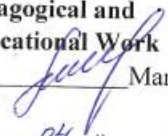


**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY**

FACULTY OF ECONOMICS AND MANAGEMENT

«APPROVE»

**Vice-Rector for Scientific,
Pedagogical and
Educational Work**

 Marharyta Lyshenko

« 04 » 06 2026 y.

CROSS-CUTTING PRACTICE PROGRAM

Implemented within the educational program

"Administrative Management"

in the specialty D3 "Management"

at the second (master's) level of higher education

Sumy-2026

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The protocol of the meeting of the Department of Public Management and Administration dated 04.05.26 No. 18 were considered and approved program

Head of the Department of Public Management and Administration

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The program is recommended for approval by the Academic Council of the Faculty «27» May 2026, minutes No. 13

Introduction

The cross-curricular practice program is compiled in accordance with the educational and professional training program of the second (master's) level of higher education, specialty D3 "Management" of the EPP "Administrative Management"

Practical training of students of higher educational institutions in accordance with Art. 43 of the Law of Ukraine "On Higher Education" is one of the forms of organization of the educational process and a mandatory component of educational and professional programs for all educational levels. The main task of practical training of students is to ensure the quality of training of specialists of second (master's) level of higher education. During practice, the foundations of professional activity, abilities and skills, professional qualities of a specialist are laid. The professional development of the future specialist depends on the quality of tasks performed during the practice period. Solving the task of training highly qualified specialists requires consolidating the theoretical knowledge acquired at a higher educational institution with practical work skills at the enterprise. In modern conditions, the requirements for compliance of the level of training of specialists in higher educational institutions with the requirements of employers, for ensuring the competitiveness of graduates in the labor market are increasing. One of the ways to solve this problem is the step-by-step practical training of future managers with a consistent increase in the level of professional knowledge and practical skills.

Practical training is a holistic process that involves the continuity and sequence of obtaining the necessary amount of practical knowledge and skills in accordance with the educational degree: Master's. Formation of abilities and skills is provided by seminar, practical, laboratory classes, independent work of students and a complex of various practices, the priority goal of which is student development. The practical training of the student is designed not only to ensure the formation of professional skills, but also the professional abilities and personality traits of a manager. **The purpose of professional internship** is to consolidate theoretical knowledge by applicants and to obtain the opportunity to use it in practice, to determine the next direction of professional activity as a manager, to study and analyze problems related to the topic of the diploma scientific research. Applicants summarize all the research that was previously conducted by them during the course and seminar works, writing practice reports, draw conclusions and proposals and submit them for implementation at the enterprise. **The purpose of undergraduate internship** is to prepare an individual task by each applicant for a comprehensive study of aspects of enterprise management, to collect practical and statistical materials for the performance of qualification work.

The main task of practical training is to consolidate the theoretical knowledge obtained in the training process, to develop the ability to make professional decisions in the specific conditions of any business entity, to master modern methods, forms of labor and production organization, and to develop professional skills and abilities in them for making independent decisions during specific work in production conditions, fostering the need to systematically replenish one's knowledge and creatively apply it in practical activities.

Based on the requirements of the standard of higher education "On the approval of the standard of higher education in the specialty D3 "Management" for (master's) second level of education" No. 959 of July 10, 2019, the training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process, involving research and/or innovation and characterized by uncertainty of conditions and requirements. Formation of the personality of a qualitatively new level of a specialist, capable of solving complex non-standard tasks and problems of an innovative and research nature in the field of management of agrarian enterprises and organizations.

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

The enterprise, where the student undergoes practice at each level of training, becomes the object of independent applied research and performance of qualification work on the materials of the enterprise. The cooperation between the educational institution, the student and the enterprise, which is the basis of practice, allows to formulate the topic of the qualification work, 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. Completion of a professional internship and undergraduate practice in management is a mandatory educational component of the training of those obtaining a master's degree in the specialty D3 "Management" at the Sumy National Agrarian University in accordance with the EP "Administrative Management" for the second (master's) level and provides students with the following competencies:

№	Program competence	Code
General		
1	Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity).	GC2
2	Skills in using information and communication technologies	GC3
3	Ability to abstract thinking, analysis and synthesis.	GC7
Professional (special)		
1	Ability to establish values, vision, mission, goals and criteria by which the organization determines further development directions, develop and implement appropriate strategies and plans.	PC2
2	Ability to effectively use and develop the organization's resources.	PC 4
3	Ability to create and organize effective communications in the management process.	PC 5
4	Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation.	PC 9
5	Ability to manage the organization and its development.	PC 10
6	The ability to justify the parameters of the company's development directions, to work out the economic characteristics of the ways of their implementation.	PC 11
7	The ability to form an effective system of accounting and control of the enterprise's activities in order to make effective management decisions.	PC 14
8	The ability to analyze markets, form a system of promotion of goods and services, develop the image of the object of management.	PC 15

As a result of industrial practice, the student must demonstrate the following learning outcomes:

№	Program learning outcomes	Code
1	Identify problems in the organization and justify methods of solving them	PO2
2	To plan the activities of the organization in strategic and tactical sections.	PO 5
3	Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context.	PO 7
4	Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (subdivision).	PO 13
5	To substantiate the parameters of the company's development directions, to work out the economic characteristics of the ways of their implementation.	PO 14

6	Conduct market research on selected value chains using a variety of tools.	PO 16
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The terms and duration of practices are determined by the curriculum and schedule of the educational process. The curriculum for the specialty D3 "Management" of the EP "Administrative Management" of second (master's) level of higher education provides 5 credits in the second semester for professional internship and undergraduate practice.

DESCRIPTION OF PRACTICES

Professional internship and undergraduate practice are the logical conclusion of all types of practice in training a specialist in administrative management. This is the final stage of the student's preparation for the qualification work and the subsequent independent activity in the specialty.

The purpose of the practice is to prepare an individual task for each student on a comprehensive study of aspects of enterprise management, collection of practical and statistical materials for the performance of qualification work.

The task of the professional internship and undergraduate practice is the practical training of students for the Master's degree in the specialty and the formation of the educational characteristics of the skills provided for by the variable parts, the practical use of the knowledge acquired in accordance with the educational and professional program, in the specified primary positions. The purpose of undergraduate practice is to prepare each applicant for an individual task to comprehensively study aspects of enterprise management, collect practical and statistical materials for performing qualification work.

- The objectives of professional internship and undergraduate practice are practical training of applicants at the second (master's) level of higher education in the specialty and the formation of the educational characteristics of skills provided for by the variable parts, the practical use of knowledge acquired in accordance with the educational and professional program in certain primary positions. Professional internship is aimed at gaining professional experience and consolidating managerial competencies in the real environment of the organization.
- Main tasks:
 - - deepening knowledge of the theory and practice of administrative management;
 - - familiarization with the structure of the organization, its functions and management system;
 - - studying the regulatory and legal support of managerial activities;
 - - participation in planning, organization and control of managerial processes;
 - - acquiring business communication skills, preparing official documents and managerial decisions;
 - - analysis of the effectiveness of the managerial activities of a unit or organization;
 - - formation of teamwork skills and making managerial decisions;
 - - familiarization with modern information systems and technologies in management.
- Undergraduate practice is of a research and analytical nature and is directly related to the preparation of the qualification work.
- Main tasks:
 - - collection, systematization and analysis of information on the topic of the qualification work;
 - - conducting a comprehensive analysis of the activities of the organization (or its subdivision) in the field of administrative management;
 - - identification of management problems and substantiation of ways to solve them;
 - - application of modern methods of analysis, planning and assessment of the effectiveness of management decisions;
 - - development of proposals for improving administrative processes;
 - - assessment of the economic, social or managerial effectiveness of the proposed measures;
 - - preparation of analytical materials for writing the qualification work;
 - - testing of individual research results (if possible);
 - - preparation of a report and other materials in accordance with the requirements of the higher education institution.

The object of professional internship and undergraduate practice should be institutions and organizations, agricultural enterprises, farms, enterprises of various forms of ownership, including associations of enterprises, organizations or institutions (vertically and horizontally integrated structures). These should be enterprises and organizations that apply innovative forms and methods of management.

During pre-graduate practice, an individual task is performed and reports are drawn up for each type of practice. The content of the individual task, the procedure for its implementation are determined and agreed upon by the scientific supervisor of the qualification work of the appropriate level. The effectiveness of the individual task largely depends on how correctly the applicant is oriented to the

content of the practical task, its priority issues, as well as on the rational distribution of time allocated for the practice.

An individual task is provided to the applicant before the start of professional internship and pre-graduate practice. Tasks may be related not only to writing a qualification paper, but also to the department's research work on state budget and economic topics, and the preparation of reports for international scientific conferences. Research work during the internship period should be aimed at improving the professional level of applicants.

In the process of professional internship and pre-graduate practice, the applicant, in accordance with the qualification requirements, must:

- Identify problems in the organization and justify methods for solving them;
- Plan the organization's activities in strategic and tactical terms;
- Organize and implement effective communications within the team, with representatives of various professional groups and in an international context;
- Be able to plan and implement information, methodological, material, financial and personnel support for the organization (division);
- Justify the parameters of the enterprise's development directions, work out the economic characteristics of the ways of their implementation;
- Conduct marketing research of selected value chains using various tools.

After completing the professional internship, the student must prepare a practice report in accordance with the content of methodological recommendations. After completing the undergraduate practice, the student must prepare proposals for the academic supervisor regarding the content of the first version of the theoretical and analytical sections of the qualification work. Proposals regarding the content of the theoretical and analytical sections of the qualification work must be logical, evidential, and argumentative in nature and meet the following requirements:

- contain an in-depth comprehensive analysis of the researched problem;
- contain elements of independent research;
- contain calculations using the methods learned during training to determine the economic efficiency of production processes;
- contain an analysis of the investigated problem within the limits of the investigated enterprise sufficient to substantiate the proposals.

At the end of the professional internship and undergraduate practice, the student formulates thorough proposals for improving the company's activities. The complex of developments proposed for further research should be presented in the third section of the qualification work.

A comprehensive report on professional training and undergraduate practice reflects the results of the study of program issues (their status over the past three years), contains conclusions and recommendations, copies of documents and decisions. They must have a clear structure, logical sequence, convincing argumentation, evidence of conclusions and reasonableness of recommendations.

CONTENT OF PRACTICES

The program of professional internship in administrative management by students of the "Management" specialty of the EP "Administrative Management" second (master's) level of higher education

1. To study the organizational and economic characteristics of the object of practice.
2. Study the management system of the practice facility.
3. Assess the level of technologies and management methods, study the organization of production of the main types of products;
4. Analyze the level of resource provision of the object of practice (land, labor resources, capital).
5. Analyze the nomenclature of the main types of products/services of the object of practice
6. Analyze the dynamics of the main economic indicators of the financial and economic activity of the object of practice.
7. To characterize the external environment of the object of practice.

The program of undergraduate practice for students of the "Management" specialty of the EP "Administrative Management" second (master's) level of higher education

Undergraduate practice involves the performance of an individual task that fully corresponds to the topic and content of the qualification thesis. An individual task is given to the student before the beginning of the undergraduate practice. Tasks can be related to writing a qualification paper, as well as to the department's research work on state budget and economic topics, preparation of reports for international scientific conferences. An individual task, as a rule, includes an analysis of the state of the researched problem on the materials of the research object, as well as an analysis of world and domestic experience in solving the researched problem.

REQUIREMENTS FOR THE OBJECT OF PRACTICE

The objects of professional training and undergraduate 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. Enterprises must meet modern requirements, that is, they must apply advanced forms and methods of management and organization of production, planning and economic work, logistics and marketing activities, progressive technologies of administrative management must be introduced at enterprises and institutions. The high level of professionalism of specialists of basic enterprises should ensure the possibility of assisting students in acquiring professional skills and abilities. Practical training of higher education applicants studying at SNAU is carried out by their internship at enterprises, institutions and organizations in accordance with the agreements concluded by SNAU, which provide practical training. (Detailed information is available at the link <https://eim.snau.edu.ua/studentu/praktichna-pidgotovka-studentiv/>). Sumy NAU has a significant network of enterprises (internship bases), which is constantly supplemented by new partners and updated in accordance with the terms of cooperation agreements. The database of current cooperation agreements of SNAU is <https://docs.google.com/spreadsheets/d/1vssr06tzisbgryshb5viud6vvgaehys-/edit?gid=522536613#gid=522536613>. In addition, students can independently choose a suitable place of practice 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 student is doing internship, becomes the object of the student's independent applied research and his performance of qualification work based on actual data of a real organization operating in market conditions. The division of students according to the objects of practice and the appointment of managers is carried out by the department, agreed with the dean's office and the academic department, and issued by the rector's order.

ORGANIZATION OF PRACTICE

MANAGEMENT OF PRACTICE FROM SNAU

Experienced teachers of the graduate department of public management and administration are involved in guiding students' practice. 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 representatives of the dean's office, orientation meetings for students (briefing), which take place before sending them to practice;
- ensuring the implementation of a set of organizational measures before sending students to practice, providing students 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 of materials by students-interns 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 a report;
- checking the practice report and admitting them to the defense;
- taking part in the work of commissions created at the department for the protection of practice reports and their evaluation.

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 practical training in the allotted time for a specific number of students - interns. By order, he appoints the head of the practice from the organization (institution) from among the most highly qualified employees. Management of student interns at workplaces is carried out by managers and leading specialists of the organization who have a full higher education. At the beginning of the practice, the head of the practice at the enterprise is obliged to hold an organizational meeting with the students, and then a tour of the enterprise in order to acquaint the students with the main types of activities of the enterprise, linear and functional divisions and to recommend student interns to the heads of these divisions; 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 students with the necessary information about the company's activities;
- involving students-interns to active participation in the current work of the organization and its structural divisions;
- providing students with the necessary technical means for processing primary information, preparing a report and individual assignments;
- control over the performance of both individual tasks and the entire practice program as a whole;
- checking the student's final report and writing feedback.

RESPONSIBILITIES OF STUDENT INTERNSHIPS

After signing the order on assignment to professional internship and undergraduate practice, students are issued with appropriate referrals and a second copy of the contract. They are the basis for students' stay in the relevant organization during the internship and are presented to the head of the base organization. During the internship, the student 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. It is allowed to enroll students 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. The working hours of the student-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 a student - intern should not exceed 8 hours in a five-day work week, and 7 hours in a six-day work week. It is assumed that 20% of the working time of the student-intern during the internship will be used for the collection of materials, writing and design of the report.

Obligations of student interns during internship:

- before the start of practice, obtain all the necessary organizational and methodical materials and advice on their design at the educational institution;
- arrive on time at the place of practice and document the start of practice;
- observe labor discipline, rules of labor procedures, safety techniques and other norms;
- carry out work at the place of practice in accordance with the received tasks in the mode of operation of the relevant units of the enterprise;
- regularly visit the head of practice from SNAU on the days of his consultations at the department;
- complete 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;
- make a report on practice on time and at the appropriate level;
- defend the practice report within the specified time.

SUMMARY OF PRACTICES

The results of internships - professional internship, undergraduate internship - are drawn up by the student as a written report. It should have a clear structure, logical sequence, persuasive argumentation, provability of conclusions and reasonableness of recommendations. The report should correspond to the program of practice defined in the methodological recommendations.

The written report on the internship is the main final document that provides an opportunity to analyze and evaluate the student's activities during the internship. A report reflecting the results of the program's tasks must be compiled during the internship, checked and approved on the basis of the internship by the internship supervisor and the internship supervisor from the department.

The practice report is comprehensive and contains issues of the professional internship and undergraduate practice program. The report should contain an introduction (2-3 pages), chapters (according to methodological recommendations), conclusions and proposals (1-2 pages), a list of used sources (at least 15 sources) and appendices.

The report includes: title page (Appendix A1); the table of contents, where the names of all sections and subsections of the report are indicated; main part, list of used literature; applications. The total volume of the report is up to 35 pages. A-4 format (not including appendices). Margins should be left on four sides of the sheet: left - 30 mm, right - 10 mm, top and bottom - 20 mm. The numbering of the pages of the report should be continuous, the first page is the title page, the page number is not placed on it. If the report has figures and tables on separate pages, as well as appendices, they must be included in the end-to-end numbering. During practice, the student is obliged to keep a diary (Appendix A2) where it is necessary to highlight the nature and content of the work performed as fully as possible.

Documents (copies) from the enterprise are attached to the practice report

- charter;
- staff list;
- enterprise balance sheet, profit and loss statement and other public information.
- job instruction;
- quality certificates of manufactured products;
- contracts for the supply and sale of products (services);
- documents on personnel management and administration (orders);
- others (on the topic of research).

The completed report together with the filled-in diary is submitted by the student to the practice supervisor from the enterprise (organization) for review. The latter gets acquainted with the report, signs it on the title page (provided a positive evaluation), prepares a description of the student, in which an assessment of the implementation of the practice program, content and design of the report is given.

In the first week after returning from the internship, the report is submitted by the student to the department for registration and verification by the supervisor of the internship in order to allow it to be defended. If there are significant deviations from the requirements regarding the content and design of the report, it is returned for revision. The defense of the practice report is accepted by the commission appointed by the head of the department, with mandatory inclusion in the commission of the head of practice from the department. According to the results of the defense, a differentiated assessment is issued, which is recorded on the title page of the report, in the report and in the score book. A student who has not completed the tasks of the internship program for valid reasons may be granted the right to repeat the internship.

EVALUATION CRITERIA

The author of the report must demonstrate the ability to: logically and reasonably present the material; correctly use statistical, mathematical and other methods; conduct their own research; have generalization skills; formulate conclusions; work with information sources; initiate and justify innovative approaches and directions for solving the problem under study; work with a supervisor, etc.

Reports are evaluated using an interval evaluation scale that establishes relationships between the defense rating indicator, the national evaluation scale and the icts evaluation scale.

In general, a qualitatively completed and defended report is evaluated at a maximum of 100 points. The procedure for converting the rating indicators of the normalized 100-point university evaluation scale into the traditional 4-point scale and the european icts scale is given in table 1.1.

Table 1.1 – Interval evaluation scale

Number of points	Scale rating	
	national	ECTS
90	100 5 (excellent) A	90
82	89 4 (good) B	82
74	81 4 (good) C	74
64	73 3 (satisfactorily) D	64
60	63 3 (satisfactorily) E	60
35	59 2 (unsatisfactorily) FX	35
1	34 2 (unsatisfactorily) F	1

The report is assessed on a 100-point scale and is the sum of the points that the higher education applicant receives for two components:

- 1) completion of the report (maximum number of points - 80);
- 2) defense of the report (maximum number of points - 20).

List of recommended literature

1. DSTU 3008-95 "Documentation. Reports in the field of science and technology. Structure and registration rules". – URL: http://www.sumdu.edu.ua/images/stories/scientific_inf/research/dstu_3008-95.pdf
2. DSTU 8302:2015 "Bibliographic reference. General provisions and rules of drafting". – URL: <http://lib.pu.if.ua/files/dstu-8302-2015.pdf>
3. Official website of the State Statistics Service. – URL: <http://www.ukrstat.gov.ua/>
4. Production economy: education. manual for preparation profession. agrarian higher education institution / Under the editorship V. P. Galushko, H. Stryobel. - Vinnytsia: New book, 2005. - 392 p.
5. Agrarian economy. Farmer. Basic level. Textbook and workbook for professional educational institutions in two volumes. Volume 1, 2013., 620 c.
6. Educational and professional program "Administrative Management" for the second (master's) level. URL: <https://snau.edu.ua/viddil-zabezpechennya-yakosti-osviti/zabezpechennya-yakosti-osviti/osvitni-programi/fakultet-ekonomiki-i-menedzhmentu/> (date of application: 01.02.2026).
7. The official website of the Research Institute of Agriculture Productivity URL: http://www.uapp.kiev.ua/?m=156&CMS_TABLE_PREFIX=site_ua
8. Official website of the National Scientific Center "Institute of Soil Science and Agrochemistry named after O. N. Sokolovsky" URL :<http://www.issar.com.ua/uk/pro-instytut>

9. The official website of the National Institute of Veterinary Medicine and Feed Additives URL: <http://www.scivp.lviv.ua/>

10. Rules for the design of student works: methodological guidelines for teachers and students of full-time and part-time forms of education of the Faculty of Economics and Management / comp. N.I. Strochenko, N.H. Maslak, L.O. Rybina, Sumy: Sumy National Agrarian University, 2025. 47 p

11. Standard of higher education in the specialty "Management" for the second (master's) level of higher education. URL: <https://mon.gov.ua/storage/app/media/vishcha-osvita/zatverdzeni%20standarty/2019/07/12/D3-menedzhment-magistr.pdf> (date of application: 01.02.2026).