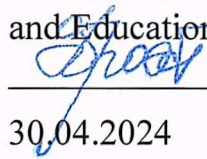


**БЕЛОРУССКИЙ ГОСУДАРСТВЕННЫЙ УНИВЕРСИТЕТ /  
BELARUSIAN STATE UNIVERSITY**

**УТВЕРЖДАЮ / APPROVED**

Проректор по учебной работе и  
образовательным инновациям/  
Vice-Rector for Academic Affairs  
and Educational Innovations



**О.Г. Прохоренко / Alesia.G. Prakharenka**

**30.04.2024**

Регистрационный / Registration № 3139 m/pr.



**ПРОГРАММА /PROGRAM  
исследовательской практики / Research internship**

**для специальности 7-06-0412-01 Менеджмент /  
for speciality 7-06-0412-01 Management**

Профилизация: Образовательный менеджмент /  
Profiling: Educational Management

2024

### **СОСТАВИТЕЛИ:**

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### **РЕКОМЕНДОВАНА К УТВЕРЖДЕНИЮ:**

Кафедрой инноватики и предпринимательской деятельности Белорусского  
государственного университета  
(протокол № 9 от 26.04.2024 г.);

Советом экономического факультета Белорусского государственного университета  
(протокол № 9 от 29.04.2024 г.)

Заведующий кафедрой  
инноватики и предпринимательской деятельности  
Белорусского государственного университета



Л.М. Лапицкая





## **ПОЯСНИТЕЛЬНАЯ ЗАПИСКА**

Программа исследовательской практики является частью образовательной программы магистратуры, реализуемой в очной (дневной) форме получения образования по специальности 7-06-0412-01 Management (Profiling: Educational Management).

Программа составлена на основе ОСВО 7-06-0412-01-2023 Менеджмент, типового учебного плана углубленного высшего образования от 18.01.2023 г. №7-06-04-008/пр., учебного плана БГУ от 29.03.2024 г. № М31а-5.10-142/уч.

Исследовательская практика (далее – практика) является составной частью образовательного процесса и является обязательным компонентом подготовки специалистов с углубленным высшим образованием в области управления образованием.

### **Цель практики:**

Закрепить знания и умения, полученные в процессе теоретического обучения в магистратуре, овладеть практическими навыками исследования актуальных научных и прикладных проблем, приемами решения социально-профессиональных задач в области управления образованием, применения инновационных технологий в самостоятельной профессиональной деятельности по получаемой специальности.

### **Задачи практики:**

- участие в управленческой деятельности организации и освоение методов управления экономическими процессами;
- закрепление, расширение и систематизация знаний, полученных при изучении дисциплин;
- изучение конкретной финансовой, инвестиционной, производственной и другой деловой документации;
- сбор и систематизация фактических и статистических данных, изучение литературных источников по теме магистерской диссертации;
- выполнение научного исследования в соответствии с индивидуальным планом и заданием, выданным руководителем практики от выпускающей кафедры.

### **Требования к содержанию и организации практики в соответствии с образовательным стандартом**

Практика способствует формированию у студентов следующих компетенций:

*универсальные компетенции (universal competences):*

UC-1. To apply methods of scientific knowledge in research activities, generate and implement innovative ideas

UC-2. To solve research and innovation tasks based on the use of information and communication technologies;

UC-4. To provide communication, demonstrate leadership skills, be capable of team building and development of strategic goals and objectives;



UC-6. To be able to predict the conditions for the professional activities implementation and solve professional problems in uncertainty;

UC-8. To apply management decisions, evaluate their possible consequences and be responsible for them;

UC-9. To analyze the external and internal environment of the organization and direct the activities of the organization to achieve its goals.

*углубленные профессиональные компетенции (deep professional competences):*

DPC-1. Use the managerial potential of information resources and technologies, apply software office tools for enhancing business efficiency.

*специализированные компетенции (special competences):*

В результате прохождения практики студент должен **знать**:

- законы, закономерности, принципы функционирования экономики и организации и их развития;
- методы и технологии разработки и принятия управленческих решений в области образования;
- общие и специальные методы анализа экономической, управленческой и финансовой информации учреждений образования;
- методы изучения внутренней и внешней среды организаций в сфере образования;

В результате прохождения практики студент должен **уметь**:

- применять информационные технологии в управлении организацией в сфере образования,
- применять инструменты анализа экономической, управленческой, финансовой информации для обоснования управленческих решений в сфере образования;
- применять на практике методы генерации инновационных идей в сфере образования;
- применять инструменты анализа рыночной ситуации и конкурентной среды на рынке образовательных услуг;
- решать управленческие проблемы, проводить реинжиниринг бизнес-процессов в образовании;

В результате прохождения практики студент должен **иметь навык**:

- работы с документацией учреждения образования, экономической, финансовой и управленческой отчетностью;
- расчета экономических, финансовых показателей деятельности организации и их анализа;

- организационно-экономического обоснования выбора путей развития учреждения образования;
- реализации общих и специальных функций по управлению организацией;
- проведения диагностики систем управления в организации;
- осуществления коммуникаций в организации.

### **Базы практики**

Место проведения практики определяется избранной темой магистерской диссертационной работы и возможностями конкретных организаций. Практика может проводиться на базе министерств, ведомств, научно-исследовательских учреждений, предприятий и организаций различных форм собственности на договорной основе.

**Продолжительность** практики составляет 4 недели, трудоемкость – 6 зачетных единиц. Практика проводится в 2 семестре в сроки, установленные учебным планом по специальности и графиком образовательного процесса.

**Форма промежуточной аттестации** – дифференцированный зачет.



## EXPLANATORY NOTE

Research internship program is a part of the of the module Master's educational program, implemented in full-time form of education in the specialty 7-06-0412-01 Management (Profiling: Educational Management).

The program is based on the educational standard of advanced higher education on the ESHE 7-06-0412-01-2023 Management, and curriculum BSU (29.03.2024 № M31a-5.10-142/uch).

Research internship (hereinafter - practice) is an integral part of the educational process and is a mandatory component of training specialists with advanced higher education in the field of education management.

**Aim of the internship:** To consolidate the knowledge and skills acquired in the process of theoretical training in the Master's program, to master the practical skills of research of actual scientific and applied problems, methods of solving socio-professional problems in the field of education management, application of innovative technologies in independent professional activity in the specialty.

### **Tasks of the internship:**

- participation in the management activity of the organization and mastering the methods of management of economic processes;
- consolidation, expansion and systematization of knowledge obtained during the study of disciplines;
- study of specific financial, investment, production and other business documentation;
- collection and systematization of factual and statistical data, study of literary sources on the topic of master's thesis;
- performance of scientific research in accordance with the individual plan and the assignment given by the head of practice from the graduating student;
- implementation of scientific research in accordance with the individual plan and the assignment given by the head of practice from the graduating student.

### **Requirements for the results of mastering the internship program**

Mastering of the internship program should provide the formation of the following competences among students:

#### *universal competences:*

UC-1. To apply methods of scientific knowledge in research activities, generate and implement innovative ideas

UC-2. To solve research and innovation tasks based on the use of information and communication technologies;



UC-4. To provide communication, demonstrate leadership skills, be capable of team building and development of strategic goals and objectives;

UC-6. To be able to predict the conditions for the professional activities implementation and solve professional problems in uncertainty;

UC-8. To apply management decisions, evaluate their possible consequences and be responsible for them;

UC-9. To analyze the external and internal environment of the organization and direct the activities of the organization to achieve its goals.

*deep professional competences:*

DPC-1. Use the managerial potential of information resources and technologies, apply software office tools for enhancing business efficiency.

*special competences:*

As a result of mastering the internship program, the student is expected to:

**know:**

- laws, regularities, principles of functioning of economy and organization and their development;
- methods and technologies of development and adoption of managerial decisions in the field of education;
- general and special methods of analysis of economic, managerial and financial information of educational institutions;
- methods of studying internal and external environment of organizations in the field of education;

**be able to:**

- apply information technologies in the management of the organization in the sphere of education,
- apply tools of analysis of economic, managerial, financial information to justify managerial decisions in the sphere of education;
- apply in practice methods of generation of innovative ideas in the sphere of education;
- apply tools of analysis of the market situation and competitive environment
- in the market of educational services;
- solve managerial problems, reengineer business processes in education;

**have skills in:**

- work with documentation of educational institution, economic, financial and management reports;

- calculation of economic, financial indicators of the organization's activity and their analysis;
- organizational and economic justification of the choice of ways of development of educational institution;
- implementation of general and special functions on management of the organization;
- diagnostics of management systems in the organization;
- implementation of communications in the organization.

### **Internship locations**

The place of practice is determined by the chosen topic of Master's thesis and the possibilities of specific organizations. Practice can be carried out on the basis of ministries, departments, research institutions, enterprises and organizations of various forms of ownership on a contractual basis.

**The duration** of the internship is 4 weeks, the labor intensity is 6 credit units. The practice is conducted in 2 semesters.

The form of interim certification is a graded end-of-term test.



## **INTERNSHIP CONTENT**

The internship content and its report depend on the characteristics of the financial and economic activities of the object of internship.

Recommended structure of the report

Chapter 1 – general information on the organization

Chapter 2 – the first chapter of the master's thesis

Chapter 3 – statistics for the preparation of the second chapter of the master's thesis.

In the first chapter of the report during the internship, the undergraduate must complete the tasks in writing and answer the questions given in paragraphs 2.1-2.7. If it is impossible to answer the questions posed in the content of the practice, the structure of the report is agreed with the internship supervisor.

### **2.1 Management and control**

Briefly describe the history of the organization creation. Indicate in what organizational and legal form the organization exists, what are the advantages and disadvantages of this legal form. To give a diagram of the organizational structure and structure of the management apparatus of the object of internship. Determine the type of structure of the management apparatus, organizational structure, substantiate, evaluate the advantages and disadvantages. Consider the system of delegation of authority, determine the scope of control, levels of management, norms of manageability.

To analyze the staff of employees (managers, specialists, workers). Calculate the share of managers with higher education in the dynamics over the past 3 years, calculate the number of employees per 1 manager in dynamics, draw appropriate conclusions.

To present data on training and retraining of personnel (statistical reporting on labor), to present in the form of a table with data analysis, to characterize the main methods of training and retraining of personnel.

Learn the order and methods of planning in the organization. To analyze the main sections, indicators and periodicity of business plans.

Determine the management style, evaluate and characterize the moral and psychological climate in the team.

Draw conclusions on the feasibility of restructuring. Develop proposals for your vision of the organizational structure, develop a scheme, evaluate the benefits and effectiveness of its implementation.

Describe one of the existing business processes of the organization "as is" in the form of an algorithm with text explanations. The business process is selected based on the position that the undergraduate occupies at the object of internship.

### **2.2 Competitive Strategy**

Give or formulate the mission and vision of the organization.



Competitive environment of the organization. Trends and dynamics. To characterize the microenvironment of the organization, using the model of 5 forces of M. Porter. Assess the competitiveness of the organization in the market.

Formulate a competitive strategy of the organization. Opportunities to change the competitive strategy in the long term.

Consider the trends in the development of the industry in which the organization operates. Assess the influence of environmental factors on the activities of the organization (economic, legal, social, technological, cultural, etc.).

Conduct SWOT-analysis of the organization's activities. Draw conclusions.

Answer the question, is there a threat to the competitiveness of the organization and what is it expressed in?

### **2.3 Marketing and Sales**

The role and place of marketing service in the studied organization. The relationship of the marketing department with other departments. Analysis of the marketing department functions.

To segment the market of the organization's products, analyze the pricing policy of the organization, assess the effectiveness of the pricing policy, calculate the effectiveness of a particular price promotion (for example, a discount or a special price offer, etc.).

To conduct a comparative analysis of the organization's prices for 4-5 main types of products and the actual market prices (prices of competitors). To study the mechanism of state regulation of prices for the organization's products.

To present the mechanism of execution of works on market research, to give an example (in appendix).

Calculate the indicators of the commodity nomenclature and assortment - latitude, length, depth, saturation, harmony coefficient and renewal coefficient.

Consider the organization's product planning system. With the help of ABC-analysis to characterize the general trends in the change in the product range of the organization.

Describe the process of developing a new product (if available). What is the participation of the various departments and services of the organization in this process? Indicate which goods were discontinued (sale) during the last year, indicate the reason, give a brief description. Analyze the organization's products using the concept of the product life cycle, the matrix of the Boston Consulting Group (BCG). To draw conclusions.

To study the methodology for assessing the competitiveness of goods existing in the organization. Give the appropriate calculations for 2-3 types of goods of different assortment groups. Draw conclusions about the competitiveness of the organization's products in comparison with the considered goods-competitors and formulate proposals for its improvement.

Examine the types of trademarks or trademarks used. To characterize them by the type of property, by the method of designation, the degree of fame and the object about which they contain information.



Describe the communication policy of the organization, provide data on costs (indicate the share, dynamics, draw conclusions).

Evaluate the sales policy, channels of commodity distribution. List export markets and products of the company. Analyze sales markets, competitive advantages.

#### **2.4 Management of the Enterprise Financial Condition**

Calculate the current liquidity ratio, the own funds security ratio, the own working capital security ratio, the ratio of the coverage of financial liabilities with assets, the ratio of coverage of overdue financial liabilities with assets, and the financial independence ratio. Draw conclusions about the solvency and creditworthiness of the organization.

#### **2.5 Social Development of the Organization**

Describe the system of motivation of employees. Analyze the material and intangible tools of motivation.

Describe the existing methods of assessing the business and personal qualities of specialists. Describe the mechanism of certification of employees.

Analyze the social policy of the organization.

#### **2.6 International Relations**

Indicate the share of exports in sales volumes, draw conclusions. Analyze foreign markets, indicating the dynamics of sales in the main partner countries (partner enterprises).

Indicate whether there are any restrictions on the international activities of the organization (economic, legal, etc.).

#### **2.7 Legal Environment**

Explain which aspects of the organization's operations depend on the organization itself, and which are regulated by the government or established standards?

Does the government regulate: product quality; conditions of labor protection; environmental parameters of production; import-export; financial transactions; relations with competitors and consumers; compliance with antitrust laws; patent law and trade secrets.

How do government agencies respond to violations of its provisions?

## INFORMATION AND METHODOLOGICAL COMPONENT

### Course schedule of internship

The calendar plan of the research internship is given in Table 1.

Table 1 – Schedule of research internship

№	Name of training events and assignments	Dates and venue	Responsible
1	Familiarization with the purpose and objectives of the practice, the order and schedule of its implementation, obtaining an individual task	The first day of practice, EF	Internship supervisor from the department
2	Familiarization with the requirements for writing the internship report	The first day of practice, EF	Internship supervisor from the department
3	Briefing on safety precautions and internal regulations of the organization	The first day of practice, internship base	Internship supervisor from the organization
4	Collection of information on clauses 2.1. Collecting information on an individual assignment	4 days	Internship supervisor from the organization; Internship supervisor from the department
5	Collection of information on clauses 2.2. Collecting information on an individual assignment	4 days	Internship supervisor from the organization; Internship supervisor from the department
6	Collection of information on clauses 2.3 and 2.4. Collecting information on an individual assignment	4 days	Internship supervisor from the organization; Internship supervisor from the department
7	Collection of information on clauses 2.5 and 2.6. Collecting information on an individual assignment	4 days	Internship supervisor from the organization; Internship supervisor from the department
8	Collection of information on clauses 2.7. Collecting information on an individual assignment	4 days	Internship supervisor from the organization; Internship supervisor from the department
9	Internship report preparing	3 days	Internship supervisor from the organization; Internship supervisor from the department
10	Internship report defence	Within 2 weeks after the end of the internship	Internship supervisor from the department



## **Requirements for the content and form of an individual assignment and an internship report**

An individual task is issued to the student by the head of practice from the department at an organizational meeting and is drawn up in the diary of internship. The content of the individual task is determined by the topic of the master's thesis and should correspond to the content of practice described in section 2 of this program. In the future, the individual task can be specified by the head of the practice from the organization, considering the topic of the master's thesis with the obligatory coordination with the head of practice from the department.

The report on the results of the practice must meet the requirements of this program, reflect the goals and objectives of the practice. The analytical report on the results of the practice consists of an introduction and the main part.

**The introduction** should:

- reveal the significance of the chosen topic, its place and role for the object of practice;
- to characterize the techniques and methods, information systems and data banks used in the analysis and study of the problem.

**In the first section of the main part of the report**, questions are disclosed and the actual data on clauses 2.1-2.7 of the curriculum are analyzed, analytical tables are compiled, schemes, graphs, diagrams are given, a variety of methods and methods of analysis are used, conclusions are formulated based on the results of the analysis.

To identify trends, economic indicators are analyzed in dynamics for several reporting periods (min. 3 periods, including the period preceding the year of submission of the report). The indicators are presented in a comparable form.

**The second section of the main part**, the first chapter of the Master's thesis.

**The third section of the main part**, statistical data and their analytical processing on the second chapter of the master's thesis.

The minimum report size is 35 pages.

A sample of the title page of the report is presented in APPENDIX A.

## **Methodological guidelines for students**

The collection of data in the process of passing research internship involves the study of managerial, financial, statistical reports, regulatory and legal documents, which are the information basis for the analysis and formulation of relevant conclusions.

Data analysis is carried out using methods and tools of economic, financial, factor, regression analysis.

## **Summarizing the results of the internship**

During the first two weeks after the end of practice, in accordance with the schedule of the educational process, the undergraduate student takes a differentiated credit to the head of practice from the department. When conducting a differentiated credit, the undergraduate submits a practice diary, a report on the implementation of the practice program and a written

review of the immediate head of the practice from the organization about the internship by the undergraduate. A master's student who has not completed the internship program, who has received a negative review from the internship supervisor from the organization, or an unsatisfactory assessment when passing a differentiated test to the internship supervisor from the department, undergoes the internship again.

The general results of the practice for the year are summed up at the BSU Council and the Faculty Council with the participation (if possible) of representatives of organizations.



APPENDIX A

MINISTRY OF EDUCATION OF THE REPUBLIC OF BELARUS  
BELARUSIAN STATE UNIVERSITY

Faculty of Economics  
Department of Department of Innovatics and Entrepreneurship

**R E P O R T**  
**on the research internship passage**  
from \_\_\_\_\_ to \_\_\_\_\_ 202\_

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*(name of the organization)*

Specialty 7-06-0412-01 Management  
Profiling: Educational Management

Completed master's student

\_\_\_\_\_  
*(signature)*

\_\_\_\_\_  
*(First Name, Last Name)*

Internship supervisor  
from the organization

\_\_\_\_\_  
*(signature)*

\_\_\_\_\_  
*(First Name, Last Name)*

Internship supervisor  
from the department

\_\_\_\_\_  
*(signature)*

\_\_\_\_\_  
*(First Name, Last Name)*

Minsk, 202\_  
15

## The Process of Organizing Research Internship

BSU organizes the internship, its documentation and provides:

- annual, timely (**no later than one month before the start of practice**) conclusion of agreements on the organization of students' internship;
- issuance of orders for the BSU on the practice in accordance with the concluded agreements with organizations;
- approval of the internship program;
- carrying out, if necessary, a medical examination of students sent to practice;
- timely direction of students for practice;
- scientific and methodological guidance of practice, including on labor protection issues;
- control over the implementation of the practice program;
- analysis, together with organizations, of the results of the implementation of the practice program and preparation of proposals for improving its organization.

At BSU, the general management of the internship is carried out by the internship supervisor from the BSU, the direct supervision is by the head of the practice from the department. The scientific and methodological guidance of internship is carried out by the faculty and the department.

### **Faculty:**

- informs students about the terms and place of the practice, conducts the distribution of students to organizations;
- organizes meetings on organizational and methodological issues;
- organizes instructing students on labor protection;
- controls the timeliness of delivery of reporting documentation and differentiated credits by students after the end of the practice;
- hears the reports of the department on the results of the implementation of internship programs on the faculty council and makes proposals for improving the process of students' internship.

**Not later than 10 days before** the start of the practice, the dean's office determines the date, time and place of the organizational meeting and informs the students and practice leaders from the department about this. **At the organizational meeting, internship supervisors from the department** give students internship diaries (having previously filled in the relevant sections) and inform students about the internship program.

### **Department:**

- develops an internship program;
- acquaints students with the goals, objectives and program of practice, provides information about the organizations in which the practice is carried out;
- prepares proposals on the distribution of students for practice in organizations;



- develops, as necessary, revises, corrects guidelines for students and internship supervisors from the department, forms of reporting documentation;
- identifies and timely eliminates shortcomings in the course of the practice, and, if necessary, informs the management of the BSU and the organization about them;
- after the end of the practice, they organize the adoption of differentiated credits from students;
- analyze the implementation of the practice program, discuss the results and within a week after the department meeting, submits an extract from the minutes of the department meeting to the head of the practice from BSU, and reports on the results of the practice to the dean of the faculty.

**The organization** carries out the practice, its documentation and provides:

- conclusion of agreements on the organization of students' practice;
- issuance of an order on the organization of enrollment of students for practice in accordance with agreements on the organization of student practice;
- creating the necessary conditions for students to undergo practice and implement its program
- instructing students on labor protection;
- attracting students to work provided for by the internship program.

The direct management of practice in the organization is carried out by an experienced worker appointed by the head of the organization. **At the end of the internship**, the direct supervisor of the internship from the organization draws up a written review of the internship by the student.

During the period of practice, **students** are subject to labor protection legislation and the organization's internal labor regulations, and students hired for vacant positions are also subject to labor legislation.

During the internship, the student, under the supervision of the direct supervisor of the internship from the organization, performs the internship program and reflects the progress of its implementation in the internship diary.

**During the last week of internship**, the student draws up a written report on the implementation of the internship program. The report must be signed by the student, the direct supervisor of the practice from the organization and approved by the head (deputy head) of the organization.

## ДОПОЛНЕНИЯ И ИЗМЕНЕНИЯ К ПРОГРАММЕ ПРАКТИКИ

на \_\_\_\_ / \_\_\_\_ учебный год

№ п/п	Дополнения и изменения	Основание

Программа по практике пересмотрена и одобрена на заседании кафедры  
Инноватики и предпринимательской деятельности (протокол № \_\_\_\_ от \_\_\_\_\_  
202\_ г.)

Заведующий кафедрой  
к.э.н, доцент

Л. М. Лапицкая

УТВЕРЖДАЮ  
Декан факультета  
д.э.н., доц.

А. А. Королева