, and institutions of any form of ownership that meet the requirements of the programme.

In accordance with the profile for students of the speciality D3 “Management”,

the internship bases must be enterprises, organisations, or service-sector institutions, regardless of their organisational and legal forms or forms of ownership, which, by their profile, scale and condition of economic and financial activity, material and technical resources, and the level of organisation of production processes and managerial work, are capable of ensuring the proper fulfilment of the tasks of the production internship.

The selection of internship bases is carried out by the administration of the institution on the basis of direct agreements with relevant enterprises, institutions, or organisations, irrespective of their organisational and legal forms or forms of ownership.

With the approval of the graduating department, students may independently choose an internship base. Full-time students must submit an official request addressed to the Director of the Institute no later than 1.5 months prior to the start of the internship. In all other cases, students complete the internship at bases designated by the Academy.

Part-time students who are employed in their field of study may complete the internship at their workplace.

Scientific and methodological supervision, as well as the implementation of the internship programme, is ensured by the graduating department. The Head of the Department appoints internship supervisors from the educational institution.

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 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.

Internship plan
Introduction 1. General Characteristics of the Enterprise or Organisation (form of ownership, subordination, main areas of activity, key regulatory and founding documents governing the activity of the enterprise/organisation). 2. Organisational Management Structure. (management levels, subordination, job descriptions). 3. Personnel Management and Staffing (staffing levels, turnover, qualifications, appraisal, remuneration). 4. Organisation of Economic Activity (production process, material and technical support). 5. Activity Planning of the Enterprise (Organisation) 6. Financial Management 7. Marketing Management 8. Control of Economic Activity
Conclusions and Recommendations

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.

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:

- completed internship diary, filled out in all sections and signed by the academic supervisor from the department and the supervisor from the host organization;
- 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 diary

The internship diary, prepared according to the established format, includes the following components:

1. Title page indicating the type of internship, academic unit, year of study, group, and major (Appendix A);
2. Internship assignment letter (placement order);
3. Calendar plan of internship activities;
4. Report on the fulfilment of the internship program;
5. Supervisor's review from the host organization, including an evaluation of the student's work;
6. Academic supervisor's review issued by the Academy.

Blank diary forms may be obtained during the introductory briefing (at the graduating department, academic office, or dean's office).

The internship diary serves as the primary reporting document confirming the student's participation in the internship. It must contain:

- the individual internship assignment issued to the student and the materials collected for the internship report;
- the calendar plan for fulfilling internship tasks, including evaluations of completeness and quality (developed jointly with supervisors from both the department and the host organization);
- an analysis of the practical work completed by the student, including its structure, scope, timelines, and evaluation by the supervisor from the host organization;
- a concise description and assessment of the student's performance issued by the host organization and the graduating department.

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 - description of the organizational operations of the enterprise or institution (25–27 pages);
- conclusions and recommendations for improving managerial and economic activities (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 appendices may include:

- copies of primary documents (organizational, administrative, business-related, etc.);
- extensive analytical tables;
- complex diagrams or charts;
- samples of additional materials characterizing the operational activities of the enterprise or organization.

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 professional internship

№	Component assessment criteria	Comments	Maximum number of points
1	internship diary		25
1.1	Regularity of records	Daily records of completed	10

		tasks, without gaps	
1.2	Content and compliance with the program	Display of performed functions, actions and analytical notes	10
1.3	Design and signatures of the manager	Correct structure, presence of signatures and seals of the enterprise	5
2	Internship report		60
2.1	Compliance with the structure of the report	Availability of an introduction, description of the enterprise, analytical part, conclusions	15
2.2	Description of performed functions and activities	Detailed display of tasks completed during practice	15
2.3	Analytical elements	Evaluation of the company's activities, use of management methods	15
2.4	Conclusions and practical proposals	Reasoned conclusions and proposals for improving the work of the organization	15
3	Internship defence		15
3.1	Structure and logic of presentation	Clear presentation of the material, sequence of presentation	5
3.2	Possession of material	Demonstration of understanding of processes and work done	5
3.3	Answers to questions from the commission	Argued, substantiated answers	5
<i>Total</i>			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

PROFESSIONAL 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)

Internship supervisor

(position, last name, initials)

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 professional 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

