

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY NATIONAL AGRARIAN UNIVERSITY

CROSS PRACTICE

**Program and methodical recommendations for
passing**

SUMY – 2023

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty of Economics and Management

Management Department named after Professor L.I. Mykhailova

CROSS PRACTICE

**Program and methodical recommendations for
passing**

for students of higher education, specialty 073 "Management"

full-time and extramural forms of education

first (bachelor) level

SUMY – 2023

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The general provisions, purpose, tasks and program of industrial practice are outlined; main duties of practice participants; requirements and methodical recommendations for drawing up a practice report; criteria for evaluating results. The Appendices contain sample forms for the report and tables for the report on the production practice of the first (bachelor) level of the specialty 073 "Management" of full-time and part-time education.

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INTRODUCTION

In the modern conditions of the development of the openness of the national economy and the challenges of globalization, the requirements for the compliance of the level of training of specialists in higher education institutions with the requirements of employers, as well as for ensuring their competitiveness on the labor market, are increasing. One of the directions for solving this problem is the introduction into the educational process of a system of step-by-step practical training of future managers with the consistent development of the level of professional knowledge and practical skills, their acquisition of general and professional competencies.

Passing industrial and pre-diploma practice in management is a mandatory educational component of the training of those obtaining a bachelor's degree in the specialty 073 "Management" at the Sumy National Agrarian University, according to the OPP "Management" for the first (bachelor's level).

As a result of industrial and pre-diploma practice, the applicant must demonstrate the following learning outcomes:

N o	Program learning outcomes	Code
1	Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.	PRN 3
2	Describe the content of the functional areas of the organization	PRN 5
3	Demonstrate organizational design skills	PRN 7
4	Apply management methods to ensure the effectiveness of the organization.	PRN 8
5	Assess the legal, social and economic consequences of the organization's functioning.	PRN 12
6	Demonstrate the ability to act socially responsibly and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturality.	PRN 15
7	Conduct research individually and/or in a group under the guidance of a leader.	PRN 17
8	Analyze indicators of development of management objects in the conditions of implementation of sustainable development programs.	PRN 18

The curriculum for the specialty 073 "Management" of the OPP "Management" educational degree "bachelor" provides for 4 weeks in the sixth semester and 4 weeks in the eighth semester for industrial practice; 2 weeks are provided for pre-diploma practice in the eighth semester.

1 COMPLEX PRACTICE IN THE PROFESSION

1.1 Purpose and tasks of practice

The purpose of comprehensive practice in the specialty is for students of higher education to acquire practical experience and to consolidate and deepen the knowledge acquired during theoretical training on the theoretical and methodological aspects of entrepreneurship, trade and stock exchange activity and their application to solving current problems, as well as to acquire the skills of conducting specific calculations and acquisition of skills of independent practical work in the specialty.

The main tasks of complex practice in the profession are to get acquainted with the mission (purpose) of the enterprise, institution or organization, the features and conditions of its development, to investigate the features of their activity and to evaluate its prospects; study the organizational structure of an enterprise, institution or organization, the purpose of individual structural divisions, their composition, functions and tasks; to investigate the mechanism of the enterprise, institution or organization's economic justification from the point of view of market opportunities, marketing, resource provision; evaluate the quantitative and qualitative composition of fixed assets, working capital, personnel, financial resources; familiarize yourself with the features of the business process of the enterprise, institution or organization; familiarize yourself with the organization of work at the enterprise, institution or organization; assess the financial and economic condition of the enterprise, institution or organization; to study the efficiency of the enterprise, institution or organization and the prospects for its improvement due to the introduction of innovations, diversification of activities, technical rearmament, etc. 1.3. The goals of the educational discipline according to the requirements of the educational program:

Practice tasks: to form and deepen the theoretical knowledge of higher education applicants in specialized disciplines; show initiative and entrepreneurship; apply the acquired knowledge in practical situations, identify, set and solve tasks in the field of professional activity; to solve complex specialized tasks and problems in the spheres of business, trade and stock exchange activities or in the learning process, which involves the application of theories and methods of organization and functioning of business, trade, stock exchange structures and is characterized by the complexity and uncertainty of conditions; creating conditions for them to realize their life goals, place and tasks in new conditions and developing a program of personal actions for further employment and ensuring their own career.

The study of economic and organizational issues of an applied nature should be carried out in a logical sequence, accompanied by the substantiation of theoretical aspects with calculation and analytical data of the development and dynamics of the enterprise or stock exchange during the last two or three years.

According to the functions of the economist-manager, the acquirer:

- a consistent economic analysis of the main sections and indicators of the business plan of the enterprise for a certain period (quarter, year) is carried out;
- reserves for improvement of relevant indicators of the company's activity are determined based on the analysis;
- the structure, availability and ways of more rational use of all types of resources are investigated;
- available reserves for stabilization of the company's financial condition are determined.

Collected and processed information is placed in tables.

1.2 Content of practice

Complex practice in the profession consists of the following sections, the content and structure of which are detailed below:

Chapter 1. Organizational and economic characteristics of the enterprise.

Chapter 2. Industrial practice in economics and finance.

Chapter 3. Production practice on the basics of management.

Chapter 1. Organizational and economic characteristics of the enterprise.

The applicant must be able to: give a brief organizational and economic description of the enterprise, draw appropriate conclusions.

Tables for calculations and analysis: Annexes B1-B4, B18.

1.1 Organizational principles of the enterprise.

1.1.1. The field of activity of the enterprise, the market, the mission of the enterprise.

Acquaintance with the enterprise (organization, institution), tours of the structural divisions of the enterprise. Determine the company's place in the market environment, partnerships and agreements. It is necessary to give an economic description of the enterprise's field of activity, the characteristics of its activity, products (works, services), its importance and place in the economy. Describe the industry's product market and its development trends, clearly define the enterprise's mission, its place and role in the industry, in the region. Familiarize yourself with the legislative acts that regulate the conditions of the enterprise (industry), the current system of taxation, certification (licensing) of products. It is necessary to study the founding documents of the practice base. At the same time, indicate the name and departmental subordination, determine the legal status, the purpose and functions of the enterprise, the main types of enterprise activity;

1.1.2. Organizational structure of the enterprise. Characterize the current organizational structure of the enterprise, determine its type and indicate the

advantages and disadvantages of such a structure. Present the scheme of the organizational structure of management. Briefly describe the purpose of each link in the general management process, the job characteristics of employees and the division of responsibilities between them. Assess the degree of efficiency of enterprise management (*Appendix G*).

1.2 Resource potential.

The acquirer must be able to: analyze the provision of enterprise resources and the efficiency of their use.

Tables for calculations and analysis: Annexes B5-B6, B9.

1.3 Technical and technological base of production. Analysis of the structure and composition of the fixed assets of this enterprise: characteristics of the movement of fixed assets (calculation of the coefficients of renewal, disposal, increase; study of indicators of the efficiency of the use of fixed assets (analysis of capital return, capital intensity, capital equipment and technical armament of labor); analysis of the technical condition of fixed assets according to the coefficients of wear and Amortization. Depreciation rates and the procedure for its calculation. Indicators of equipment use: extensive, intensive and integral coefficients of loading; characteristics and promising forms of technological development of the enterprise (modernization, technological rearmament, overhaul, replacement). Appendices B1-B6

1.4 Company personnel. Categories of workers: main and auxiliary workers. Calculation of coefficients: turnover, stability, admission, discharge of the main workers. System of professional development, measures to reduce personnel turnover. Indicators of personnel movement at the enterprise.

Chapter 2. Industrial practice in economics and finance.

2.1 Analysis of the main economic indicators for the last 3 years.

After filling in the tables, the applicant must analyze them, indicate the trends of changes in the company's activity indicators and illustrate the analytical note with graphs.

2.1.1 Structure and functions of the economic service. Familiarize yourself with the organization of the economic service of the enterprise, note the functions and distribution of tasks between individual departments. Describe the system of labor organization of employees of the economic profile at the enterprise. Study the document management system of the business entity, familiarize yourself with synthetic and analytical accounting at the enterprise. Specify the sources of information for conducting economic activities and the software used in the systematization of information, accounting and reporting. Specify proposals for improving the organization and functioning of the economic service of the business entity.

2.1.2 The procedure for monetary calculations of the enterprise : features of cash transactions at the enterprise; forms of non-cash payments used by the company; the procedure for opening and types of company accounts in banks; the practice of compliance by the company with settlement and payment discipline.

2.2 Working capital, working capital of the enterprise and ways of increasing the efficiency of their use. Working capital, their composition and structure. Revolving production funds and circulating funds. Indicators of effective use of working capital: the number of turnovers, the turnover ratio in days and the consolidation ratio. Calculation of the amount of funds released (additionally involved) as a result of acceleration (slowdown) of their turnover. Appendices *IN7, IN8*.

2.3 Production and social infrastructure(peculiarities of the functioning of production infrastructure units, composition and structure of the repair industry, energy supply of the enterprise, transport service of production, organization and functions of the warehouse economy, social infrastructure and social activities of the enterprise).

2.4 Production and cost of products (goods, works, services).

The acquirer must be able to: analyze the structure of costs for the production of the main types of products in dynamics, calculate the cost price of the main types of products, determine the influence of factors on the cost price of a unit of production. *Tables for calculations and analysis: Annexes B11-B13.*

2.4.1 Production costs and cost of production (characteristics and grouping of costs, cost structure, production estimate, cost calculation of individual products, cost reduction reserves).

Analysis of the company's income and expenses: analysis of the company's cost structure, production cost; assessment of fixed and variable costs of the enterprise; analysis of administrative costs, sales costs, other operating costs; types of enterprise income, their characteristics; analysis of revenue from the sale of the company's products; horizontal and vertical analysis of the company's financial results; factor analysis of the influence of certain types of expenses on the financial results of the enterprise; direct and overhead costs, their influence on the formation of financial results of the enterprise; peculiarities of distribution and use of net profit at the enterprise.

2.5 Organization of remuneration at the enterprise.

The acquirer must be able to: analyze indicators of the efficiency of the use of labor resources, the state of the organization of payment and labor productivity. Tables for calculations and analysis: Annexes B14-B18.

2.5.1 Payment of labor at the enterprise. Describe the main forms and systems of remuneration. Actual annual salary level and its structure: basic salary, additional salary, annual salary level by profession. the effectiveness of the organization of remuneration at the enterprise: Analysis of the use of the wage fund - to determine the

correctness of spending the wage fund and the correspondence of its size with the volume of products produced. Indicators of labor productivity: output and labor intensity. The growth rate of labor productivity. Ways to improve the efficiency of the use of labor and wages.

2.6 Financial and economic results of the enterprise.

The acquirer must be able to: conduct an analysis of the property and financial and economic condition of the enterprise and identify the dependence of the results on the factors that influenced them, investigate the financial stability, solvency of the economy, analyze the receivables and payables. Tables for calculations and analysis: Annexes B12-B16.

2.6.1 Assessment of the financial and economic state of the enterprise(the structure of the enterprise's assets, the state of receivables and payables, financial stability, solvency and liquidity of the enterprise);

2.6.2 Formation and use of profit (composition and dynamics of the company's profit, financial results from the sale of products, works and services, other financial income and expenses, indicators of the company's profitability).

Chapter 3. Production practice on the basics of management

3.1 The internal environment of the enterprise- the results of the enterprise's economic activity are characterized: size, economic indicators, results of financial activity:

- goals - to provide the goals of the enterprise in accordance with its charter,
- task - specify the task in accordance with the goals and subject of activity of the object of practice,
- technology - to describe the technologies used at the practice facility, the resources involved in this technology,
- competitiveness of products (services), competitive potential;
- organization of marketing and sales;
- organizational culture and motivational mechanisms;
- social efficiency and image of the enterprise.

3.2 The external environment of the enterprise:

- suppliers (who are suppliers, where are they located, what is the duration of cooperation (short-term, medium-term, long-term), why there is such cooperation with them);
- intermediaries (who are intermediaries, where are they located, what is the duration of cooperation (short-term, medium-term, long-term), why such cooperation exists with them);
- consumers (who are buyers of products or clients (if the company provides

services), where they are located, what is the duration of cooperation (short-term, medium-term, long-term);

- competitors (who are competitors, where are they located, provide their characteristics (briefly: what products are offered, how long they have been working on the market, strengths, weaknesses of competitors);
- institutions of state regulation (with which institutions there is a connection, why).

The external environment of the enterprise of indirect influence:

- the state of the economy,
- scientific and technological progress,
- socio-cultural,
- demographic factors,
- political factors,
- legal factors,
- international events and surroundings.

3.3 Implementation of the planning function.

Describe strategic planning at the enterprise:

- specify the mission;
- tree of goals, characteristics of goals of the enterprise (organization) (Appendix D);
- determine the strengths and weaknesses of the enterprise, its opportunities and threats (Appendix B 21).

Describe the business plan of the enterprise (what sections it consists of, for what period it was developed, indicate the main planned indicators that the enterprise should achieve).

3.4 Implementation of the function of the organization.

Specify which tasks are delegated by managers at different levels of management. Describe the performance of the organization's function at the enterprise according to the questionnaire presented in Appendix E.

3.5 Implementation of the motivation function.

Types of rewards (internal and external rewards) that are used in the enterprise. Stimulating the work of the company's employees, including managers at different levels of management.

Describe the performance of the motivation function at the enterprise according to the questionnaire presented in Appendix E (motivation of the head of the structural unit).

3.6 Implementation of the control function.

Types of control carried out at the enterprise. Areas of preliminary control:

- human resources,

- material resources,
- financial resources.

Control process at the enterprise. Describe the performance of the control function at the enterprise according to the questionnaire presented in Appendix E.

3.7 Organization of activities of enterprise managers.

Indicate what areas of organization of activities of managers of different levels are carried out in the enterprise.

Participation in solving production tasks: the main types of division and cooperation of labor; planning in solving production tasks; distribution of functions between the manager and employees; participation in the performance of functions of the management apparatus.

Organization of the manager's personal work: planning of the manager's personal work; accounting and analysis of working time costs; organization of the manager's workplace and use of technical management tools.

Organization of the manager's work with subordinates:

- conducting business meetings, types of meetings;
- personal contacts of the manager with subordinates at workplaces;
- reception of employees and visitors.

Administrative activities of the manager. Organization of the manager's work with documents and control over their execution.

Describe the organization of the activities of managers at the enterprise according to the questionnaire presented in Appendix E.

The comprehensive practice report should include the following sections:

Introduction

Chapter 1. Organizational and economic characteristics of the enterprise.

Chapter 2. Industrial practice in economics and finance.

Chapter 3. Production practice on the basics of management.

Conclusions and suggestions.

List of used literature.

Appendices

2 INDUSTRIAL AND PRE-GRADUATE PRACTICE IN MANAGEMENT

2.1 Purpose and tasks of practice

The purpose of industrial practice in management there is the formation of professional abilities and skills for independent management decisions during professional activity in real economic conditions among students of higher education; deepening and consolidation of theoretical knowledge; acquisition of modern techniques, methods, technologies and tools in the field of management and administration; fostering in students the need to constantly develop their knowledge and creatively apply it in practical activities.

Based on the requirements of the standard of higher education in the specialty 073 "Management" for the first (bachelor's) level of higher education (https://snau.edu.ua/wp-content/uploads/2023/05/073-%D0%9C%D0%B5%D0%BD%D0%B5%D0%B4%D0%B6%D0%BC_%D0%B5%D0%BD%D1%82-%D0%91%D0%B0%D0%BA%D0%B0%D0%BB%D0%B0%D0%B2%D1%80.pdf) and the variable component of the OPP, the bachelor's training should be oriented towards the acquisition by the applicants of a basic qualification level in the specialty, which ensures the implementation of professional activities in positions of the lower administrative and management level in various linear and functional units of the enterprise. Taking into account the latter, the practical training of a bachelor in a professional direction is focused on the formation of skills and familiarization with the performance of management functions in certain professional positions in the lower management levels.

During industrial practice, the foundations of professional activity, abilities and skills, professional qualities of a specialist are laid.

Tasks of industrial practice. During industrial practice, the applicant must master the system of skills and acquire skills for solving typical tasks in accordance with the positions that a graduate of a higher educational institution can hold - a bachelor's degree in management, the main activity of which is managerial activity in organizations.

During the internship, applicants must take an active part in the company's activities, find improvement reserves for each functional area, and prepare justifications for proposals to improve the company's management efficiency.

The cooperation of the educational institution, the applicant and the enterprise, which is the basis of practice, allows to formulate the topic of a real diploma thesis, which should be useful for the enterprise and be carried out on its order in accordance with the requirements of the state certification of the graduate for OS "Bachelor".

The results of production practice are acquisition of heuristic competencies by the students regarding the work of a manager and management of structural divisions of the enterprise at the primary level, management of operating systems and processes in organizations.

2.2 Organization and management of practice

2.2.1 Requirements for the object of practice

The objects of production practice are state institutions and organizations, enterprises of various forms of ownership and organizational and legal forms, which are legal entities and carry out one or more types of economic activity according to the State Classifier of Types of Economic Activity DK 009 - 96. These should be enterprises that apply advanced forms and methods of farming and management. Enterprises must meet modern requirements, that is, advanced forms and methods of management and organization of production, planning and economic work, logistics and marketing activities, accounting must be applied, progressive technologies of production, labor organization and management must be implemented. The high level of professionalism of specialists of basic enterprises should ensure the possibility of assisting applicants in acquiring professional skills and abilities. SNAU concludes appropriate contracts with such enterprises for its implementation and they are included in the list of basic enterprises. In addition, applicants can independently choose a suitable practice place for themselves, but at the same time, the conditions that the educational institution puts forward for the enterprises that are practice bases must be met.

The enterprise, where the applicant undergoes practice, becomes the object of the applicant's independent applied research and the performance of coursework, scientific and final papers by him on the actual data of a real organization operating in market conditions.

The division of applicants according to the objects of practice and the appointment of supervisors is carried out by the department, agreed with the dean's office and the academic department, and formalized by order of the rector.

2.2.2 Management of practice and main duties of managers and trainee applicants

2.2.2.1 Practice guidance from SNAU

Experienced teachers of the graduation department of management are involved in guiding the practice of applicants.

Responsibilities of the head of practice from SNAU are:

- providing an assessment of the state and compliance of the practice bases with the basic requirements of higher education institutions for them and determining the level of their readiness for accepting students;
- conducting, together with the dean's office, guidance meetings for applicants (briefing), which take place before sending them to practice;
- ensuring the implementation of a set of organizational measures before sending applicants to practice, providing them with the necessary documents:
 - a) practice diary and practice program;
 - b) drawing up a schedule for the implementation of the practice program;

c) provision of tasks related to the collection by interns of materials for carrying out scientific research;

- conducting regular (according to the compiled and approved schedule) consultations;
- monitoring compliance with the deadlines for practice tasks, correcting them, if necessary, and drawing up reports;
- checking practice reports and admitting them to defense;
- taking part in the work of commissions created at the department to protect practice reports and their evaluation.

2.2.2.2 Management of practice from the enterprise - object of practice

Responsibility for the organization of industrial practice in the organization (institution) lies with the head of the organization (institution), which concluded a contract with SNAU, or sent an official request regarding the possibility of completing the practice within the allotted time for a specific number of applicants - interns. He, by order, appoints the head of practice from the organization (institution) from among the most highly qualified employees.

Management of intern applicants at workplaces is carried out by managers and leading specialists of the organization who have a full higher education. At the beginning of the internship, the manager of the internship at the enterprise is obliged to hold an organizational meeting with the applicants, and then a tour of the enterprise in order to acquaint them with the main activities of the enterprise, line and functional units and to recommend the intern applicants to the heads of these units; conduct a training session on the study of the rules of internal order and behavior at the enterprise, the rules of safety equipment, and fire prevention rules.

The main responsibilities of practice managers from the enterprise:

- organization of the workplace and creation of necessary conditions for practice;
- providing applicants with the necessary information about the company's activities;
- involvement of intern applicants in active participation in the current work of the organization and its structural units;
- providing applicants with the necessary technical means for processing primary information, preparing a report and individual tasks;
- control over the performance of both individual tasks and the entire practice program as a whole;
- checking the applicant's final report and issuing feedback.

2.2.2.3 Obligations of trainee applicants

After signing the order on the allocation to production practice, applicants are issued with appropriate referrals (contracts). They are the basis for the students' stay in the relevant organization during the internship and are presented to the head of the base organization.

During the internship period, the applicant performs work in accordance with the program at the workplace under the supervision of a full-time employee of the organization (institution), and in this case he can be considered as an intern, understudy, intern, assistant, assistant. It is allowed to enroll applicants temporarily in full-time positions during the internship period, if the work in this position does not conflict with the program of the relevant internship and does not prevent the performance of the tasks of the industrial internship.

It is not allowed to use the acquirers at workplaces not provided for by the internship program.

The working hours of the applicant - intern are established in accordance with the internal regulations and work regime in force in the organization (institution). The duration of the working day of the applicant - intern should not exceed 8 hours in a five-day work week, and 7 hours in a six-day work week.

For the collection of materials, writing and design of the report, it is assumed that 20% of the working time of the applicant - intern will be used during the production practice.

Obligations of applicants-trainees during internship:

- before the start of practice, obtain all the necessary organizational and methodological materials and advice on their design at the educational institution;
- arrive at the place of practice in a timely manner and document the start of practice;
- to observe labor discipline, labor regulations, safety techniques and other norms;
- carry out work at the place of practice in accordance with the tasks received in the mode of operation of the relevant divisions of the enterprise;
- perform the assigned tasks in full in accordance with the practice program and recommendations provided by the practice supervisors from SNAU and the enterprise;
- be responsible for the quality of the work performed;
- to prepare a practice report on time and at the appropriate level;
- defend the practice report within the specified time.

2.3 CONTENTS OF PRODUCTION PRACTICES

Industrial practice in the subject of OS "Bachelor" specialty 073 "Management" is one of the important stages of end-to-end practical training of graduates of a higher educational institution. Qualification at the level of basic education can be ensured only under the condition of proper practical training of a bachelor's graduate, the guarantee of this is industrial practice in management.

Production practice in management is carried out after the end of the theoretical training in the last academic semester of the 4th year for a total duration of six weeks. During this time, students are engaged in solving tasks related to the organization of production, planning-economic, and financial-accounting activities, perform tasks related to the management of production, operational, sales, commercial-marketing, and other types of enterprise activities.

Applicants must acquire skills related to the implementation of general management functions by implementing mainly administrative and operational and partially heuristic management procedures, making operational decisions within their competence; functional and informational preparation of draft solutions; operational management of primary units linear (main activity) or functional (preparatory and auxiliary activity); or independent organizations that mostly do not have a management apparatus; management of subordinates whose competence is not higher than that of technical employees or junior specialists.

The main directions of professional activity in which practical training of bachelors takes place - informational and analytical, organizational and managerial and administrative and economic, related economic, marketing, accounting and control.

Production practice involves familiarization with the state of organization of the enterprise - the object of practice, the analysis of the main indicators of its economic and financial activity for the last year, and the development of reasonable proposals for the improvement of certain aspects of its activity for the future.

Production practice of the 4th course is a logical continuation of the study of management activities of the practice base of the 3rd course and includes the following tasks:

Task 1.

When completing the task on the topic: "Internal and external environment of the organization" (according to the enterprise, firm, company arbitrarily chosen by the applicant, information about which can be taken from the Internet) it is necessary:

1.1 Give a brief description of the enterprise (provide information about the year of establishment, type of activity, form of ownership, location).

1.2 Describe the factors of the internal environment:

✓ *entire enterprises;*

✓ *management structure;*

✓ *tasks: what technologies does the enterprise use,;*

✓ *personnel: what style of personnel management;*

✓ *technology.*

1.3 Describe the factors of the external environment of direct action:

✓ *consumers;*

✓ *competitors;*

✓ *suppliers;*

✓ *state authorities;*

✓ *public organizations.*

1.4 Describe the factors of the external environment of indirect action:

scientific and technological progress- what impact does NTP have on business?

International events- to reflect how the enterprise can affect international events and how international events affect the activities of the enterprise.

Peculiarities of the state of the economy- indicate how the level of the economy affects the activity and development of the enterprise.

Social and political variables.

Methodical instructions for completing the task:

The internal environment of the organization—a set of components connected to each other by means of certain structures within the organization. The main variables of the organization's internal environment include: goals, tasks, structures, technologies, people.

goals are specific end states or desired outcomes that a group seeks to achieve by working together.

The structure of the organization is a logical relationship between management levels and functional areas, built in a form that allows the most efficient achievement of the organization's goals.

A task is a proposed job, series of jobs, or part of a job that must be completed in a predetermined manner within a predetermined time period. From a technical point of view, the tasks are not offered to the employee, but to the position that the employee occupies in the organization. Based on the management's decision about the structure, each position includes a number of tasks that are considered as a necessary contribution to the achievement of the organization's goals. It is believed that if the task is completed in the manner and in the time frame as proposed, the organization will operate successfully.

Organization tasks are traditionally divided into three categories. This is work with people, objects (machines, raw materials, tools), information.

Technology— the fourth important internal variable — has a much broader meaning than is traditionally thought.

Technology (from Greek *téchne* — art, skill, skill and Greek *logy* — study) in a broad sense is the amount of knowledge that can be used to produce goods and services from economic resources. Technology in the narrow sense is a way of transforming matter, energy, and information in the process of manufacturing products, processing and processing materials, assembling finished products, quality control and management. Technology includes methods, techniques, mode of operation, sequence of operations and procedures. Technology is closely related to the means, materials and equipment used.

Staff -it is the people who work in the organization that are one of the most important variables. This is due to the great importance of personal professional experience, as well as the fact that the staff takes part in the formation of organizational culture and is its carrier. The staff has the following characteristics:

External environment organizations - understand external institutions or forces that potentially affect the work of the organization.

Some researchers divide the external environment into general and specific. Under the general external environment, everything that is outside the boundaries of the organization is considered. The specific external environment is a part of the

external environment that directly affects the achievement of the organization's defined goals.

The external environment of the organization includes such elements as consumers, competitors, government institutions, suppliers, financial organizations and sources of labor resources related to the activities of the organization.

Environment of direct influence includes factors that directly affect the organization's operations and are directly affected by the organization's operations. These factors include suppliers, labor resources, laws and state regulatory agencies, consumers, and competitors.

Consumer—person, which purchases, orders, uses, or intends to purchase or order products for personal needs.

Competitor - a person, a group of persons, a firm, an enterprise competing for the achievement of an identical goal — owning the same resources, goods, occupying a position on the market.

Suppliers - any legal (organization, enterprise, institution) or natural person, which supply goods or services customers. The supplier carries out business activities in accordance with the terms of the concluded supply contract, which is one of the types of sales contract.

Public organization— a voluntary and organized association of citizens, which is created to realize common interests (cultural, economic, age-related, regional, religious, professional, social, political, etc.).

Bodies of state power is a link (element) of the state mechanism that participates in the performance of state functions and is endowed with powerful powers.

Under the environment of indirect influence are understood as factors that may not have a direct immediate effect on operations, but nevertheless affect them. Here we are talking about such factors as economic development, scientific and technical progress, socio-cultural and political changes, the influence of group interests and significant events in other countries.

Economic development— concept of economic sciences, which marks the transition from one stage of the economy to another, in which in the new period not only the production of the same goods and services that were already produced before increases, but also the production of new goods and services using new technologies takes place compared to the previous period.

Scientific and technical progress— a constant process of development of science, engineering and technology, improvement of work subjects, organizational and management techniques, which allows a person to influence the environment to obtain material and spiritual benefits.

Sociocultural variables— the process of cyclic change and development of social and cultural systems, the transition from one state to another under the influence of a change in the dominant value system. sociocultural and political changes,

Political variables is the growth of the new in the structural and functional features of political phenomena, which ensures both self-reproduction and renewal of the socio-political organism.

Characteristics of the external environment

1. The relationship between the factors of the external environment is the level of strength with which a change in one factor affects other factors. project to overcome energy dependence on other countries.

2. The complexity of the external environment means the number of factors to which the organization must respond, as well as the level of variability of each factor.

3. Environmental variability is the rate at which changes occur in the organization's environment

4. The uncertainty of the external environment depends on the amount of information that the organization (or person) has about a specific factor, as well as the confidence function of this information. If there is little information or there are doubts about its accuracy, the environment becomes more uncertain than in a situation where adequate information is available and there are reasons to consider it highly reliable.

Task 2. Personnel management

During the course of industrial practice, it is necessary to find out the practical aspects of personnel management in the organization (enterprise). For this purpose, it is recommended to consider the peculiarities of personnel management in the following issues:

1) how staff planning is carried out and the organization's needs for employees are determined;

2) how recruitment, selection and hiring takes place;

3) how the adaptation of new employees at the workplace is organized;

4) how management of labor behavior and control with compliance with labor discipline is carried out;

5) how staff activity is evaluated;

6) what motivational packages (programs) operate in the organization;

7) what are the conditions for professional development of personnel;

8) how personnel records are organized;

9) which internal organizational documents regulate labor activities in the organization;

It is also necessary to analyze and evaluate indicators of the structure, movement, level of remuneration and efficiency of personnel management, to draw appropriate conclusions (according to the templates of Tables 1–4).

Table 1 – Quantitative and qualitative composition of personnel in
(name of organization)

Indicators	Years			20__ years to 20__ years (+;-)	20__ years to 20__ years (%)
	20__	20__	20__		
Management staff, persons					
Production staff, persons					
Groups:					
- by age					
up to 30					

30 - 50 years					
50 and older					
- by article					
men					
women					
-by education					
higher					
medium special					

Table 2 – Indicators of personnel movement in _____ (name of organization)

Indicators	Years			20__ years to 20__ years (+;-)
	20__	20__	20__	
Employees, persons are accepted				
Employees, persons left; of them at their own will, dismissed for absenteeism and violation of labor discipline, persons				
Turnover rate for reception				
Turnover ratio in relation to disposal				
Staff turnover rate				

Table 3 – Indicators of remuneration in _____ (name of organization)

Indicators	Years			20__ year up to 20__ years (+;-)
	20__	20__	20__	
1	2	3	4	5
Basic salary fund, thousand hryvnias				
Additional salary fund, thousand UAH.				
including:				
- allowances and surcharges				
- premiums and rewards of a systematic nature				
Incentive and compensation payments, thousand UAH.				
among them: material assistance				
The average registered number of full-time employees, people				
Average monthly salary of 1 full- time employee, UAH.				
The share of salaries of management personnel in the salary fund, %				
The share of wages of production personnel in the wage fund, %				

Table 4 - Performance indicators of personnel management in _____ (name of organization)

Indicators	Years			20__ year up to 20__ years (+;-)
	20__	20__	20__	
<i>Economic efficiency</i>				
Labor productivity, thousand hryvnias/ 1 worker.				
Profitability of personnel costs, %				
Profit per 1st employee, thousand UAH.				
Share of labor costs in total costs,%				
<i>Social efficiency</i>				
The level of staff stability				
The level of staff stability				
Salary fund, thousand UAH.				
Payroll				
<i>Organizational efficiency*</i>				
Level of satisfaction with working conditions				
The level of social and psychological climate in the team				
The level of satisfaction with the norms of employee behavior adopted at the enterprise				
Level of conditions of social development and social protection of personnel				

* is evaluated on a point scale from 1 to 5 points based on the results of a survey of the organization's employees.

The recommended list of intra-organizational and statistical documentation on personnel management (for familiarization and processing, taking into account the specifics of the organization - the basis of production practice):

- Collective agreement, Employment contract;
- Staff list;
- Internal labor regulations;
- Job descriptions (for example, management and/or production personnel);
- Regulations on the personnel department (personnel service);
- Employee training plan;
- Provisions on certification of personnel;

- Employee adaptation program;
- Regulations on the motivation system, etc.;
- No. 1-PV (monthly) "Work report";
- No. 1-PV (quarterly) "Report on labor".

A list of the main regulatory documents regulating labor activity:

1. The Code of Labor Laws (KZpP) of Ukraine.
2. Law of Ukraine "On employment of the population".
3. Law of Ukraine "On Collective Agreements and Agreements".
4. Law of Ukraine "On the procedure for resolving collective labor disputes (conflicts)".
5. Law of Ukraine "On wages".
6. Law of Ukraine "On Labor Protection".
7. Law of Ukraine "On pension provision".
8. Classifier of professions DK 003:2010.
9. Handbook of qualification characteristics of professions.

Task 3. Innovation management

3.1 Characteristics of the innovative activity of the enterprise

In this section, based on the study of information about the researched enterprise, it is necessary to define and describe its activity, which can be carried out in two directions in terms of innovative activity:

The first direction is scientific and technical activity:

- a) research activity;
- b) research and development activity;
- c) implementing (innovative) activity;
- d) service in scientific and technical activity;
- e) consulting services in scientific and technical activities.

The second direction is implementation of innovative activities:

- a) activities related to the implementation of new products (product innovations);
- b) activities related to the implementation of new technologies in production (technological innovations);
- c) introduction of new or improvement of existing organizational approaches to the implementation of activities (organizational and managerial innovations).

After carrying out a description of the directions of innovative activity, the degree of novelty of the company's innovations should be determined: innovations of global novelty; innovations on the domestic market; innovation for the company; expansion of the assortment of already existing goods; updated product; production innovation that leads to a reduction in cost.

Evaluate sources of innovation, among which may be: innovations developed by the enterprise; custom-made innovations developed by domestic scientific institutions; innovations that are purchased from foreign developers.

3.2 Goals of innovative activity of the enterprise

Goals of innovative activity are derived from the general goals of the enterprise. Innovative goals for an industrial enterprise can be as follows:

- 1) development of new products or services due to technological changes;
- 2) development of new products or services that are necessary to achieve marketing goals;
- 3) improvement of products due to both market requirements and technological changes;
- 4) introduction of new technologies or improvement of the existing technological process to achieve marketing goals, for example, improvement of the production process to ensure the appropriate level of prices;
- 5) implementation of innovations and improvements in all main types of activities at the enterprise - in labor relations and office management, in product development or in accounting reports, etc.

3.3 Costs of innovative activity

The subdivision examines the sources of financial support for the enterprise's innovative activities, i.e., the funds used by the enterprise during the implementation of innovations are analyzed. These can be funds of the enterprise itself (depreciation deductions, proceeds from the sale of certain types of property, retained earnings); loan funds; centralized resources (budget financing, preferential investment loans); foreign investments; funds of individual citizens. It is necessary to analyze the structure of costs for innovative activities, i.e. to determine the direction of directing these funds to certain types of activities (conducting research and development experimental works, making trial samples of products; payment of labor to employees who were involved in production as a result of innovations; purchase of new equipment, technology, know-how, raw materials or materials; trial marketing; start of serial production, etc.).

3.4 Factors that contributed to or hindered the implementation of innovative activities

To the factors that hindered the implementation of innovations, can include:

- unsatisfactory general economic condition of the state, peculiarities of the political situation;
- legal legislative restrictions;
- limited financial resources of the enterprise;
- lack of initiative by the company (state) management;
- lack of qualified personnel;
- strong competition on the market;
- misunderstanding of market needs;
- lack of technical advantages or uniqueness of the innovation and others.

To the factors that contributed to the implementation of innovative activities, belong to:

- state support in the implementation of innovations;
- legal support;
- technical progress;
- satisfactory economic state of the state, consumer profits;
- the opportunity to take a profitable loan;
- availability of own patents, licenses;

- management flexibility;
- availability of qualified personnel;
- prospective need, growing market.

Write what, in your opinion, is the most common incentive and, conversely, an obstacle on the way to the implementation of new ideas in the practical life of the enterprise, that is, on the way to the implementation of innovative processes? Give the answer in the form of table 5.

Table 5 – The main factors affecting the innovative activity of the enterprise under study

A group of factors	The main incentives	The main obstacles
Technical and economic		
Organizational and managerial		
Legal		
Social and psychological		

3.5 Conclusions and recommendations for improving innovation management at the enterprise

In the subdivision, it is necessary to propose the main areas of improvement of the efficiency of innovative activity and increase of innovative activity of the enterprise. Make recommendations in an arbitrary form.

For example, propose, at your discretion, an innovation to improve the company's activities and justify the feasibility of implementing the innovation. Draw conclusions in table 6.

Table 6 – Justification of the feasibility of implementing the innovation

The main provisions of the innovation	Content
The name of the innovation	
A goal that must be achieved	
Summary of the proposal	
The essence of the proposal's novelty	

The production practice report should include the following sections:

Introduction

Chapter 1. Organizational and economic characteristics of the enterprise.

Chapter 2. Assessment of the internal and external environment of the enterprise.

Chapter 3. Organization of personnel management system.

Chapter 4. Management of innovations.

Conclusions.

List of used literature.

Appendices

2.4 CONTENT OF PRE-GRADUATE PRACTICE

The pre-diploma practice program was developed in accordance with the educational and professional training program for bachelors in the field of knowledge 07 "Management and administration" in the specialty 073 "Management" (https://snau.edu.ua/wp-content/uploads/2023/05/073-%D0%9C%D0%B5%D0%BD%D0%B5%D0%B4%D0%B6%D0%BC_%D0%B5%D0%BD%D1%82-%D0%91%D0%B0%D0%BA%D0%B0%D0%BB%D0%B0%D0%B2%D1%80.pdf)

Completion of the pre-diploma practice involves an in-depth and multi-faceted (complex) study of the object - the enterprise (organization, institution) chosen as the practice base - according to the chosen direction of its activity, the identification of problems and prospects for its development.

The content of the practice is aimed at forming the necessary general and special (specialist) competencies in the applicants - future bachelors in management.

Task 1. Analysis of the company's activity - the basis of practice

General characteristics of the enterprise: form of ownership, mission, main tasks, areas of activity, types of products or services provided by the enterprise; organizational structure of enterprise management.

Operating subsystem of the enterprise: production volumes of the company's products; level of competitiveness of products (goods, works, services); sales policy, sales channels of the company's products, forms and methods of selling goods (works, services).

Human resources: assessment of the existing personnel potential of the enterprise and its divisions; the degree of compliance of the general education and qualification composition of personnel, its structure with the scientific and technical level of production and its organization; supply of production personnel; labor force movement (by calculating coefficients of turnover, stability, total turnover, turnover from acceptance and dismissal); the degree of validity of tasks to increase labor productivity and reduce labor intensity; identification of labor productivity improvement reserves.

Material and technical subsystem: the state and main directions of development of the material and technical base of the enterprise; the composition of non-current assets, the share of fixed assets in their composition, the company's provision of them; dynamics of fixed assets of the enterprise.

Financial and economic subsystem: the dynamics of the company's profit over 3 years; assessment of the financial result of the enterprise's activity, in the presence of a negative financial result (losses), determination of its causes; assessment of the company's profitability, the dynamics of the volume and the structure of the company's current costs; cost of goods and sold products; calculation of financial and economic indicators of the enterprise's activity: liquidity, solvency, profitability, financial stability of the enterprise, economic efficiency of activity, etc.

A graphical method can be used to visually visualize the calculated values of indicators in dynamics. The study period for evaluation should be the last three

reporting periods (calendar years). The calculated values of the indicators should be analyzed, compared in terms of dynamics and with normative values.

Task 2. Performance of an individual task

Performance of an individual task is formed based on the specifics of the company's activity - the object of research and the topic of the qualification work of the applicant of higher education.

The content of the individual task and the order of its execution are agreed with the practice managers from the university and from the enterprise - the object of the study.

Tasks can be related not only to writing a qualification paper, but also to the department's scientific research work on state budget and economic topics, preparation of student scientific work and reports for a student scientific conference, solving individual problems of the enterprise, etc.

Examples of individual tasks of pre-diploma practice of masters in management of organizations and administration are given below:

1. Management of the organization's competitiveness

To carry out the selection and substantiation of methods for assessing the competitiveness of the enterprise, using the methods of scientific research: resource (technology, availability of capital for internal and external investment, number and qualification of human resources, availability of resources, etc.); actual (monitoring of changes in the company's position on national and international markets); rating (integral display according to one or another system of indicators). To perform the task, it is necessary to use the materials of leading rating agencies, international organizations, experts and own assessments. Summarize the factors of influence and predict the possibilities of increasing the competitiveness of the enterprise.

2. Improvement of personnel management at modern enterprises

Perform a systematic analysis of the main prerequisites and effectiveness of personnel management at the enterprise, assessing the dynamics of staffing; its professional, social and educational structure; dynamics of personnel movement indicators; the effectiveness of the use and influence of the motivational mechanism at the enterprise. Evaluate the implementation of the main stages of personnel management at the enterprise (selection, selection, development, training, certification, transfer, career management, work with the reserve). Determine the role of local legal acts in personnel management (collective agreement, provisions on labor incentives, provisions on subdivisions, job instructions).

With the use of economic-statistical, calculation-constructive, sociological and other methods, justify proposals for improving the effectiveness of the company's personnel management in conditions of uncertainty and globalization challenges.

3. Improving the management of the enterprise's foreign economic activity

Analyze the dynamics of changes in indicators characterizing the export-import activity of the enterprise for the relevant period: volume and rate of change in production; volumes of direct foreign investments; volumes and growth rates of exports of goods and services (in US dollars, in %); volumes and rates of growth of imports of goods and services (in US dollars, in %); UAH/USD exchange rate USA at

the end of the period (year). Analyze the factors that influenced the change in indicators.

Applying the methods of scientific forecasting, economic-statistical and economic-mathematical methods and models, analyze the foreign economic activity of the enterprise in terms of the most significant market segments for it (as exporter and importer) for the last reporting year. Determine trends in price changes in leading foreign markets. Forecast the possibilities of development of the enterprise's economic development.

4. Analysis of the effectiveness of management of the production and technological subsystem of the enterprise

Conduct an analysis of the efficiency of the production and technological subsystem (operational, marketing, commercial, sales, logistics activities) of the enterprise. Determine the level of management of the company's operational activities and substantiate proposals for areas of improvement. Analyze the dynamics of indicators characterizing the volume of sales of goods (performance of works, provision of services) on the domestic and world markets. To investigate the rhythm of work and the seasonality of the sale of goods/services, to determine the factors that determine it. Analyze the state of material support of operational activities. To establish factors of competitiveness of products (goods, works, services) of the enterprise. To develop proposals for improving the management of the product and technological subsystem of the enterprise.

Task 3. In accordance with the individual task and the conducted research, using the best domestic and international practices, develop proposals for improving the researched question, which will be the basis for the preparation of the third (recommendation) section of the qualification work.

The report on pre-diploma practice should include the following sections:

Introduction

Chapter 1. Management of the operating subsystem of the enterprise.

Chapter 2. Human resources management.

Chapter 3. Management of the material and technical subsystem of the enterprise.

Chapter 4. Management of the financial and economic subsystem of the enterprise.

Chapter 5. Individual task.

Conclusions.

List of used literature

2.5 REQUIREMENTS FOR FORMING REPORTS ON INDUSTRIAL AND PRE-GRADUATE PRACTICE

Written report from the completion of industrial and pre-diploma practice - these are the main final documents that provide an opportunity to analyze and evaluate the applicant's activities during practice.

After the end of the internship period, for 10 days, the applicants report in writing on the implementation of the internship program and submit for verification the Report reflecting the results of the implementation of the program tasks.

The report is printed using the Word text editor on one side of a sheet of white paper of A4 format (210 mm x 297 mm), in black font with 1.5 spacing and 14 point, Times New Roman font. The total volume is 25-35 pages.

It is recommended to use margins of the following width on the report pages: top and bottom – at least 20 mm, left – at least 25 mm, right – at least 10 mm.

During the execution of the report, uniform saturation, contrast and clarity of the image should be observed. All lines, letters, numbers and symbols must be clear, unobtrusive and uniformly black throughout the report.

Each structural part of the report begins with a new page. The headings of the structural parts "CONTENTS", "INTRODUCTION", "CHAPTER", "CONCLUSIONS", "LIST OF USED SOURCES", "APPENDICES" are printed in capital letters symmetrically to the text in the centre of the page (without a period). The components of the report "CONTENTS", "INTRODUCTION", "CONCLUSIONS", "LIST OF USED SOURCES" (Appendix G) are not numbered.

Headings of subsections, paragraphs and sub-paragraphs of the report should be printed with paragraph indentation from the first capital letter without a period at the end. If the title consists of several sentences, separate them with a period. Paragraph indentation should be the same throughout the text of the report and equal to 1 cm.

During the internship, the applicant is obliged to keep a Diary (Appendix B), where it is necessary to cover as fully as possible the nature and content of the work performed, the student's participation in the industrial and public life of the enterprise, to record the difficulties faced by the intern, to record observations and comments regarding the activities of the unit, as well as conclusions and suggestions for its improvement. Entries in the diary are made daily. After the internship is completed, the diary is signed by the applicant and the internship supervisor and certified by the company's seal.

A diary showing current work should include:

- a calendar plan for the applicant's implementation of the relevant practice program with an assessment of its implementation;
- the work plan, which is drawn up together with the practice managers from the department and the enterprise;
- conclusions and proposals of the applicant based on the results of the relevant practice;
- final preliminary evaluation of the applicant's work during the internship period by the head of the enterprise.

The diary is regularly checked and signed by the head of practice from the enterprise. After completing the practice, the diary is signed by the applicant and certified by the signature of the practice manager and the seal of the enterprise. At the end of the internship, the applicants prepare reports, sign them at the enterprise and submit them to the department no later than 10 days after returning from the internship.

Therefore, it is necessary to attach to the report on industrial and pre-diploma practice:

- practice diary, duly prepared and certified by the seal of the organization (Appendix B);
- a feedback from the head of practice from the enterprise with a detailed description of the applicant's activities in the organization, information about the level of the report with a mandatory indication of the assessment of the trainee's internship;
- completed documents of the enterprise (annual financial statements, etc.), copies and their samples adopted in the organization's activities (tables, forms, contracts, etc.).

2.6 REPORT PROTECTION PROCEDURE AND EVALUATION CRITERIA

After the end of the industrial and pre-diploma practice in management, the applicants report to the department on the implementation of the practice program. The reports are checked by the head of practice from the enterprise and signs on the title page.

Written reports, together with the diary, are submitted within the prescribed period to the head of practice from the higher educational institution for verification, review and admission to the defense. The written review of the head of practice from the department is entered in the intern's diary. Based on the results of checking the reports, the supervisor makes a decision to admit it to the defense or return it to the student for revision in accordance with the specified comments.

Students who have fully completed the practice program, submitted reports in accordance with the established form and received a positive characterization from the manager of the practice base enterprise are admitted to the defense.

The defense of the reports takes place at the graduation department in front of the committee appointed by order of the rector. The composition of the commission is at least three teachers.

When evaluating practice reports, the commission takes into account the criteria presented below (table 1.2.1).

Applicants who have not submitted and defended reports on industrial and pre-diploma practice in a timely manner are not allowed to take the Unified State Qualification Examination. A student who has not completed the internship program without valid reasons will be expelled from the university. In a separate case, he may be granted the right to undergo practice again during the holidays. A student who has repeatedly received a negative assessment from the commission on practice will be expelled from the higher education institution.

Table 1.2.1 - Evaluation scale: national and ECTS

The sum of points for all types of educational activities	ECTS assessment	Evaluation on a national scale
90 - 100	A	perfectly
82-89	B	good
75-81	C	
69-74	D	
60-68	E	satisfactorily
35-59	F	unsatisfactory with the possibility of redoing the report
1-34	FX	unsatisfactory with mandatory re-passing of practice

Information about the progress of practice and its results are discussed at department meetings, and its general results are summarized at a meeting of the academic council of the faculty.

2.7 PARTICIPATION IN A SCIENTIFIC AND PRACTICAL CONFERENCE

Pre-diploma practice in management is a prerequisite for conducting in-depth empirical scientific research of applicants. The scientific-practical conference is the final stage of the study of individual theoretical and practical management issues, obtained during practice.

Based on the results of practice, the applicant, under the guidance of a teacher of the department, prepares materials for participation in annual student scientific and practical conferences of SNAU or other institutions, in which problematic issues of management in enterprises - bases of practice are highlighted. According to the results of reporting the results of the internship, the commission can recommend the best research for participation in the student scientific and practical conference of the faculty.

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Ministry of Education and Science of Ukraine
Sumy National Agrarian University

Management Department named after Professor L.I. Mykhailova

REPORT

about passing the production (pre-diploma**)**

practice

in _____

_____ district

_____ region

for the period from _____ to _____

Performed by:

student of _____ course _____ group

Speciality 073 "Management"

(surname and initials)

Head: _____

National scale _____

Number of points _____ ECTS grade _____

SUMY -202_

Sumy National Agrarian University

Management Department named after Professor L.I. Mykhailova

PRACTICE DIARY

(type and name of practice)

student _____
 (surname, first name, patronymic)

Institute, Faculty, Department of Engineering _____

Department, cycle commission _ department of management _____

named after Professor L.I. Mykhailova _____

Education and qualification level _____ bachelor _____

Specialty 073 "Management" _____

(name)

_____ 4 (2nd year) _____ course, group _____

Student _____

(surname, first name, patronymic)

arrived at the enterprise, organization, institution

Stamp

enterprises, organizations, institutions " ____ " _____ 202_

(signature) (position, surname and initials of the responsible person)

Left the enterprise, organization, institution

Stamp

enterprises, organizations, institutions " ____ " _____ 202_

(signature) (position, surname and initials of the responsible person)

Table B 4 -The main indicators of the enterprise's activity

Indicators	2 ... r.			Deviation (+ -)
	2 ... r.	2 ... r.	2 ... r.	
1. Commodity products, thousand hryvnias.				
- per 1 average annual employee, thousand UAH.				
per 100 hryvnias of fixed assets, hryvnias				
-per 1 person-hour of direct labor costs, hryvnias				
2. Gross profit, thousand hryvnias.				
- per 1 average annual employee, thousand hryvnias				
3. Net profit(+), loss(-), thousand hryvnias.				
- per 1 average annual employee, thousand hryvnias				
4. Level of profitability (+), unprofitability (-), %				

Table B 5 - Availability of fixed assets and efficiency of their use

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from the base year	
					natural units	%
1.	The average annual cost of the main production assets, thousand UAH.					
2.	Fund security, thousand UAH.					
3.	Funding, thousand hryvnias.					
4.	Fund return (for UAH 100)					
5.	Fund capacity					
6.	Rate of return,%					
7.	Rate of return, %	h				

	costs of future periods								
2.	Circulating funds - everything								
3.	Current assets - everything		100.0		100.0		100.0		h

Table B 8 - Indicators of the economic efficiency of the use of working capital

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from the base year	
					natural units	%
1.	Average annual value of working capital, thousand UAH.					
2.	Revenue from the sale of products, thousand hryvnias.					
3.	Turnover coefficient					
4.	Fixation coefficient, hryvnias.					
5.	Duration of 1 turn, days					
6.	Profitability, %					
7.	The amount of released (additionally involved) working capital, thousand UAH.	h				

Table B 9 - Productivity and wages at the enterprise

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from the base year
1.	Gross production in comparable prices - total, thousand hryvnias.				
	including - crop production				
	- animal husbandry				
2.	Net income (revenue) from sale - total, thousand UAH.				
	including - crop production				
	- animal husbandry				
3.	Average annual number of employees - total, people.				
	including - in crop production				
	- in animal husbandry				
4.	Produced gross products at comparable prices per one average annual worker in total, thousand hryvnias.				
	including - in crop production				
	- in animal husbandry				
9.	Commodity production was produced per one average annual worker in total, thousand hryvnias.				
	including - in crop production				
	- in animal husbandry				
12.	Average monthly salary of 1 employee, hryvnias.				
13.	Specific weight of wages in net income, %				
14.	Received at the rate of 1 hryvnia. wages, hryvnias:				
	- commodity products				
	- profit				

Table B 11 - Main indicators of the economic efficiency of the production of crop (livestock) products

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from the base year
1.	Gross production, c				
2.	Products sold, ts				
3.	Marketability level, %				
4.	Production costs - total, thousand hryvnias.				
	including per 1 ha of sowing (per head), UAH.				
	per 1 t of products, hryvnias.				
5.	Costs for sold products - in total, thousand hryvnias.				
	including per 1 t of sold products, hryvnias.				
6.	Revenue from sale - total, thousand hryvnias.				
	including per 1 t of sold products, hryvnias.				
7.	Profit - total, thousand hryvnias.				
	including per 1 ha of sowing (per head), UAH.				
	per 1 t of products, hryvnias.				
8.	Production profitability level, %				
9.	The level of profitability of sales, %				

Table B 12 - Financial results and profitability of the company's operational activities

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from the base year
1.	Income (revenue) from sales, thousand UAH.				
2.	Net income (revenue) from sales, thousand UAH.				
3.	Production cost of sold products, thousand UAH.				
4.	Gross profit, thousand hryvnias				
5.	<i>Production profitability level, %</i>				
6.	Sales costs, thousand UAH.				
7.	Administrative expenses, thousand UAH.				
8.	<i>Production profitability level, %</i>				
9.	<i>The level of profitability of sales, %</i>				
10.	Other operating income, thousand UAH.				
11.	Other operating expenses, thousand UAH.				
12.	Profit from operating activities, thousand UAH.				
13.	<i>The level of profitability of operating activities, %</i>				

Table B 13 - Indicators of the profitability of the enterprise

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from the base year
1.	Rate of return on assets, %				
2.	Level of return on equity, %				
3.	Level of profitability of activity, %				
4.	The level of profitability of production, %				
5.	Rate of return on fixed assets, %				
6.	The level of profitability of working capital, %				
7.	The level of profitability of production assets, %				

Table B 14 - Indicators of solvency of the enterprise

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from	
					base year	standard
1.	Coverage ratio					
2.	Quick liquidity ratio					
3.	Absolute liquidity ratio					
4.	Net working capital (working capital), thousand hryvnias					
5.	The ratio of current receivables and current payables					

Table B 15 - Indicators of financial activity of the enterprise

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from the base year
1.	Turnover ratio of advanced capital				
2.	Accounts receivable turnover ratio				
3.	Accounts Payable Turnover Ratio				
4.	Repayment period of receivables, days				
5.	Payable debt repayment period, days				
6.	Fixed asset turnover ratio (return on capital)				
7.	Equity turnover ratio				
8.	Capital payback period				
9.	Coefficient of maneuverability of working capital				

Table B 16 - Indicators of financial stability of the enterprise

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from the base year
1.	Coefficient of autonomy				
2.	Coefficient of provision of own working capital				
3.	Financial leverage ratio				
4.	Coefficient of financial dependence				
5.	Coefficient of financial stability (financing)				
6.	Coefficient of financial stability				

Table B 17 - Analysis of the company's profitability

No	Indicators	20__ year	20__ year	20__ year	Deviation (+,-) of the reporting year from the base year
1	Revenue (gross income), thousand UAH.				
2	Value added tax (VAT), thousand UAH.				
3	VAT, in % of revenue				
4	Excise duty, thousand UAH.				
5	Cost of goods sold, thousand UAH.				
6	Cost, in % of revenue				
7	Profit (loss) from sale, thousand UAH.				
8	Rate of return, %				
9	Profit from sales, in % of revenue				
10	Balance sheet profit, thousand hryvnias				
11	Payments to the budget, thousand UAH.				
12	Net profit, thousand hryvnias				

TableAt 18 - Composition and structure of lands

Land types	20__		20__		20__		Normative monetary assessment of 1 hectare as of 20__, hryvnias
	Ha	%	Ha	%	Ha	%	
Common lands							Kh
Agricultural lands							
including arable land							
haymakers							
pastures							
perennial plantations							
Forests							
Ponds and reservoirs							Kh
Other types of land							Kh
Plowing level,%	h		h		h		Kh
Share size, ha							Kh
Share price, hryvnias							Kh
Rent per share, hryvnias							Kh

TableAt 19- Staffing of the enterprise

Categories of employees	Need	Fact	% security
Workers, everything			
Including in crop production			
Among them are combiners			
tractor drivers			
Etc.			
In animal husbandry			
Among them are milkmaids			
Shepherds			
Etc.			
Engineering and technical workers			
Servants			
Security guards			
In total			

Table B 20 - Labor movement (example)

Indicators	20__	20__	20__	Deviation of 20__ year from 20__ year, (+,-)
The average registered number of employees, persons				
Accepted, persons				
Employees, persons left including due to personnel turnover				
TO personnel recruitment turnover ratio (K_{np})				
TO disposal turnover ratio (K_b)				
TO staff turnover rate ($K_{нк}$)				
TO coefficient of constancy of the company's staff (K_{nc})				

Table B 21 - SWOT analysis (example)

<p><u>Strengths of the company:</u> A wide range of services. Sale of a diverse assortment of goods. Competent specialists. The use of innovations in the field of goods, sales technologies, and management. Price flexibility. Sale of high quality goods. Sale of goods made of environmentally friendly and durable materials</p>	<p><u>Weaknesses of the enterprise:</u> A newcomer to the market. There is no own fleet. There are no own stores selling goods. The goods are sold at a high price. Warehouses are located far from railway tracks. Difficulties with storage facilities (specifics of different types of goods)</p>
<p><u>Possibilities of the external environment:</u> Development of the construction market. Development of NTP. Increase in the birth rate of the population. Growing demand for modern high-quality building materials</p>	<p><u>Threats of the external environment:</u> High level of competition. Emergence of new competitors. Dependence on different manufacturers. Decrease in the solvency of the population. Lack of competent specialists on the labor market. Unstable economic situation in the country. Imperfect legislation and tax policy in the state.</p>

Appendix G



Figure D 1 - Organizational structure of the enterprise (example)

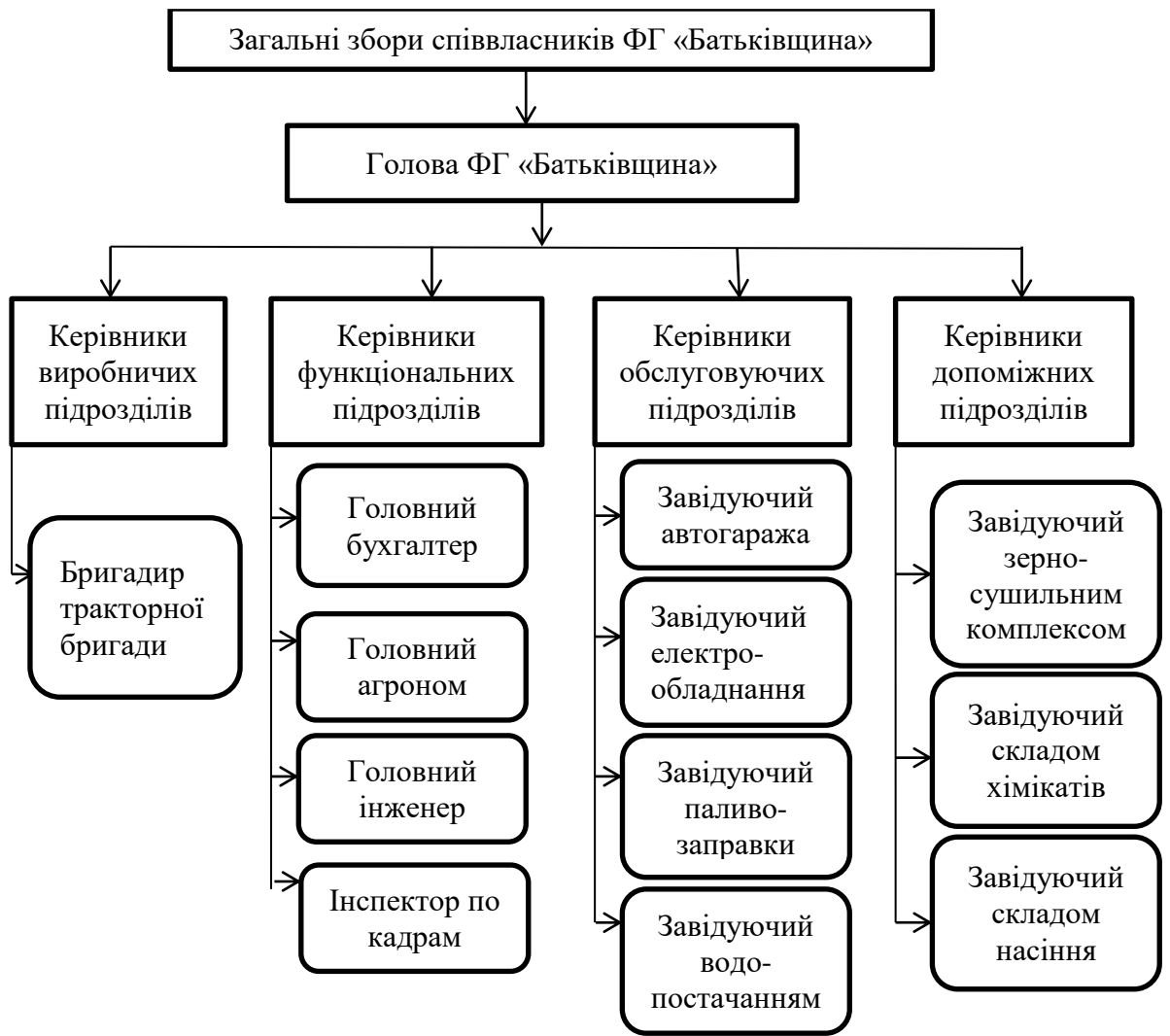


Figure D 2 - Enterprise management structure (example)

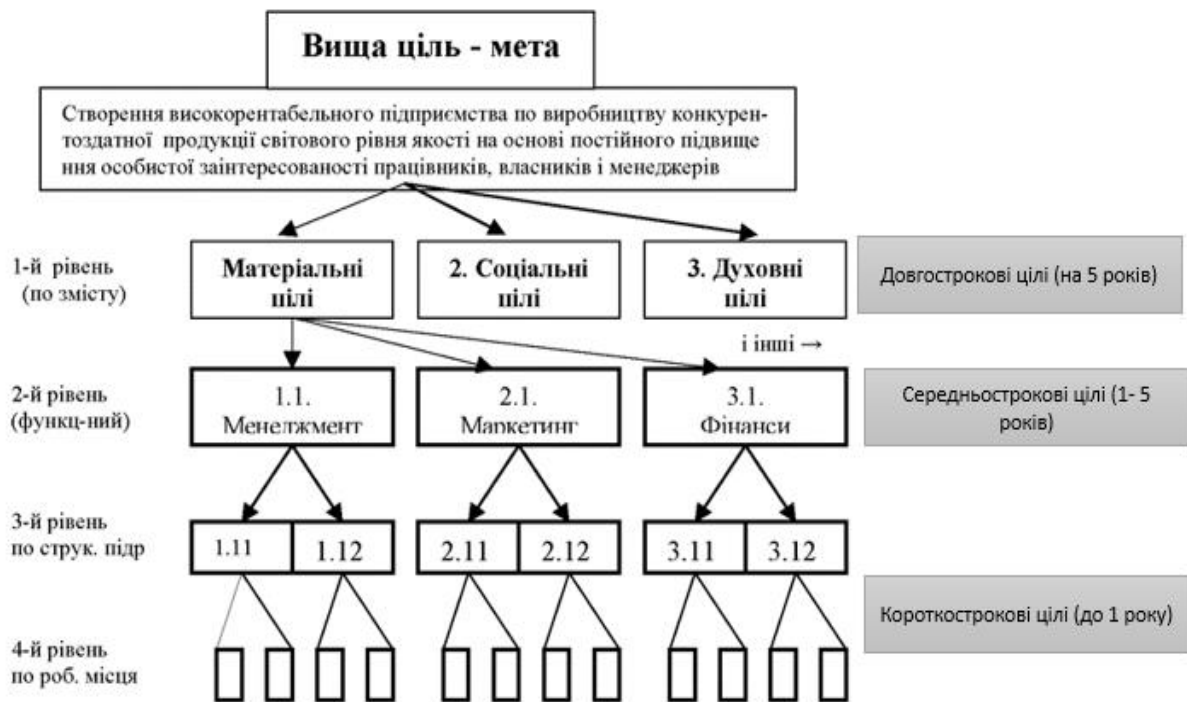


Figure D 1 - "Tree of goals"

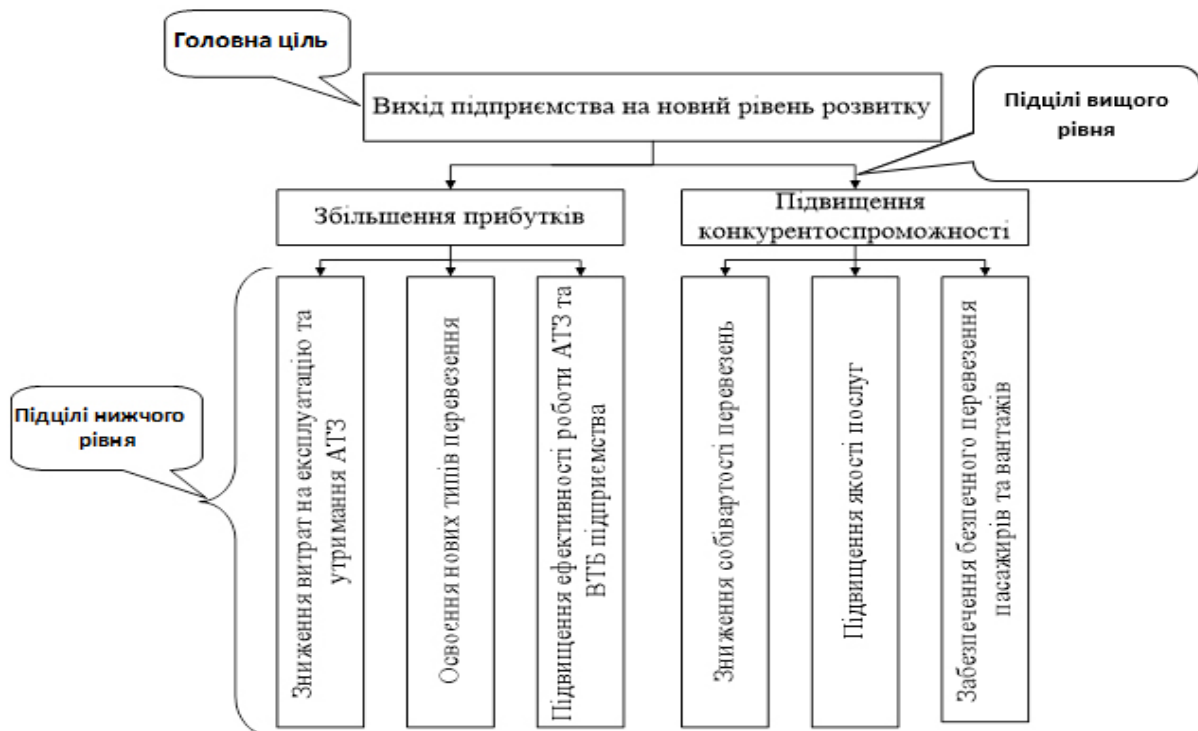


Figure D 2 - "Tree of objectives" (example)

Questionnaire for assessing the current state of management at the enterprise

1. Do you know the "strengths" and "weaknesses" of your company:

- I know from the results of the analysis of the internal environment of the enterprise.
- It is difficult to define clearly.
- Not detected at all

2. What does the company's mission mean to you?

- The purpose of the enterprise.
- The reason for the existence of the enterprise, the philosophy of its activity is clearly defined.

3. Is the mission of your company formulated in the Charter or business plan?

- Yes.
- No.

4. Do you define long-term goals (2-5 years) in front of the team?

- Yes.
- No.

5. In your opinion, there is a need to develop a strategy activityenterprises?

- Yes, it contributes to the success of the enterprise.
- No, at the current stage there is no need.

6. What sections of the business plan are made in the enterprise:

- production program
- marketing plan
- financial plan
- all sections of the business plan
- a business plan is not drawn up
- your option _____

7. What types of personal work plans does the head of the enterprise make:

- per year indicating the list of cases and the period of execution by months
- per month
- a weekly plan with an indication of tasks for each day
- daily
- plans are not made

8. What types of personal work plans do the main specialists of your company make:

- per year indicating the list of cases and the period of execution by months
- per month
- a weekly plan with an indication of tasks for each day
- daily
- plans are not made

9. What types of meetings are most often held in your company:

- educational - for the purpose of imparting certain knowledge to specialists so that they increase their awareness
- instructive - for the purpose of conveying instructions and orders to the participants of the meeting, explaining and detailing them in relation to specific working conditions, defining the tasks of units and executors
- operative to solve production problems
- your option _____

10. What is the total duration of the meeting at the company:

- 1 hour
- 1.5 hours
- 2 hours
- 3 hours
- your option _____

11. How often are operational meetings held:

- | | |
|--|--------------------------------------|
| INwinter-spring period | summer-autumn period |
| <input type="checkbox"/> every day | <input type="checkbox"/> every day |
| <input type="checkbox"/> every week | <input type="checkbox"/> weekly |
| <input type="checkbox"/> every month | <input type="checkbox"/> monthly |
| <input type="checkbox"/> your option _____ | <input type="checkbox"/> your option |

12. What value do you attach to thermal planning and the control system plans?

- Big, because success under conditions of instability is ensured by the planning system.
- For an enterprise, actions are more important than making plans.

13. The planning of the activities of your enterprise is carried out:

- For 1 year.
- For 2-3 years.
- For 4 or more years.

14. What kind of management style do you think is characteristic of your company?

- Authoritarian.
- Democratic.
- Liberal
- A combination of all of the above

15. In the process of making important managerial decisions in your enterprise, the following participate:

- Only the head of the farm.
- Heads of departments and company management.
- Heads of departments, divisions without coordination and target institutions of the company's management.

16. Decision-making in your company is carried out:

- Intuitively.
- Based on the analysis of the company's activities.
- Based on a combination of intuition and the results of analytical work.

17. Management problems, degree of their importance on the enterprise

Problems	It is important	Less important	Missing from your company	Who should resolve
Difficulty finding resources for production activity of the enterprise				
Absence of an effective system of control over performing tasks				
Problems of choosing a management style				
Difficulties of internal analysis and evaluation enterprise environment				
Lack of time for strategic development questions				
Problems of stimulating productive work of subordinates				
Difficulties with the formation of effective enterprise structure				
Difficulties of external analysis and assessment enterprise environment				
Irrational distribution of functions between divisions and officials				
Difficulties of established coordinated work to solve problems				
Problems of motivating workers				
Difficulty with creation and maintenance favorable environment in the team				
Lack of a defined strategy regarding personnel policy of the enterprise				
Drawing up a business plan				
Your version of problems _____				

18. Studying the environment control

Question	Yes	No
Is sufficient attention paid to the organization of the internal audit system?		
Is the distribution of rights, duties and responsibilities agreed with organizational structure of the enterprise?		
Is the control carried out by top management over the performance of delegated rights and duties?		
Are meetings of the founders held regularly?		
Are the decisions of meetings (meetings) formalized in minutes?		
Is there a special body (position) of internal control?		
Are there indicators for evaluating the results of the activities of units and individuals?		
Are there incentives in place?		
Are enforcement measures in place?		
Is there control over the implementation of economic plans? indicators?		

EXAMPLES
FORMATION OF THE BIBLIOGRAPHICAL DESCRIPTION
IN THE LIST OF USED SOURCES
taking into account the National Standard of Ukraine DSTU 8302:2015

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Characteristics of the source	Example of design
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Program and methodical recommendations for passing

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