

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY NATIONAL AGRARIAN UNIVERSITY

CROSS PRACTICE PROGRAM

Methodical recommendations for passing

SUMY – 2023

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Faculty of Economics and Management

Management Department named after Professor L.I. Mykhailova

CROSS PRACTICE PROGRAM

Methodical recommendations for passing

**for applicants of the second (master's) level
of higher education, specialty 073 "Management" OP "Management of
organizations and administration"
full-time and extramural forms of education**

SUMY – 2023

UDC 338.43:658.5.012.2

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M 54 Cross practice program. Methodological recommendations for passing for applicants of the second (master's) level of higher education, specialty 073 "Management" OP "Management of organizations and administration" full-time and part-time study / Oriekhova A.I., Tkachenko V.V., Turchyna S.G. Sumy, 2023. 38p.

The general provisions, purpose, tasks and program of the internship are outlined; main duties of practice participants; requirements and methodical recommendations for drawing up practice reports; criteria for evaluating results. The Appendices contain forms for the preparation of reports and tables for the preparation of a report on professional internship and pre-diploma practice for the second (master's) level of the specialty 073 "Management" OP "Management of Organizations and Administration" of full-time and part-time education.

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Recommended for publication by the Educational and Methodological Council of the Faculty of Economics and Management of SNAU. Protocol No. 9 of April 28, 2023

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INTRODUCTION

The practice of students of higher education is an integral and integral part of the process of training specialists, provided for by the curriculum for this field of training. Professional internship and ppost-graduate practice is a mandatory element of training and acquisition of practical skills, formation of integral and professional competences and consolidation of theoretical knowledge. In the conditions of instability, globalization challenges, increased activity risks and increased competition in foreign and domestic markets, the availability of highly qualified management specialists is almost the only mechanism that can help enterprises realize their opportunities provided by the market.

Students of higher education who study in specialty 073 "Management" of the educational program "Management of organizations and administration" acquire knowledge and competence in the use of modern methods of diagnosis and examination of all types of activities; development of management strategy of organizations in conditions of uncertainty; analysis, planning and optimization of the main economic indicators of the enterprise; justification and choice of organizational forms of business, depending on the situation and factors of development of global and national markets; development and project management; formation of modern quality and safety management systems, etc.

Methodical recommendations contain information that will help the applicant to understand the essence of the program and the tasks of practice, the peculiarities of drawing up a report based on its results.

Completion of a professional internship and pre-diploma practice in the management of organizations and administration is a mandatory educational component of the training of holders of a master's degree in the specialty 073 "Management" at the Sumy National Agrarian University, according to the OPP "Management of Organizations and Administration" for the second (master's) level of higher education of education and provides for the formation of the following competencies in the students:

No	Type of software competencies	Program competence	Code
	General		
1		Ability to conduct research at an appropriate level.	GC 1
2		Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity).	GC 2
3		The ability to act on the basis of ethical considerations (motives).	GC 5
4		Ability to generate new ideas (creativity).	GC 6
5		Ability to abstract thinking, analysis and synthesis.	GC 7
	Professional (special)		
1		The ability to choose and use management-consulting concepts, methods and tools, including, in accordance with defined goals and international standards.	SC1

2		The ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.	SC 2
3		Ability to effectively use and develop the organization's resources.	SC 4
4		Ability to create and organize effective communications in the management process.	SC 5
5		The ability to form leadership qualities and demonstrate them in the process of managing people.	SC 6
6		Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation.	SC 8
7		Ability to plan and carry out scientific and applied research, present their results.	SC 9
8		The ability to design effective management systems for the implementation of strategies of agrarian business entities based on the assessment of the market conditions for agricultural products and food.	SC 11
9		Ability to form and implement quality management policy and effective communications using information systems in corporate structures.	SC 12

As a result of professional internship and pre-diploma practice, the higher education applicant must demonstrate the following learning outcomes:

No	Program learning outcomes	Code
1	Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions.	PLO 1
2	To identify problems in the organization that arise in various spheres of activity (production, socio-economic, informational) and justify the methods of solving them.	PLO 2
3	To design effective management systems of organizations.	PLO 3
4	To plan the activities of the organization in strategic and tactical sections.	PLO 5
5	Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.	PLO 6
6	Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context.	PLO 7
7	Apply specialized software and information systems to solve organizational management problems.	PLO 8
8	Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks.	PLO 10
9	To ensure personal professional development and planning of own time. Apply management concepts, methods and tools for efficient and effective management of the organization.	PLO 11
10	Be able to plan and carry out informational, methodical, material, financial, personnel and intellectual support for the development of the organization (unit).	PLO 13

The curriculum for the specialty 073 "Management" of the OPP "Management of Organizations and Administration" of the master's degree provides 4 weeks of professional internship and 2 weeks of pre-diploma practice in the second semester.

CHAPTER 1

ORGANIZATIONAL PROVISIONS OF THE PRACTICAL TRAINING OF HIGHER EDUCATION ACQUIRES

1.1 Purpose and tasks of practical training of higher education applicants

Enterprises of different organizational and legal status and different types of economic activity, which are legal entities, have been operating on the market for at least one year and carry out production or other types of economic activity, can serve as bases for practical training. The specifics of practice bases for practical training by students of specialty 073 "Management" of the educational program "Management of Organizations and Administration" is their implementation of various types of activities: production, commercial, consulting, trade, financial, foreign economic, etc.

The enterprise where the applicant undergoes practical training becomes the object of his independent applied research. Applicants can independently, with the permission of the department, choose a place of practical training and offer it for in-depth empirical research, having previously concluded an Agreement on practical training. During the period of practice, the acquirer must follow the rules of internal procedure established by the enterprise.

Completion of practical training requires preparation of a list of documents, which is provided to each applicant individually at the Department of Management named after Professor L.I. Mykhailova, as well as in the Dean's Office of the Faculty of Economics and Management.

1.2 Responsibilities of the head of practice from the institution of higher education

Responsibilities of the head of practice from the department. The head of practical training of the applicant is his academic supervisor for the performance of the qualification work, who:

- informs the applicant of the requirements for keeping diaries and compiling practice reports;
- informs about the practice reporting system adopted at the department (making a diary, submitting a written report);
- advises applicants on practice program issues;
- formulates specific individual tasks for conducting research in accordance with the chosen topic of the qualification work;
- approves (approves) the applicant's individual pre-diploma practice schedule;
- directs the scientific research activities of applicants related to the preparation of a report on professional training and pre-diploma practice;
- monitors the implementation of the practice program and compliance by applicants with the rules of the internal procedure;
- checks the reports on the completion of practice (makes comments) and participates in their defense as a member of the commission.

Responsibilities of the practice manager from the practice base. Practice management is carried out by deputy heads of foreign economic relations, heads of foreign economic activity departments, the chief economist or another official of the practice base. For effective practical training at the enterprise, it is necessary to:

- to provide instruction on the implementation of the rules of safety, labor protection and fire safety.
- conduct a tour of the interns at the enterprise, familiarize them with the technology and organization of production (services), as well as help the acquirer obtain information for the preparation of the qualification work.
- to acquaint applicants with the organization of work at a specific workplace, the organization of production, labor and management in management services (departments).
- to explain to applicants the nature and purpose of management work being performed, as well as to entrust their independent performance (if this corresponds to the content of the practice program).
- to carry out methodical guidance and provide assistance to applicants in obtaining the necessary materials both for the implementation of the practice program and for the preparation of qualification work in the future.
- systematically check the correspondence of entries made by interns in the diary, the nature and description of the work performed during the day, certify their completion with his signature.
- to monitor the work of applicants and their compliance with labor discipline, to keep records of going to practice.
- check practice reports, prepare written characteristics of applicants with an assessment of their attitude to work, their compliance with labor discipline, the level of theoretical and practical training.

1.3 Obligations of a higher education student during practical training

Obligations of the acquirer:

- before the start of practice, receive a package of documents necessary for practical training and an individual task for conducting research.
- to arrive on time at the enterprise-base of practice with the relevant documents received at the university. Immediately before the start of the practice, take a safety briefing at the practice base.
- during practice, strictly observe the safety rules and internal regulations in force on the basis of the practice. The starting and ending time of the working day, established for the staff of the practice base, is also mandatory for interns.
- to carry out the instructions of the head of practice from the enterprise, to be responsible for the work performed.
- keep a practice diary (Appendix B) in which to reflect the work performed.
- report to the supervisor of practice from the university about the work performed.

- to represent the Sumy National Agrarian University in a dignified manner, to adhere to generally accepted norms of conduct and ethics of business communication; observe the proper appearance and style of business communication.
- according to the requirements of the program, prepare written reports on practice and submit it to the department in a timely manner. To defend the practice report within the term set by the department.

CHAPTER 2 ORGANIZATION OF PROFESSIONAL INTERNSHIP

2.1 Purpose and tasks of professional internship

The main goal of higher education graduates of the educational program "Management of Organizations and Administration" is to master modern forms and methods of organizing the company's activities, to consolidate professional skills for independent work in real economic conditions using the appropriate training received by the applicants during theoretical training.

The tasks of the professional internship are:

- analysis of organizational and economic activity of the enterprise;
- analysis of the main types of regulatory, informational, reporting and statistical materials and documents related to the enterprise management process and familiarization with the practice of their application;
- systematization of theoretical knowledge acquired during training in accordance with the requirements of practical activity;
- obtaining the necessary knowledge about the methodology and organization of scientific research;
- awareness of the essence and main tasks of scientific activity, their place and role in management processes;
- acquisition of basic skills of scientific research organization, their information support, systematization and implementation of research results;
- consolidation of practical skills of conducting economic research, formation of its informational, legal and methodical support, based on the essence of the problems to be solved;
- development, approval and implementation of proposals to improve certain aspects of the enterprise's activity;
- collection and systematization of materials for the professional internship report.

2.2 Content of professional training

The professional internship program is developed in accordance with the "Programs of normative educational disciplines and practices of master's training in the specialty 073 "Management" OP "Management of organizations and administration".

Completion of a professional internship involves an in-depth and multi-faceted (complex) study of the object - the enterprise (organization), chosen as the practice base - in all areas of its activity, identifying problems and prospects for its development.

Task 1. In the course of professional training, higher education applicants should evaluate the existing ones at the enterprise the structure of management and the structure of the organization's production system. Draw schemes and carry out their system analysis. To justify the changes in the structure of the organization that should be implemented in order to preserve or strengthen the company's position on

the market. To characterize the most optimal tools for carrying out changes for the organization under consideration.

In the process of preparing this section, the student should study:

- the organizational structure of the enterprise, taking into account its organizational and legal form;
- the nature of organizational ties between structural divisions;
- structure and functions of the enterprise's management apparatus;
- regulation of the activity of structural divisions, their internal structure, connections with other structural divisions;
- factors determining the peculiarities of the organizational structure of the enterprise;
- effectiveness of the current management structure.

Task 2. Investigate availability and application at the enterprise specialized software and information systems that solve the tasks of managing the organization.

Task 3. Describe the external and internal factors (reasons) that in most cases lead to changes in agricultural business entities. Form the results in the form of a table according to the example provided.

The reason for the change	Examples (types) of changes
<i>External factors that encourage change</i>	
Market demand	
Offer on the market	
<i>Internal factors that encourage change</i>	
Structure	
Technologies	

Task 4.

Development of a system for motivating team members.

1. Develop a system of stimulating the participants in the process of changes proposed by the teams.
2. During the joint meeting, justify the feasibility of applying the proposed incentive system in practice.

Task 5.

On the basis of information about the agricultural enterprise (practice base), formulate (develop):

- 1) mission;
- 2) critical success factors;
- 3) analysis of strengths, weaknesses, opportunities and threats (SWOT - analysis);
- 4) strategy;
- 5) system of balanced indicators.

Task 6.

Analyze the enterprise's activities in the direction of its implementation of a socially responsible policy, using quantitative and qualitative CSR performance indicators (Table 2.1).

Table 2.1 – Quantitative and qualitative CSR performance indicators

Directions	Performance indicators
Economical	<i>Quantitative:</i> the volume of products produced, the amount of production and circulation costs, revenue from the sale of goods and services, profit, income and expenses of the population, the volume of exports and imports in physical and monetary terms, the amount of internal and external debt, raw material stocks, etc.
	<i>Qualitative:</i> labor productivity, unit cost of production, use of fixed assets, etc.
Ecological	<i>Quantitative:</i> emissions of pollutants into the atmosphere, water losses, emissions of harmful substances, energy consumption, waste generation.
	<i>Qualitative:</i> quality of atmospheric air/water/soil , application of mineral and organic fertilizers, introduction of resource-saving technologies, processing and secondary use of raw materials/materials.
Social	<i>Quantitative:</i> the average salary of employees, the subsistence minimum per person, rates of calculation of a single contribution, various types of assistance, costs of providing a social package, benefits, etc.
	<i>Qualitative:</i> the creation of new jobs, the level of injury at the enterprise, the existence of a code of corporate governance, the number of held educational/educational/social events, the existence of programs for material and non-material encouragement of personnel, the existence of sports and health programs at the enterprise, etc.

If the enterprise does not implement a policy of social responsibility, then develop a CSR strategy for the enterprise under study using the proposed algorithm (Fig. 2.1).

CSR strategy is a corporate document that defines the values and standards according to which the company's operational activities are carried out", and the implementation of CSR involves the implementation of a long-term program of actions aimed at one of the most important tasks for any organization - increasing its attractiveness for investors and authorities and employees.



Figure 2.1 – Stages of developing a corporate social responsibility (CSR) strategy

Task 7.

In order to form relationships with employees on the basis of corporate social responsibility, develop a social package for the staff of the enterprise under study, using the classification of the components of the social package (table. 2.2).

Table 2.2 - Classification of social package components

N o	Types of needs	Components of needs	Filling the social package
1	2	3	4
1.	Physiological needs	the need for food	subsidization or full payment of meals for employees, lunches in canteens of the enterprise, etc
		the need for health support	making contributions to medical insurance, financial assistance for recovery and treatment at the expense of the enterprise
		the need for physical development	provision of subscriptions to sports clubs, swimming pools, etc.
		the need for rest	organization at the expense of the institution of cultural leisure of employees, payment of sanatorium-resort vacations, vouchers.
2.	Needs to improve well-being	housing needs	providing a loan for the purchase of housing, providing young workers with rooms in dormitories, cash payments and compensation for communal services, assistance with renting living space, additional property insurance, etc.
		family needs	payment for education of employed children, placement of children in kindergartens, sports sections, birthday gifts, etc.

1	2	3	4
		financial support	provision of special payments (under the terms of interest-free loans), one-time financial assistance in connection with a wedding, anniversary, birth of a child, burial of relatives, urgent surgical operation, etc.
		encouraging employees to belong to the enterprise	gifts for solemn events, organization of corporate holidays, provision of corporate uniforms, emblems, souvenirs, provision of mobile communication and access to the Internet, company car (for middle managers and above), price discounts on company products, transportation to work and work with the company's transport, etc
3.	Professional and qualitative needs		the need for the professional development of the employee (conducting personnel certification, public awards, the possibility of improving qualifications through various educational programs, obtaining additional education at the expense of the enterprise, participation in practical seminars and trainings

Define:

- priority components of the social package. Justify the proposals.
- what qualities are necessary for successful activity in the position of CSR (corporate social responsibility) manager. From the listed qualities, choose the 5 most important. Justify your choice.

Task 8.

Using the existing methods of diagnosis, to systematize the problems of the enterprise; clarify with managers and specialists of the enterprise whether this or that problem really exists and whether it is correctly formulated, rank each of the registered problems by importance.

As an example (table 3), we give a list of possible problems characteristic of some subsystems of enterprises.

Diagnostics involves determining the essence and features of the problem on the basis of a comprehensive analysis using a certain set of principles and methods of its implementation.

Most of the strategic problems include inefficient management, low competitiveness of enterprises and their products, inflexible pricing policy, inconsistency of the personnel management system with market conditions, etc.

It is worth emphasizing that a strategic problem can be aimed both at overcoming weaknesses and at developing the company's capabilities. This can be confirmed by the diagram developed by the famous Japanese consultant Kenichi Omae, which is focused on the market opportunities of the enterprise. In the diagnostic process, the company's problems and their causes are determined.

The methods used in diagnosis are similar to the methods used by company managers in their daily work: conversations with people, study of documents, participation in meetings, study of statistical materials, observation and comparison.

Table 2.3 - List of possible problems of the enterprise

Problems of strategies	The goals and objectives of the enterprise are not clearly formulated and not quantified
	Enterprise development strategies are not formalized, not evaluated, not selected and not planned
	The system of strategic planning and forecasting is practically absent
Financial problems	Insolvency
	100% non-cash settlements with buyers, suppliers, creditors
	Large debts that require priority repayment
	Claims and search work with debtors of enterprises is not carried out, insufficient organization of work aimed at the restructuring of accounts payable
	High production cost due to small volume of production and irrational cost structure
Problems marketing department	Tasks solved by the department are not clearly formulated and are not understood by the executors
	A portfolio of orders and a production plan for these orders are not formed
	The marketing department is not engaged in market research, customer and competitor research, collection, and generalization.
Problems of the sales department	Lack of dealer and distributor network (distribution channels)
	The lack of stock of finished products in the warehouse leads to the loss of customers
	Changes in the market conditions of prices
	Inconsistency and low efficiency of actions of the marketing and sales department
Problems of the production subsystem	The system of technical support and production preparation on a planned basis is broken
	Depreciation of equipment
	Unsatisfactory condition of the production premises
	Relatively high level of defects in turning production
Planning problems	Hypotheticality, lack of support for current plans of all kinds with financial and raw material resources
	It is necessary to create an automated information system for timely receipt of information necessary for planning
Problems of the organization	The imperfection of the enterprise management structure
	Weak supply of functional departments with office equipment
	There is no modern software even for solving organizational and management tasks
Problems of analysis and control	The function of control, primarily managerial, is very weakly represented
	Low automation of accountants' work

Based on the analysis, build a "problem tree" of the enterprise, which will make it possible to develop a plan of specific actions to solve the problems of this phase with the adjustment of the strategic plan based on the results of the implementation of the problems of the previous phase. An example of a "problem tree" is shown in Fig. 2.2.



Figure 2.2 – An example of an enterprise's "problem tree".

The management of the enterprise, using the "tree of problems", will always have a clear planned system of actions for the development and improvement of production and a system of operational and strategic management of it.

Task 9

By means of Google Forms(Google Forms) create an eNPS survey (from English Employee Net Promoter Score - "staff satisfaction index"), for the purpose of detection equal loyalty of employees of the investigated enterprise, their level of satisfaction, how much they like their workplace and whether they feel that they will stay here for more than one year.

eNPS- it is not only about the staff and their loyalty, but also about the business and its success in general. Therefore, this index is needed to find out:

- is the company ready to grow and develop further at this stage;
- how well-constructed the personnel policy is;
- whether the enterprise is stable in general and from the point of view of labor resources management;
- whether there is any corporate culture at all and how well it "works";
- how many active "HR brand ambassadors" there are with the maximum level of loyalty and the desire to actively seek new opportunities for the development of the enterprise.

Supporting materials for creating a Google survey:

<https://blog.ithillel.ua/articles/enps-implementation-guide>

<https://>

<https://businessyield.com/uk/competitive-research/enps/>

Task 10

Team building- an important investment in the future of any company. Such events help employees get to know each other better and establish a relationship, form a corporate culture - ultimately, all this can increase work efficiency.

In order to create motivation for the joint activity of the investigated enterprise; creating experience of highly effective joint actions; increasing the informal authority of managers; development of program participants' loyalty towards the enterprise, suggest the use of several ideas presented at the link for the enterprise under study and analyze the effect of their implementation for the team:

<https://padlet.com/viktoriyatk/3-n2vpbt079pph/wish/2562930368>

<https://padlet.com/viktoriyatk/3-n2vpbt079pph/wish/2562931043>

The professional internship report should include the following sections:

Introduction

Chapter 1. Organizational and economic characteristics of the enterprise.

Section 2. Peculiarities of management organization at the enterprise.

2.1 Personnel management methods.

2.2 Diagnosis of management problems at the enterprise.

2.3 The role of the manager in the formation of effective management teams.

2.4 The role and importance of personal and team time management.

2.5 Assessment of management effectiveness.

2.6 Peculiarities of the company's socially responsible policy implementation.

2.7 Use of technical management tools and information systems in the manager's work.

Section 3. Problems of modern management.

Conclusions and proposals.

List of used literature.

Appendices

CHAPTER 3

ORGANIZATION OF PRE-GRADUATE PRACTICE

3.1 Purpose and tasks of pre-diploma practice

The main purpose of the pre-diploma internship for students of higher education in the specialty 073 "Management" of the OPP "Management of Organizations and Administration" is to deepen and consolidate the acquired theoretical knowledge of the main professional-oriented components, to master modern techniques and methods of making managerial decisions in the implementation of professional activities, to develop proposals for introduction of the latest management technologies and management tools into business practice; systematic updating and creative application of acquired knowledge in practical activities when solving activity tasks that arise during the implementation of key management functions.

The program of pre-diploma practice and its content must correspond to the direction of scientific research of the applicant and be aimed at the fulfillment of an individual task. During such practice, it is possible to apply new methods and obtain research results, which are necessary for the performance of qualification work.

Tasks pre-diploma practice is:

- formation of information support for the performance of qualification work in accordance with the selected research object;
- determination of the state of development of questions on a selected scientific problem in domestic and foreign scientific literature;
- preparation and processing of analytical materials on the basis of practical research for the implementation of the research part of the qualification work;
- adaptation of theoretical knowledge and methodological tools to the conditions of practical activity of a specific enterprise;
- carrying out calculations and evaluating the effectiveness of management measures proposed by the acquirer in the qualification work for the purpose of improving management and administration;
- approbation of the received research results in practice and assessment of their economic effect;
- substantiation of recommendations and proposals for improving the management activity of the enterprise based on the results of the pre-diploma practice;
- preparation of the analytical section of the qualification work.

3.2 Content of pre-diploma practice

The pre-diploma practice program was developed in accordance with the educational and professional training program of the master of the field of knowledge 07 "Management and administration" with the specialty 073 "Management" of the educational program "Management of organizations and administration" (<https://snau.edu.ua/wp-content/uploads/2022/06/073-Management-Management-organization-and-administration-Master-1.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 masters in management of organizations and administration.

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 graphic 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 estimated values of the indicators must be analyzed, compared dynamically and with normative values.

Task 2. Performance of an individual task

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

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 national and international practices, develop proposals for improving the researched issue, 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.

Section 2. Human resources management.

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

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

Section 5. Individual task.

Conclusions and proposals

List of used literature

CHAPTER 4

REQUIREMENTS FOR FORMING REPORTS ON PROFESSIONAL INTERNSHIP AND PRE-GRADUATE PRACTICE

Written report from professional training 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 practice period, for 10 days, the applicants report in writing on the implementation of the practice program and submit for verification a Report reflecting the results of the program's 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 D) 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 manager and certified with the seal of the enterprise.

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, the following must be attached to the report on professional internship or 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 company 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.).

CHAPTER 5

REPORT PROTECTION PROCEDURE AND EVALUATION CRITERIA

After the end of the term of the relevant type of practice, the applicants report to the department on the implementation of the practice program. The report is checked by the head of practice from the enterprise and signs on the title page.

The written report, together with the diary, is submitted within the prescribed period to the supervisor of the practice from the institution of higher education 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 manager makes a decision to admit it to the defense or return it to the applicant for revision in accordance with the specified comments.

Applicants who have fully completed the practice program, submitted reports in accordance with the established form and received a positive description of the manager from 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 the practice report, the commission takes into account the criteria presented below (Table 5.1):

Table 5.1 - Grading 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	satisfactorily
60-68	E	
35-59	F	unsatisfactory with the possibility of redoing the report
1-34	FX	unsatisfactory with mandatory re-passing of practice

Applicants who have not submitted and defended a report on professional internship and pre-diploma practice in a timely manner cannot be transferred to the next course of study. 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 institution of higher education.

The final assessment is issued by the commission collegially according to the following criteria:

Grade "excellent" - during the writing of the report on the completion of the practice, the applicant completed the main tasks of the practice and the individual

task, drew conclusions taking into account cause-and-effect relationships and mechanisms (algorithms) of the course of phenomena (processes), while defending the report showed the ability to analyze , compare, generalize, abstract and specify, classify and systematize the material and proposed a number of measures to improve the activity of the enterprise (organization), the development of which he approached creatively.

Grade "good" - during the writing of the report on the completion of the practice, the applicant completed the main tasks of the practice and the individual task, drew conclusions taking into account cause-and-effect relationships and mechanisms (algorithms) of the course of phenomena (processes), and at the same time showed sufficient skills when defending the report and skills in working with documentation and information on the results of the enterprise's (organization's) work.

Grade "satisfactory" - during the writing of the report on the completion of the internship, the applicant completed the main tasks of the internship and the individual task, but the conclusions drawn by the student do not take into account cause-and-effect relationships and mechanisms (algorithms) of the course of phenomena (processes), while defending the report the acquirer showed insufficient skills and abilities to work with documentation and information on the results of the enterprise's (organization's) work.

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.

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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 a **professional internship (pre-diploma practice)**

in _____

_____ district

_____ region

for the period from _____ to _____

Performed by:

student of _____ course _____ group

Specialties 073 "Management"

OP "Management of organizations and administration"

 (surname and initials)

Head: _____

National scale _____

Points _____ ECTS grade _____

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 _ Management department _____

named after Professor L.I. Mykhailova _____

Educational and qualification level _____ master _____

Specialty 073 "Management" OP "Management of

organizations and administration"

_____ 1m _____ course, group _____

Student _____ (surname, name,)

arrived at the enterprise, organization, institution

Stamp

enterprises, organizations, institutions " _____ " _____ 202_ year

_____ (signature)

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

Left the enterprise, organization, institution

Stamp

enterprises, organizations, institutions " _____ " _____ 202_ year

_____ (signature)

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

Appendix B**Table B 1- Nomenclature of the main types of products of the enterprise**

Product type	20__			20__			20__ year compared to 20__ year, %	
	piece	Realized 6 units of VAT, thousand hryvnias.	Specific gravity in the structure, %	piece	Realized without VAT, thousand hryvnias.	Specific gravity in the structure, %	by quantity	by value

Table B 2 - Dynamics and structure of commodity products

Types of commodity products	Years						On average for 3 years	
	20__		20__		20__		Thousand UAH	%
	Thousand UAH	%	Thousand UAH	%	Thousand UAH	%		

Table B 3 - Main manufacturers-competitors on the domestic market of the main types of products

Company name	Production capacity, t/year

Table B 4 -Factors of competitiveness of the subject of economic activity

Parameters	Our company	Competitors (Ukrainian companies)
Distance	+	+
Terms of delivery	+	+
Quality	+	+
Price level	Average price	Above average
Assortment	-	-
Reliability	+	+
Reputation	New enterprise	One-time deliveries are made

Table B 5 - Calculation of competitiveness coefficients

Parameters	The weight of the parameters	Our company		Competitors (Ukrainian companies)	
Distance					
Terms of delivery					
Quality					
Price level					
Assortment					
Reliability					
Reputation					
In total					

Table B 6 - Dynamics of the volume and structure of royalties from the sale of intellectual property objects of the enterprise

Indicator	Years					
	thousand hryvnias	%	thousand hryvnias	%	thousand hryvnias	%
Funds received from foreign companies						
Funds received from national companies						
TOGETHER						

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

[\[https://www.facebook.com/groups/1430909570544926/1751694491799764/\]](https://www.facebook.com/groups/1430909570544926/1751694491799764/)

Characteristics of the source	Example of design
Books: One author	1. Bychkivskiy O.O. International private law: lecture notes. Zaporizhzhia: ZNU, 2015. 82 p. 2. Vagina O. M. Political ethics: teaching method. manual Zaporizhzhia: ZNU, 2017. 102 p.
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Cross program

Methodical recommendations for passing

Sumy, PBB, Sumy National Agrarian University, 160 H. Kondratieva St.

Signed for printing: January, 2023. Format A5: Font Times New Roman

Circulation: 100 copies Order _____ U. printing. sheet
