

**Ministry of Education and Science of Ukraine**

**Sumy State University**

**Educational and Scientific Institute of Business, Economics, and Management**

**SumDU**

**Methodological Guidelines**

for Completing the Pre-Graduation Practice

for Students Majoring in *073 “Management”*

Bachelor’s Degree

All Forms of Study

Sumy

Sumy State University

2024

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Department of Management named after Oleh Balatskyi, Educational and Scientific Institute of Business, Economics, and Management

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# INTRODUCTION

Practical training of higher education applicants is an integral part of the academic process at Sumy State University and a mandatory component of the educational and professional program in “Management.” Its goal is to equip students with professional competencies and skills in conditions approximated to real market environments. The pre-graduation practice aims to expand and consolidate theoretical and practical knowledge acquired during studies, improve project and analytical skills, collect and structure empirical material for data analysis and prepare viable recommendations in the qualification paper. The practice helps bachelor students reinforce and develop practical skills related to external and internal environment analysis of enterprises/organizations/institutions. This practice plays a critical role in completing the qualification paper and preparing for future professional activities.

The pre-graduation practice program for bachelor’s students majoring in 073 “Management” has been developed in accordance with higher education training requirements and the “Regulation on the Organization and Conduct of Practices for Higher Education Applicants at Sumy State University.” It outlines key requirements for the planning, organization, content, implementation, and assessment of practices.

Methodological supervision of the practice is carried out by the Department of Management, named after Oleh Balatskyi. Practice supervisors from the University monitor the organization and quality of the practice. Supervisors are appointed in accordance with the University’s internal regulatory documents.

# 1. PURPOSE AND TASKS OF THE PRACTICE

**The purpose of the pre-graduation practice** is to facilitate the professional development of a specialist capable of applying acquired knowledge and skills from academic disciplines. It aims to strengthen and expand the student’s practical competencies in general and specialized subjects needed to complete the qualification paper and to operate effectively in the management field using modern research methods and information technologies.

**The practice ensures the achievement of the following learning outcomes:**

* demonstrate knowledge of theories, methods, and functions of management, as well as modern leadership concepts;
* exhibit skills in identifying problems and substantiating managerial decisions;
* describe the content of functional areas of activity within an organization;
* apply skills in searching, collecting, and analyzing information, calculating performance indicators, and substantiating decisions;
* demonstrate organizational design skills;
* evaluate legal, social, and economic implications of organizational operations;
* conduct research individually and/or in a team under leadership.

The practice involves the following **tasks**:

* in-depth acquisition, expansion, systematization, and consolidation of theoretical knowledge in the field of management;
* definition of the purpose, tasks, object, and subject of the pre-graduation practice;
* collection of materials for the qualification paper, including scientific and analytical observations, analysis of economic and managerial processes, and synthesis of results to develop personal perspectives and grounded recommendations for solving specific issues;
* preparation of a full set of practice report documentation.

**2. PROCEDURE FOR PRACTICE COMPLETION AND DISTRIBUTION OF RESPONSIBILITIES**

Students of the educational and professional program “Management” complete their pre-graduation internship at enterprises, organizations, or institutions across various sectors of the national economy and public administration of Ukraine, as well as at foreign organizations (based on formal agreements), which serve as the practice bases.

The essential criteria for selecting a practice base include:

* the presence of structural subdivisions relevant to the “Management” program;
* availability of qualified personnel able to provide proper practice supervision;
* capacity to allocate temporary workplaces for students during the practice period;
* mandatory provision of safe conditions for practice completion;
* access to internal documentation regulating the activities of the organization’s units, necessary for acquiring practical skills;
* ability to fully implement the practice program;
* opportunity to involve interns in regular positions aligned with the practice goals;
* access to libraries, laboratories, and technical or other documentation essential for practice tasks (in compliance with the host organization’s confidentiality policies);
* availability of modern information and technological infrastructure required for the practice.

Practices are held in accordance with the academic schedule. General management is carried out by the Department of Management, named after Oleh Balatskyi, while organizational responsibility lies with the head of graduation practices.

Only students who have fully completed their academic curriculum and have no outstanding academic debts are permitted to participate.

Prior to the practice, students must attend a mandatory orientation session where they receive their individual assignments, instructions on the completion procedure, reporting requirements, and other organizational details.

Students may choose a placement from among pre-approved practice bases or independently propose a practice location. In case of regional requests for specialist training, practice bases may also be suggested by the relevant authorities.

Students who are employed in a field relevant to their studies may undergo the practice at their workplace (including abroad), provided the practice program is fully completed. The practice can be completed during the academic schedule or throughout the year and recognized under the credit transfer system, in line with the University Regulation on the Recognition of Prior Learning Achievements Acquired Through Non-Formal Education.

Students simultaneously enrolled at SSU and a foreign higher education institution may complete their internship abroad.

Practices for international students may be arranged either in Ukraine or in their country of residence.

Sample List of Internship Bases:

* LLC “Road Construction”;
* Sumy City Council;
* Romny Curtain and Tulle Factory (RCTF);
* Sumy City Employment Center;
* LLC “AMS Bridge LLC”;
* LLC “Optimized Operations”;
* LLC “VP Polisan”;
* LLC “Kusum Pharm”;
* LLC “Avis-Ukraine”;
* LLC “BroCoders”;
* LLC “Global Bilgi”;
* LLC “Kerameia”;
* LLC “Silicate Concrete”;
* LLC “Jet Sale Service”;
* LLC “Electroprivod”;
* State Vocational Education Center of the State Employment Service;
* Staffing Center “Personnel”;
* PJSC “Tekhnolohiia”.

**Practice Organization and Management**

The Practice and Integration Department for Liaison with Employers, in accordance with the Regulation of the Department, is responsible for coordinating the practice process at the university-wide level.

The main document regulating the organization of a specific type of practice is the Practice Order, prepared by the Practice and Integration Department. This document specifies:

* the practice period;
* the distribution of students among the practice bases;
* the appointed practice supervisors from the department.

Before the start of the pre-graduation practice, the department head submits information on the internship supervisors and practice placements and ensures the conduction of safety, occupational safety, and other mandatory briefings.

In addition, prior to the beginning of the practice, a Letter of Agreement must be issued by the host enterprise / organization / institution (from any sector of the economy), confirming acceptance of the student for the practice, and must be duly signed and sealed (Appendix A).

*Responsibilities of the Student Practice:*

* obtain from the university practice supervisor all necessary documents prior to the start of the practice (i.e. methodological guidelines, practice program, individual assignment, etc.) as well as consultations regarding documentation procedures;
* arrive at the practice base on time;
* attend the practice base according to the academic schedule and the academic curriculum;
* fully perform all tasks as defined in the practice program;
* comply with occupational safety regulations, safety rules, industrial sanitation standards, and the internal regulations of the practice base;
* prepare the practice report and successfully complete the practice assessment in accordance with the University’s academic integrity policy.

If any deficiencies in the organization of the practice arise, the student has the right to notify the pre-graduation practice supervisor from the department.

The direct supervision of the student is carried out by the university practice supervisor, appointed by the department head no later than one month before the practice begins, and selected from among the department’s academic and teaching staff.

*The responsibilities of the university practice supervisor include:*

* conducting briefings on occupational safety and fire safety;
* providing each student with an individual assignment (Appendix B), which considers the specific conditions and opportunities of the practice base and aligns with the goals and objectives of the practice program;
* monitoring the student’s arrival at the practice base and overseeing the completion of the practice tasks;
* offering consultations and methodological support to students throughout the practice and during report preparation;
* participating in the practice report defence, either individually or as a member of the evaluation committee;
* compiling reports on practice results achieved by students.

The responsibilities of the on-site supervisors, appointed by the host organizations through internal orders, are defined in separate sections of the agreements on conducting practices for university students.

*Responsibilities of On-site Supervisors and Practice Bases:*

* officially assign qualified specialists to provide direct supervision of student trainees;
* create all necessary conditions for students to complete the practice

program.

# PRACTICE CONTENT AND PROGRAM. STRUCTURE AND CONTENT OF THE PRACTICE REPORT

The content of the practice is defined by the individual assignment, issued and agreed upon with the student.

The individual assignment for completing the practice is developed by the practice supervisor from the department, taking into account the specifics of the bachelor’s qualification paper topic and the practical possibilities of the particular practice base.

Based on the empirical material collected during the practice, the knowledge gained, and the scope of work performed, the student prepares the practice report in accordance with the approved individual assignment.

The practice report must include the following components:

* title page (Appendix B), containing the signature of the supervisor from the practice base (certified with a stamp) and the signature of the pre-graduation practice supervisor from the department;
* individual assignment for the practice (Appendix C);
* table of contents;
* introduction;
* main body;
* conclusions;
* list of references;
* appendices.

The optimal length of the report is 20–25 pages, not including materials presented in the appendices.

In the report, it is necessary to: highlight the issues specified in the individual assignment for the pre-graduation practice, provide comprehensive answers to the stated questions regarding the specific features of management in enterprises / organizations / institutions of different branches of the economy using regulatory and instructional-methodological materials, as well as reporting data, and draw conclusions based on the analysis results. In those cases where it is not possible to highlight certain issues due to the specifics of the enterprise's activity, it is not necessary to cite text from textbooks or instructional materials. It is sufficient to justify the reasons leading to such circumstances.

General requirements for the content of the pre-graduation practice report of the educational level “Bachelor” are presented in Table 3.1.

Table 3.1 – General requirements for the content of the pre-graduation practice report in the specialty 073 “Management”

|  |  |  |
| --- | --- | --- |
| **Structural element of the report** | **Content** | **Recommended volume** |
| ***Title page*** | Completed on a standard form as shown in **Appendix B**. The title page must include the stamp of the practice base, as well as the signatures of the student and the practice supervisors. | 1 page |
| ***Individual assignment*** | **The individual assignment** **(Appendix C)** includes the goal, main tasks, and calendar schedule of the practice. The assignment is issued by the practice supervisor of the department in accordance with the chosen qualification work topic. | 1 page |
| ***Table of contents*** | An example of the table of contents formatting is shown in **Appendix D**. | 1 page |
| ***Introduction*** | Justify the relevance of the topic, define the goal and tasks of the pre-graduation practice, indicate the object on the basis of which the report was written, and the information base used for preparing the report. | 1–2 pages |
| ***Main part*** | **The first chapter** should provide a general description of the practice base: organizational and legal form, industry affiliation, legal and actual address, total number of employees, including the management staff, etc.  **The second chapter** **(analytical and research)**: the student should analyze the actual state of the studied problem and the questions indicated in the individual assignment, based exclusively on the materials of the practice base and its external and internal environment, using accumulated empirical material, and applying relevant theoretical knowledge and methodological tools. | 15–20 pages (excluding appendices, table of contents, introduction, conclusions, and list of used sources) |
| ***Conclusions*** | Briefly formulate the main results of the pre-graduation practice, indicating the completeness and degree of elaboration of the stated questions in the individual assignment. | 2–3 pages |
| ***List of used sources*** | Must include sources formatted according to APA style, and which are cited in the main text. | |
| ***Appendices*** (provided if necessary) | Appendices may include materials required for the work, but inclusion in the main part is not appropriate. For example:   * company charter, * regulations on functional departments; * job descriptions, staffing table; * forms of accounting, financial and statistical reporting; * supplier contracts,   directive documents: orders, instructions, reference information for analytical and forecast calculations. | |

# FORMATTING RULES FOR THE PRACTICE REPORT

* 1. **General requirements**

The practice report must be completed and formatted in accordance with all technical requirements for scientific papers, set out in DSTU 3008-95 “Documentation. Reports in the field of science and technology. Structure and formatting rules.”

It must be written in correct Ukrainian language (for Ukrainian versions), maintaining an academic style. The student should present the content and results of the research concisely, logically, and convincingly, avoiding redundancy, unfounded statements, and tautology.

The report text must be prepared using computer equipment, printed on one side of A4-size white paper (210x297 mm).

In typewritten format, the text should be printed with 1.5 line spacing, using Times New Roman font, 14 pt size. The following page margins should be used: top and bottom – 20 mm, left – 30 mm, right – 15 mm.

Paragraph indent should be consistent throughout the text and equal to five characters (1.25 cm).

Word hyphenation is not allowed. Uniform density, contrast, and clarity must be maintained throughout the report. All lines, letters, digits, and symbols must be equally black throughout the text.

Words should not be abbreviated, except for conventional abbreviations. Below are several commonly accepted abbreviations used in formatting qualification papers:

* after enumeration (e.g., etc., i.e., and so on);
* in references (e.g., see – see, fig. – figure, tab. – table);
* for centuries and years (e.g., cent., yr., yrs.).

Proper names, including surnames, names of enterprises, institutions, and organizations must be given in the original language.

# Structural elements of the practice report

Headings of structural elements and section titles should be centered, printed in uppercase letters without a period at the end, and not underlined.

Subsection titles should begin with a paragraph indent, printed in lowercase letters (except the first letter), not underlined, and without a period at the end. If a heading consists of two or more sentences, separate them with a period.

The space before and after headings must be two lines. The spacing between lines within the heading and between two headings must match the regular text line spacing.

Section, subsection, and item titles should not be placed at the bottom of the page if only one line of text follows.

# Page numbering

Pages of the practice report must be numbered using Arabic numerals, with continuous numbering throughout the entire text. The page number is placed in the upper right corner of the page without a period.

The title page, individual assignment, table of contents, first page of the introduction, and the page with the heading “APPENDICES” are included in the total continuous numbering, but the page number is not printed on these pages.

# Section and subsection numbering

Sections and subsections must be numbered using Arabic numerals.

Sections are assigned sequential numbers within the body of the report and are marked with Arabic numerals without a period, for example: SECTION 1, SECTION 2.

Subsections must be numbered within each section. The subsection number consists of the section number and the serial number of the subsection, separated by a dot. No period is placed after the subsection number, e.g., 1.1, 1.2, etc.

# Illustrations

Illustrations (figures, charts, diagrams, schemes) should be placed directly after the text where they are first mentioned, or on the next page. All illustrations must be referenced in the text.

Illustrations must have a title placed under the figure. If necessary, explanatory data (caption text) is placed under the title.

Illustrations are numbered with Arabic numerals in sequential order within each section, except for those in the appendices.

The figure number consists of the section number and the sequential number of the figure, separated by a dot, e.g., Figure 2.2 – the second figure in the second section.

An illustration is designated by the word "Figure", its number, and its title, separated by a dash. The title is written in lowercase (except the first capital letter), should be concise, and reflect the content of the figure. For example: Figure 2.1 – Organizational structure diagram.

These identifying elements of the illustration are placed after the explanatory data (if any), starting from a new line and formatted as a standard paragraph.

There must be a single blank line before the figure, before and after the title.

# Formulas

Numerical material is usually presented in the form of tables.

A table must be placed immediately after the text where it is first mentioned, or on the next page. All tables must be referenced in the body of the report.

The title of the table consists of the word “Table”, its sequential number, and the actual title, which should briefly reflect the content of the presented data. All these elements must be formatted according to the provided sample.

The full table title is indicated once above the table on the left with a paragraph indent. In case part of the table is continued on the next page, the line “Continuation of Table X” is written above it, where X is the table number.

Tables are numbered with Arabic numerals sequentially within each section, except for tables included in the appendices. The table number consists of the section number and the sequential number of the table, separated by a period, for example: Table 2.1 – the first table in Section 2.

The column headings of the table begin with a capital letter, and the subheadings – with a lowercase letter if they form one sentence with the heading.

Subheadings with independent meaning begin with a capital letter. No periods are placed at the end of table headings or subheadings. Column headings and subheadings should be in singular form.

*Example of table formatting:*

Table 4.1 – Indicators of employee performance efficiency in the organization

|  |  |  |
| --- | --- | --- |
| № | Processes | Indicators |
| 1 | Developing evaluation criteria | Identifying criteria for assessing employee qualifications. Identifying criteria for assessing employee performance. |
| 2 | Employee qualification assessment | Determining compliance with the position held or desired. Reviewing job salary. |

For further detail of the list, use Arabic numerals with brackets (second-level detailing).

All text items in the list must be grammatically subordinate to the main introductory phrase. It is not recommended to break the phrase with prepositions or conjunctions (e.g., on, from, to, so that, that).

# Formulas

Formulas and equations must be placed directly after the text in which they are first mentioned, centered on the page.

There must be one blank line above and below each formula or equation.

Formulas and equations in the report (excluding those placed in the appendices) must be numbered sequentially within each section.

The formula number consists of the section number and the sequential number of the formula or equation, separated by a period, for example:  
Formula (1.3) – the third formula in Section 1.

The formula number is indicated at the level of the formula, in parentheses, aligned to the right edge of the line.

Explanations of the meanings of symbols and numerical coefficients included in the formula or equation should be provided immediately below the formula, in the order in which they appear.

The explanation of each symbol and coefficient starts from a new line, beginning with the word “where”, without a colon, and with a paragraph indent.

Splitting formulas or equations into the next line is allowed only at the operation signs, and the operation sign should be repeated at the beginning of the new line. When splitting at the multiplication sign, use the “x” symbol.

Formulas that follow each other without separating text must be separated by commas.

*Example of formula formatting:*

(1.1)

where – average daily number of clients overall, persons/day;

– quarterly number of clients overall, persons/quarter;

– number of working days in a quarter.

# References and citation

When writing the practice report, the student must provide references to the sources, materials, or individual results presented in the report, or to the ideas and conclusions used to develop the problems, tasks, and questions studied. Such references allow locating the documents, verifying the accuracy of the cited information, providing necessary details, and helping to clarify their content, language, and scope.

The student should format references in the pre-graduation practice according to APA style, which can be done using Google Scholar tools (see Figure 4.1).

*Example of in-text citation:*

*Quotation in the text*: «... як вказує експерт (Мендрік, 2010), у Словаччині МОЗ приймає рішення щодо рівня відшкодування витрат на лікарські засоби протягом лікування».

*Corresponding entry in the list of used sources:*

6. Мендрік, О. (2010). Перспективи використання оцінки медичних технологій в Україні. Досвід провідних країн світу. *Український медичний часопис*, (6), 15-17.

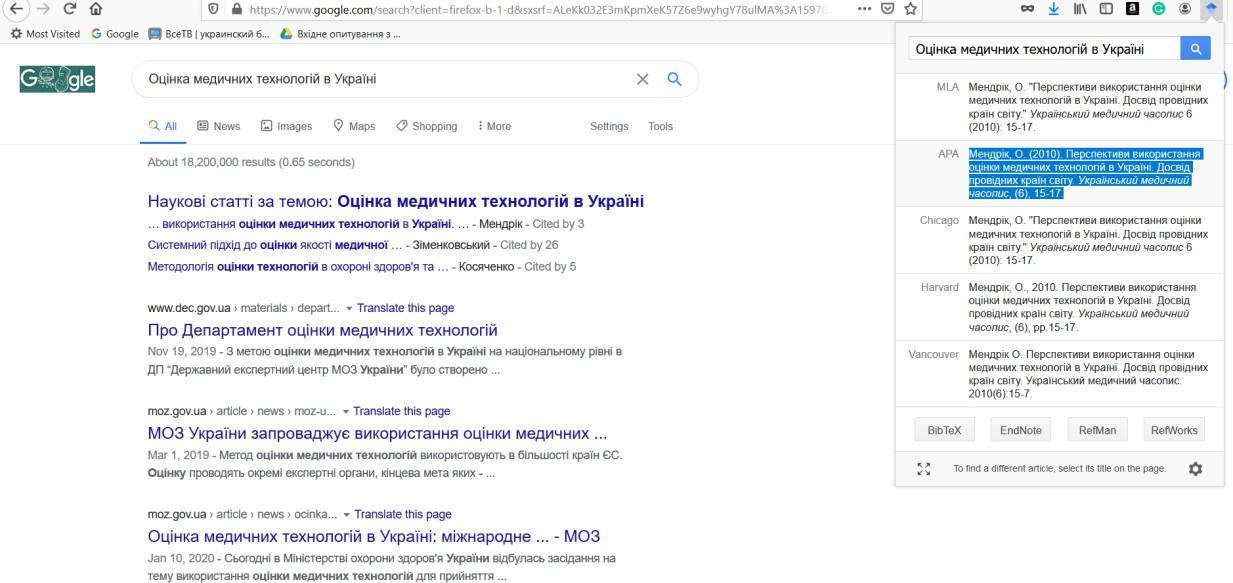


Figure. 4.1 Examples of citations of scientific articles (APA style)

To support your arguments with a reference to an authoritative source or to critically analyse a particular printed work, you should cite it. Scientific etiquette requires an exact reproduction of the quoted text, since the slightest abbreviation of the excerpt may distort the meaning intended by the author.

**General citation requirements:**

a) The quotation must be enclosed in quotation marks and reproduced in the exact grammatical form used in the original source, preserving the author’s writing style;

b) The citation should be complete, without arbitrary cuts or distortion of the author’s ideas. Omissions of words, sentences, or paragraphs are allowed only if they do not distort the original meaning, and should be marked with three dots (…) in any part of the quotation;

c) Each quotation must be accompanied by a reference to the source;

d) When paraphrasing or summarizing the ideas of other authors, the student must be extremely accurate in presenting those ideas, respectful in evaluating their results, and always include the corresponding source reference;

e) If the author of the report wants to express their attitude towards particular words or thoughts in a citation, an exclamation mark (!) or question mark (?) may be placed in parentheses after those words.

**4.9 Drawing up the list of sources used**

The list of used sources should be arranged in one of the following ways: in the order in which they appear in the text, or alphabetically by the last name of the first author or by title, or in chronological order.

The list of used sources is an element of the bibliographic apparatus that contains bibliographic descriptions of the used sources and is placed after the conclusions. For writing the report, it is recommended to arrange the sources in alphabetical order.

The bibliographic description of the list of used sources can be prepared by the student in accordance with the Order of the Ministry of Education and Science “On Approval of Requirements for Dissertation Formatting” dated 12.01.2017 № 40, namely APA- (American Psychological Association) style.

Table 4.2 Examples of bibliographic description formatting for the list of used sources cited in the report

|  |  |  |
| --- | --- | --- |
| **Characteristics of the source** | | **Example of design** |
| **Books** | One author | Ponomariv O. D. Culture of the Word: Linguistic and Stylistic Advice. 2nd ed., ster. Kyiv: Lybid, 2001. 240 p. [in Ukrainian]. |
|  | One author (APA style) | Tymoshyk, M. V. (2004). Publishing and editing. Kyiv: In Yure [in Ukrainian]. |
|  | Two or three authors (APA style) | Dev, K., & Sarah, F. (2011). Illicit Financial Flows from Developing Countries Over the Decade Ending 2009, Global Financial Integrity, Washington DC. |
|  | Three or four authors (APA style) | Hubbard, R. G., Koehn, M. F., Omstein, S. I., Audenrode, M. V., & Royer, J. (2010). The mutual fund industry: Competition and investor welfare. New York, NY: Columbia University Press. |
|  | Book without author (with editor, etc.) (APA style) | Fihol, N. (Ed.). (2009). Ukrainian. Kyiv: NTUU “KPI” [in Ukrainian]. |
|  | Author and translator (APA style) | Twenty-four hours a day. (2010). Miami, FL: BN Publishing. |
| **Parts of the publication** | Articles from periodicals (APA style) | Roik, M. (2014). Current state of registration of representatives of the Salix genus. Bioenergetics, 1(5), 21-23 [in Ukrainian]. |
|  | Chapter of the book (APA style) | Balashova, Ye. (2014). In Strategic Studies. A. Sukhorukov (Ed.), Investment security priorities (2nd ed.). (pp. 5-9). Kyiv: Naukova Dumka [in Ukrainian]. |
|  | Abstracts of reports, conference materials (APA style) | Polishchuk, O. (Ed.). (2008). Software engineering, Proceedings of the conference of young scientists. Kyiv: Nauka [in Ukrainian]. |
| **E- resources** | Books (APA style) | Ingwersen, P. (1992). Information retrieval interaction.  Retrieved from http://www.db.dk/pi/iri |
|  | Legislative documents (APA style) | On the National Police. No. 580-VIII § Section II 6. (2015) [in Ukrainian]. |
|  | Periodicals (APA style) | Telizhenko, O., Pavlenko, O., Martynets, V., & Rybalchenko, S. (2019). Modeling the influence of cluster components on the economic development of a territory. TEM Journal, 8(3), 900. DOI: 10.18421/TEM83-30, August  2019 |
|  | Website pages | What are organic products and how are they better than regular ones? Ecology of life: website. URL: http://www.eco-live.com.ua (access date: 12.10.2017) [in Ukrainian]. |
|  | Website pages (APA style) | Lykhovyd, I. (2016, January 15). Medical Breakthrough. Day, pp. 2-3. Retrieved from http://www.day.kiev.ua/ru/article/denukrainy/medicinskiy-  Proryv [in Ukrainian]. |
|  | Legislative and normative documents (instructions, orders) (APA style) | U.S. Department of Justice, Federal Bureau of Investigation. (2009). The FBI story. Washington, DC: GPO. |
|  | Standards | Quality management systems. (2001). DSTU ISO 9001 from 27th June 2001. Kyiv. p. 24. (Information and documentation) [in Ukrainian]. |

More about APA style at the links:

* State University of New York Library at Albany:

<http://library.albany.edu/cfox>

Purdue University Lab:

<https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_overview_and_works> [hop.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_overview_and_workshop.html)

**4.10 Appendices**

Appendices should be formatted as a continuation of the pre-graduation practice report on its subsequent pages, arranging the appendices in the order in which they are referenced in the text. If appendices are formatted on subsequent pages of the work, each such appendix must begin on a new page. The appendix should have a heading, printed at the top in small letters with the first letter capitalized, symmetrically aligned with the text of the page. In the middle of the line above the heading, in small letters with the first letter capitalized, the word “Додаток” (Appendix) and the capital letter denoting the appendix should be printed.

Appendices should be designated sequentially by capital letters of the Ukrainian alphabet, except for the letters Ґ, Є, З, І, Ї, Й, О, Ч, Ь, for example, Appendix A, Appendix Б, etc.

Appendices should have continuous page numbering consistent with the rest of the work.

Illustrations, tables, formulas, and equations that are in the text of the appendices should be numbered within each appendix, for example, Figure Г.3 – the third figure of Appendix Г; Table A.2 – the second table of Appendix A; formula (A.1) – the first formula of Appendix A.

If an appendix contains only one illustration, one table, one formula, or one equation, they are numbered, for example, Figure A.1, Table A.1, Formula Б.1, respectively, according to the formatting rules mentioned above.

**5. DEFENCE AND EVALUATION OF THE PRACTICE REPORT**

The student submits the signed and bound pre-graduation practice report to the department (during quarantine restrictions / martial law / etc., the report may be submitted electronically).

The report, with the accompanying package of documents, is submitted for review to the pre-graduation practice supervisor of the department.

The higher education student submits the practice completion report to the department no later than 5 working days after the completion of the practice and defends it before the pre-graduation practice supervisor of the department.

The form of control for practice results is the defense of the report. The defense of the pre-graduation practice report takes place according to the schedule.

Higher education students who have successfully completed the individual assignments provided for by the practice program and submitted the relevant documents are admitted to the defense of the practice report.

Also, the defense of the practice report may be accepted by a commission appointed by the head of the department, consisting of the practice supervisor of the department, department lecturers, and, if possible, a supervisor of the practice base.

The formation of the overall grade for the practice completion report involves the pre-graduation practice supervisor from the department evaluating the substantive and organizational aspects of the report’s execution, as well as the quality of its defense.

The evaluation of practice results is carried out in accordance with the grading scales defined in the Regulations on the Organization of the Educational Process at Sumy State University. The result is entered into the academic performance record.

Overall grade for the defense of the practice completion report according to the correspondence table (Table 5.1).

Table 5.1 – Conversion of 100-point grading scale data to a 5-point scale according to the ECTS system

|  |  |  |  |
| --- | --- | --- | --- |
| **Evaluation according to ECTS system** | **Evaluation on a 100-point scale** | **Evaluation on a national scale** | **Qualitative criteria of knowledge evaluation** |
| A | 90-100 | (excellent) | The completed work is presented in the report in compliance with all requirements and within the specified deadline; the proposals and conclusions are objective, logically substantiated, and appropriate. The report is impeccable in terms of content and formatting: it has a clear purpose, contains a detailed description of the work performed, a deep analysis of the material, and well-founded proposals. The student’s presentation during the defense is logical and concise, and the answers to questions are correct and thorough. |
| B | 82-89 | (good) | The report has been executed according to the requirements but contains some minor shortcomings; minor errors in the presentation of theoretical or factual material are possible. The presentation is logical, and the answers to the questions are mostly correct. For certain parameters it is advisable to make some additions and clarifications. |
| C | 74-81 | (good) | The report contains an inadequate analysis of the work done; it is not thorough enough. There are shortcomings in the presentation of the tasks completed: errors were made in the coverage of factual material, and suggestions for improving the organizational and management activities at the object of research are not sufficiently substantiated. |
| D | 64-73 | (satisfactory) | The deadlines for completion of the work and submission of the report have been violated, individual elements are presented without sufficient justification, and the material in the report was plagiarized from other works; on reviewing the report, there is a subjective desire to significantly revise both individual provisions and the work as a whole. |
| E | 60-63 | The generalization of the work done during the practice period and the conclusions about the achievement of personal practice goals are unsystematic, inconsistent, and do not create a holistic impression of achieving the practice's objective. |
| FX | 35-59 | (unsatisfactory) with the possibility of reassembly | The deadlines for completing the work and submitting the report have been violated by more than 2 weeks; the report contains purely formal, incomplete data, is untidy; formatting requirements have not been met; key elements of the work and conclusions are missing; a significant portion of the material needs to be reworked. |
| F | 0-34 | (unsatisfactory) with mandatory reassembly | The report has not been submitted, or it needs to be completely reworked. |

**LIST OF RECOMMENDED SOURCES**

1. Code of Laws on Labor of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/322-08> [in Ukrainian].
2. Balabanova, L., & Sardak, O. (2019). Personnel Management: textbook (468 p.) Kyiv: Educational literature center [in Ukrainian].
3. Balanovska, T. I., & Troian, A. V. (2019). Business Management (401 p.). Kyiv: NUBiP [in Ukrainian].
4. Baldzhy, M. D., Dobrova, N. V., Odnolko, V. O., & Osypova, M. M. (2017). Commercial entrepreneurship. (112 p.) Kyiv: Kondor publishing house [in Ukrainian].
5. Biliak, Yu. V., & Samofailova, M. O. (2019). Management (360 p.). Kyiv: TSP “Komprynt” [in Ukrainian].
6. Negrei, M. V., & Tuzhyk, K. L. (2018). Decision making theory (272 p.). Kyiv: Educational literature center [in Ukrainian].
7. Ostervalder, A., & Pinie, I. (2019). Creating a business model. Innovative ideas for everyone (288 p.). Kyiv: Nash Format [in Ukrainian].
8. Palekha, Yu., Moshek, G., & Mykolaichuk, I. (2018). Basics of management. Theory and Practice (528 p.). Kyiv: Lira-K publishing house [in Ukrainian].
9. Pedko, A. B. (2019). Basics of entrepreneurship and business culture (168 p.). Kyiv: Educational literature center [in Ukrainian].
10. On personnel management (256 p.). Harvard Business Review: 10 Best Articles, 2018 [in Ukrainian].
11. Bytka, M. P. K. (Ed.). (2018). Decision making theory (360 p.). Kyiv: Educational literature center [in Ukrainian].
12. Electronic scientific journal “Management and Entrepreneurship: Development Trends”. URL: <https://management-journal.org.ua/index.php/journal> [in Ukrainian].
13. Human resources consultant (newspaper of the Ministry of Social Policy of Ukraine). URL: <https://kadrhelp.com.ua/pidbyrayemo-personal-metody-i-typovi-pomylky> [in Ukrainian].
14. Scientific, economic and social-analytical journal “Ukraine: aspects of labor”. URL: <http://uap.in.ua/arhiv-vy-dan-ukrayins-koyu/> [in Ukrainian].
15. Portal Kadrovyk 01 - everything that personnel service specialists need to know. URL: <https://www.kadrovik01.com.ua/> [in Ukrainian].

**APPENDICES**

**APPENDIX A**

(obligatory)

**Company approval letter for a practice**

***(on company letterhead, signed by the head and stamped with the company seal).***

Rector of SumDU

Karpysha, V. D.

The enterprise ***(name of enterprise, organization, institution, or sole proprietorship)*** is able to accept for ***pre-graduation*** practical training (name of student) \_\_\_\_\_\_ a 4th-year bachelor's student, group M-, majoring in ***073 Management***, for the period from [start date] \_\_\_\_\_ to [end date] \_\_\_\_\_\_, without financial obligations from either side.

Head signature M.P.

**APPENDIX B**

(obligatory)

THE MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY STATE UNIVERSITY

NNI BiEM/ TSZDVN

Oleg Balatsky Department of Management

**Report on the completion of practice**

Completed by the student of (Gr.)

(signature) (initials, surname)

|  |  |  |
| --- | --- | --- |
| The supervisor of the department | (signature) | (initials, surname) |
| The supervisor of the practice base | (signature) | (initials, surname) |

M.P.

Sumy – 202\_

**APPENDIX C**

(obligatory)

**INDIVIDUAL ASSIGNMENT**

for pre-graduation practice

student

(full name)

period from to

the specialty 073 Management

the educational program Management

The purpose of the practice:

The main tasks:

Calendar plan for practice

|  |  |  |
| --- | --- | --- |
| № | Type of works1) | The term of execution |
| 1 | Determination of the purpose of work, object and subject of research |  |
| 2 | Preparation of an individual plan for practice |  |
| 3 | Collection, systematization and generalization of material for use in the qualification paper |  |
| 4 | Development of practical recommendations |  |
| 5 | Completion of a set of reporting materials on practice |  |

|  |  |
| --- | --- |
| Confirm  The head of the department    (signature) (name and surname)  « » 20 | Received an individual assignment  Higher education student  (signature)  « » 20 |

1) the recommended list of works

**APPENDIX D**

(obligatory)

**EXAMPLE OF FORMATION OF CONTENT FOR A PRACTICE REPORT**

**CONTENT**

INTRODUCTION…………………………………………….………………....4

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CHAPTER 2. Administrative services of the UDMS of Ukraine in Sumy region…………………………………………………………………………...15

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**Methodological guidelines**

for the completion of pre-graduation practice

for students of specialty *073 Management*

of the first (bachelor) level of higher education

of all forms of education

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