МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ

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(ДВФУ)

Школа экономики и менеджмента

УТВЕРЖДАЮ

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ПРОГРАММА

ПРОИЗВОДСТВЕННОЙ ПРАКТИКИ

Practice for obtaining professional skills and experience in organizational and management activities (Практика по получению профессиональных умений и опыта в организационно-управленческой деятельности)

НАПРАВЛЕНИЕ ПОДГОТОВКИ

38.04.02 Менеджмент

Программа академической магистратуры

Магистерская программа: «International Business and Project management / на

английском языке»

Владивосток

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GLOSSARY

Axiological management is the management of the behavior of employees in the organization based on the management of their values.

Business game is training form and method where the subject and social aspects of the professional activity content are modeled. In business game the quasi-professional activity of students is developed on the simulation-game model reflecting the contents, technologies and dynamics of professional activity of experts, its integral fragments.

Causation is a rational method of decision-making process based on the causal logic of the behavior of entrepreneurs.

Corporate culture is a set of behaviors that are acquired by the organization in the process of adaptation to the external environment and internal integration, which have shown their effectiveness and are shared by the majority of members of the organization. The components of the corporate culture are: the adopted system of leadership; styles of conflict resolution; the current system of communication; the position of the individual in the organization; features of gender and interethnic relations; adopted symbols; organizational taboos, rituals.

Corporate Finance - is all the relationships that develop in terms of accumulation, distribution and expenditure of funds for corporate needs and purposes.

Corporate strategy is a strategic management plan of the company, which describes the ways and methods of achieving the goal, based on the company's business principles, as well as describing the actions and approaches that contribute to the improvement of the company's market activities.

Decomposition (cascading) of business goals is the process of cascading (decomposition) of the strategy, the company's goals for each level of the organization from the highest to the lowest. The cascading process involves the consistent transfer of each division of the company, formed a tree of strategic goals and activities (in the horizontal and vertical direction). The result is created "goal maps" for separate structural divisions of the company and for positions (vertical integration). As well as the process of coordination of data "goal maps" and activities between units of the same level of hierarchy (horizontal integration). The organizational structure of the company is taken as a basis of cascading.

Effectuation considers the behavior of entrepreneurs depending on the circumstances on the basis of a creative approach to decision-making.

Employee engagement is the degree of personal interest of each employee in achieving the company's goals.

Foresight management is a management methodology based on strategic planning aimed at the formation of the "desired future" of a business organization through the management of competitive advantages.

Innovative management solutions-is the result of investing intelligent solutions in the development and acquisition of new knowledge, not previously used ideas to update the company's management and organization and their subsequent implementation, with a fixed additional value (profit, advance, leadership, priority, radical improvement, quality excellence, creativity, progress).

Management activities are carried out in relation to the activities of other people, management activities are "activities over activities". As a result of management activities, the organizational and procedural structure of professional activities may change; the goals and scope of activities may change; knowledge may change, tools and means of activity may be improved.

Management technologies is a set of management tools and methods to achieve goals, including methods and means of collecting and processing information; methods of effective impact on the employee; principles, laws and laws of the organization and management; control systems.

Method brainstorming (persistent. brainstorming) is a method of psychological activation, in which the participants of the discussion are offered to Express the greatest possible number of solutions, including the most fantastic. Then, from the total number of ideas expressed, the most successful ones are selected, which can be used in practice. This method can be used at the stages of identification and formulation of problems, development of management solutions.

Organizational development program is aimed at promoting changes by stimulating and coordinating the transformation of the company's activities.

Process management tools: 1) identification and classification of the required business processes; 2) formation of business processes chain within the operating structure; 3) development of standards and methods to ensure the effectiveness of management processes; 4) creation information base and selection of resources to perform work within the business processes; 5) monitoring and analysis of processes; 6) implementation of measures to achieve the planned goals.

Project management tools are the perfect and modern methods to increase the business efficiency and its constituent business processes.

Process approach to management is one of the management concepts, according to which all the activities of the organization is considered as a set of business processes. The process approach is based on the division of all activities of the enterprise into business processes. The whole system can be represented as a scheme, a chain with separate links – operations.

Risk assessment is a set of analytical measures that allow predicting the possibility of obtaining additional business income or a certain amount of damage from the risk situation and late adoption of measures to prevent risk.

Reflection is an observation and mental analysis of one's own activity in all its manifestations: actions, motives, thoughts, emotional state, etc.

Role-playing game is a simulation of events; there are rules of role-playing game, which describes the scope of the players, their behavior, and simulation of game situations. The actions of the players are improvisation within the chosen rules.

Spiral dynamics model (Spiral Dynamics) is a theory of motivation developed by Dr. Clare graves in 1930. The spiral dynamics model is not trying to prove that we are moving towards the ultimate goal in order to stay on top. The model indicates that a person moves in a spiral of personal development depending on biological, social and psychological characteristics. The spiral dynamics model introduces a new concept — VMEs (memes-values). These are deeply hidden values that affect the human experience. Memes-values are a way of thinking, concepts and paradigms by which a person makes decisions and acts. Memes are fundamental cultural units that are reproduced in society.

Training is one of the methods of active learning aimed at analyzing situations, obtaining new knowledge and instant application in practice, development of creative potential and ability to work in a group.

INTRODUCTION

Organization and management practice for Master students is a mandatory component of the education program "International Business and Project Management". This manual includes objectives of the scientific research practice, the duration and timing, guidelines in practice, design of accounting documents for an internship. The guideline is developed according to the Russian Federation standards' requirements:

- Federal State Educational Standard of Higher education on 38.04.02 – "Management" (Order of the Ministry of Science and Higher Education of Russian Federation of January 12, 2016, № 7 (editorial changes of the order of April 20, 2016);
- Order of the Ministry of education and science of the Russian Federation of November 27, 2015 N 1383 "on approval of the Regulations on the practice of students, mastering the basic professional educational programs of higher education" with changes and additions from: December 15, 2017;
- Standard 2.105-95 "General requirements for text documents" (presentation text, table, formula and illustrative material);

- State Standard 7.32-2001 "Research work report. Structure and rules design" (design work);
- State Standard 7.1-2003 "Bibliographic record. Bibliographic description. General requirements and rules"(making a list of used sources).

The guideline is carried out according to:
- Statute on the Magistracy of the Far Eastern Federal University (order № 12-13-315 from 01.03.2014);
- The Far Eastern Federal University Guidance for Development of the Practice programs for Graduate students with the competence approach;
- The Main Educational program 38.04.02 "Management";
- Program of practice (research work) educational program of master's degree in the field of training 38.04.02 Management: International Business and Project Management;
- The curriculum and schedule of the educational process on training field 38.04.02 "Management", masters program "International Business and Project Management".
- Norms and methods developed in FEFU that regulate the students' activities during practice, and types of reporting on student practice, job internships, student diary of practice.

1. Generalities

1.1. Organizational and management practice is one of the learning activities. Its aim is the development of specialized knowledge, skills and competence.

1.2. Organizational and management practice is an integral part of the educational process. Practice is implemented on the 1st course in the 2nd term, and it is dispersed, i.e. is implemented during all educational semester. Practice is implemented in a format of trainings and it is implemented by the department of management. Form of interim assessment of organizational and management practice – "pass" or "not pass" with a mark. For completing the organizational and management practice master student should get 3 credits. Total labor hours of the scientific research practice are 108 hours of student's independent work.

1.3. Students, who have attended a theoretical course and successfully passed the exams and tests provided by the curriculum, including course work, are allowed to pass the practical training.

1.4. For practical training the student must have the knowledge and competencies obtained in the study of the General cycle of subjects of the curriculum direction 38.04.02 "Management".

2. Purpose and objectives of the practice

2.1. The practice purpose is formation at the students of the practical skills allowing to apply effectively modern administrative technologies to successful achievement of the significant business results.

2.2. As a result of practice a student has an opportunity to achieve the following educational results (the student can):

- To analyze and systematize separate information in the field of management.
- To estimate efficiency of administrative activity.
- To use modern instruments of management in practical activities.
- To provide the necessary level of cooperation in the course of individual and group business interaction.
- To develop and make productive administrative decisions in team's line-up.
- To build optimum interaction in a competitive situation.
- To form constructive business contacts in a new administrative situation.

- To state the thoughts informative and structured in oral and written forms.
- To carry out a self-assessment and a self-reflection of the own administrative decisions and actions.
- To be adjusted on self-development and self-improvement in the field of professional and administrative activities.

2.3. As a result of the practical training the following professional competences are formed:
- ability to operate the organizations, divisions, groups (teams) of employees, projects and networks (PC-1);
- ability to develop corporate strategy, programs of organizational development and changes and to provide their realization (PC-2);
- ability to use modern methods of the corporate finance management for the solution of the strategic tasks (PC-3);
- ability to analyze and form enterprise orientation of the organization (PC-4);
- ability of determination of the organization prospects development on the basis of assessment of the company position in the market and a tendency of the external environment factors influence (PC-5);
- ability to act on the basis of the innovative solutions developments in various fields of management (PC-6);
- ability of complex use of the design and process management tools for the solution of strategic and tactical tasks of management of the organization (PC-7).

3. Organization and Content of Practice

3.1. Organization of the practice

3.1.1. The head of the international educational program "International Business and Project Management" approves the practice Program for obtaining primary professional skills.

3.1.2. The Head of the department of management forms the list of participants from the student's groups.

3.1.3. Head of the practice:
- forms the scheduled plan of the practice realization for each small group of participants of the training (table 1);
- together with the head of the department agrees on the schedule and classroom fund for carrying out the training;
- acquaints students with the practice purposes and tasks, with the training program and forms of work within this program, the schedule of practical training, structure and types of the reporting.

3.1.4. The Head of the department of management together with the Head of practice carries out, in case of need, involvement of external business coaches for realization of one of the training program blocks.

3.2. Content of the practice

3.2.1. Format of the practice

Practice on obtaining professional abilities and experience in organizational and administrative activity is implemented in a format of the students' participation in the training program. The structure of the training program consists of the 3 modules (the interconnected two-days trainings) which include several educational modules. The following blocks are a part of the training program structure:

Module 1. Personal efficiency of a Head:
- management of attention

- balance in work and life
- management of emotions, purposes and time
- involvement
- leadership
- emotional intelligence

Module 2. Key points and technologies of the modern management:
- goals cascading
- assessment of risks
- axiological management
- foresight management
- work with barriers and stereotypes
- corporate culture
- management of the involvement
- spiral dynamics.

Module 3. Influence tools in the business interaction:
- economical production
- continuous perfection
- innovative thinking
- management of employees
- team leadership
- effectuation and causation.

3.2.2. Technique of the practice realization

Each of the 3 modules of the training program is carried out in the format of two-days intensive educational activity of the students with a total amount of 12 classes - 6 classes periods every day (table 1).

Table 1.

Scheduled plan of the practice realization

№	Week of the term	Period	Time (acad. hours)	Module of the training program	Control events
1	the 2nd week	2 days without a break	12	Module "Personal Efficiency of a Head" of the training program	Control activity No. 1 1. Participation in the Module of the training program (confirmed by the attendance list). 2. Reflection report on the results of participation in the module of the training program. 3. Report on performance of an individual creative assignment performance.
2.	the 7th week	2 days without a break	12	Module "Reference Points and Techno-logies of Modern Management" of the training program	Control action No. 2 Reporting under a student's participation results in the module of the training program "Reference Points and Technologies of Modern Management": 1. Participation in the 2nd module of the training program (is confirmed by the attendance list). 2. Reflection report about the results of participation in the 2nd block of the training program.

					3. The report on performance of an individual creative assignment within the 2nd module of the training program.
3.	the 12th week	2 days without a break	12	Module "Instruments of Influence in Business Interaction" of the training program	Control action No. 3. Reporting under the results of a student participation in the module of the training program "Instruments of Influence in Business Interaction": 1. Participation in the 3rd module of the training program (confirmed by the attendance list). 2. Reflection report on the results of participation in the 3rd module of the training program. 3. The report on performance of an individual creative assignment within the 3rd module of the training program.

Work forms within the training program:
- discussion of the organizational aspects and rules of interaction;
- the message of the systematized information;
- group discussion;
- business game;
- role-playing game;
- brainstorming;
- practical tasks;
- psychological self-diagnostics;
- self-reflection.

All modules of the training program are complemented. Some modules of the training program are controlling gained knowledge and abilities. At the same time each block of the training program is complete and self-sufficient. Carrying out of the training program assumes a certain flexibility. When maintaining conceptual integrity of the program, time allowed for separate modules is regulated conditionally. It allows to consider the level of competence and specific needs of the participants of the training. The technique of the practice carrying out is directed to stimulating of the team building process in the student's groups within each module of the training program. Optimum number of the participants of the training program separate modules: 12-14 persons.

4. Practice reporting

4.1. Structure of the reporting

Structure of the reporting under the practical training results within the control actions (Table 1).
The general structure of the practice's report should include the following parts:
- Title Page. The title page must be formatted in accordance to the Appendix 1.
- Table of Contents must be formatted in accordance to the Appendix 2.
- Reporting under the results of the students' participation in the module of the training program "Personal efficiency of a leader"(control action No. 1):
- Participation in the module of the training program (confirmed by the attendance list).
- Reflection report on the results of participation in one module of the training program.
- The report on performance of an individual creative assignment within one block of the training program.
- Reporting under a student's participation results in the module of the training program "Reference Points and Technologies of Modern Management" (control action No. 2):
- Participation in the 2nd module of the training program (is confirmed by the attendance list).
- Reflection report about the results of participation in the 2nd block of the training program.
- The report on performance of an individual creative assignment within the 2nd module of the training program.
- Reporting under the results of a student participation in the module of the training program "Instruments of Influence in Business Interaction" (control action No. 3):
- Participation in the 3rd module of the training program (confirmed by the attendance list).
- Reflection report on the results of participation in the 3rd module of the training program.
- The report on performance of an individual creative assignment within the 3rd module of the training program.
- Final reporting form of the practical training results.
A student provides to the Head of practice the summary report which *includes*: reflection report on the participation results in each training program block; reports on the individual creative assignment performance.
4.2. Final control form
    The form of the practice final control of a student is pass/fail examination with a grade. Academic records on practice with assessment are signed by the head of practice from department and are given in educational and methodical management no later than Saturday of test week of a semester.

5. Practice Evaluation

5.1. Fund of the estimated means
Estimated means of the practical training results are (Table 2):
1. Participation in the training activity.
2. Reflection report.
3. Individual creative task.

Table 2.

**Means and criteria for the practical training results evaluation
(within the approved training program)**

№	Evaluation means	Criteria for the practical training results evaluation	Rating credits (max = 100 credits)
1.	Participation in the training activity	Taking part in 3 modules of the training program.	30
		Taking part in two modules of the training program.	20
		Taking part in one module of the training program.	10
		Absence of the participation in all modules of the training program.	0
2.	Report-reflection	The report-reflection on the results of the participation in three modules of the training program is done.	30
		The report-reflection on the results of the participation in two modules of the training program is done.	20
		The report-reflection on the results of the participation in one module of the training program is done.	10
		There is no any report on the results of the participation in any module of the training program.	0
3.	Individual creative assignment	Three individual creative assignments on the results of the participation in three modules of the training program are done.	40
		Two individual creative assignments on the results of the participation in two modules of the training program are done.	26
		One individual creative assignment on the results of the participation in one module of the training program is done.	12
		There is no any individual creative assignment on the results of the participation in any module of the training program.	0

5.2. Criteria for the practical training results evaluation:
- 86-100 points - "excellent"
- 76-85 points - "good"
- 61-75 points - "satisfactory"
- 60 points and less - "unsatisfactorily".

In the case if a student during practice is not taking part in the training program approved by the international educational program Head, then he/she has to be trained in another training program. The fact of participation in another training program (outside the approved program of a training) is considered only if it is approved by the Head of the department of management and the head of practice: name of the program, venue, terms, academic hours, supporting documents.

In the coordination process a student has to provide contact details (phone, the reference to the website, etc.) of the organizer and the host of the training program which is carried out outside the educational program approved by the Head. Criteria for the practical training results evaluation outside international educational program approved by the Head is presented in the Table 3.

Table 3

Means and criteria for evaluation of the practical training results

(outside the approved training program)

№	Evaluation means	Criteria for the practical training results evaluation	Rating credits (max = 100 credits)
1.	Participation in the training activity	Taking part in the training program no less than 36 academic hours.	30
		Taking part in the training program no less than 24 academic hours.	20
		Taking part in the training program no less than 12 academic hours.	10
		No participation in the training program.	0
2.	Report-reflection	The written report-reflection on the results of the participation in the training program is done.	10
		There is no written report on the results of the participation in any module of the training program.	0
3.	Individual creative assignment	Five individual creative assignments are done (documentary confirmation by the host of the training program on delivery and quality check of the task performance is required).	60
		Four individual creative assignments are done (documentary confirmation by the host of the training program on delivery and quality check of the task performance is required).	48
		Three individual creative assignments are done (documentary confirmation by the host of the training program on delivery and quality check of the task performance is required).	36
		Two individual creative assignments are done (documentary confirmation by the host of the training program on delivery and quality check of the task performance is required).	24
		One individual creative assignments is done (documentary confirmation by the host of the training program on delivery and quality check of the task performance is required).	12
		There is no any individual creative assignment on the results of the participation in any module of the training program.	0

SCHOOL OF ECONOMICS AND MANAGEMENT

Department of management

Student's name

ORGANIZATION
AND MANEGMENT PRACTICE
REPORT

Done by the Master program "International
business and project management" student

_____Student's name

The report passed with the grade
_____

Advisor of the practice
_____Adviser' name+position

_____ _____
    signature   Student's name
«_____» _____ 20__

Registration № _____
«_____» _____ 20__

Practice is done in the period of time
since the «__th»   of   _____   20__
till the   «___th» of _____   20__

_____ _____
   signature   Name

At the Research laboratory of entrepreneurship
study of SEM FEFU

Vladivostok city
20____

Appendix 2.
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GUIDELINES FOR ORGANIZATIONAL AND MANEGMENT PRACTICE

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Учебно-методическое пособие

Д.А. Соколова, Е.А. Глотова, И.А. Дроздова

МЕТОДИЧЕСКИЕ УКАЗАНИЯ
ПО ОРГАНИЗАЦИОННО-УПРАВЛЕНЧЕСКОЙ ПРАКТИКЕ
(GUIDELINES FOR ORGANIZATIONAL AND MANAGEMENT PRACTICE)

Учебно-методическое пособие разработано для международной магистерской образовательной программы «Международный бизнес и управление проектами» («International Business and Project Management»)