

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
TERNOPIL VOLODYMYR HNATIUK
NATIONAL PEDAGOGICAL UNIVERSITY
FACULTY OF PEDAGOGY AND PSYCHOLOGY**



Rector

Approved

Bogdan BUYAK

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**PROGRAMME
of the PROFESSIONAL ENTRANCE EXAMINATION
in SPECIALITY 073 MANAGEMENT
AT ENTRY ON STUDIES FOR OBTAINING
THE SECOND (MASTER'S) DEGREE**

TERNOPIL 2023

EXPLANATORY NOTE

The programme of professional entrance examination for the second (Master's) level of higher education in specialty 073 Management is based on the state standard of education for training specialists of „Bachelor” educational qualification level in the subject area 07 Management and administration of speciality 073 Management.

The programme of professional entrance examination is designed for applicants entering the specialty 073 „Management” (educational and professional programme „Management of educational institution”).

The aim of the professional entrance exam is to select entrants for study and obtain a Master's degree in 073 Management speciality.

The programme of professional entrance examination is made taking into account the Programme of the subject test on management and administration of the Common professional entrance examination for admission to study for a Master's degree (Order of the Ministry of Education and Science of Ukraine № 157 of 11 February, 2022). <https://mon.gov.ua/storage/app/media/vishcha-osvita/vstup-2022/Prohramy-YEFVV/Zatverdzeni.prohramy.YEFVV/11.02/Pro.zatv.Prohr.predm.testu.upravl.administrativ-nakaz-157-11.02.2022.pdf>

The professional entrance examination is conducted in the form of a written test and contains 2 questions in the examination card.

Professional entrance examination for the second (Master's) level of higher education in the specialty 073 Management involves assessing the knowledge and skills of applicants in the following courses: management, marketing, entrepreneurship.

MANAGEMENT

Theoretical fundamentals of management. The essence and functional areas of management.

Organizations as an object of management. The organization and its environment in management. The concept of „organization” as a social entity. General characteristics of the organization. The internal environment of the organization. Elements of the internal environment of the organization. Signs of the external environment of the organization. The division of the external environment of the organization into an environment of direct action (microenvironment) and an environment of indirect action (macro environment).

Levels of management in organization and their objectives.

Methods of management: administrative, economic, social and psychological.

Essential characteristics of process, system and situational approaches in management.

Planning function in management. System of organization plans: strategic plan, tactical plan, operational plan, stages of strategic planning. Stages of the process planning. Strategic plan implementation management.

The function of organization in management. The main processes of implementation of the organizational function: the development of a system of authority, the division of the organization into components (units). Organization and organizational activities. Delegation of authority in management: concepts, elements of the delegation process, types of authority (linear, staff, functional).

Organizational structure as a result of organizational activities: levels of complexity, centralization and decentralization The main elements and composition of the organizational structure of management. Types of organizational management structures: linear, functional, linear-functional, divisional, matrix, network. Selection and construction of organizational management structure.

Motivation as a function of management. Types of motivation (internal, external). Semantic and procedural theories of motivation. Work stimulation.

Control as a function of management. Basic types of control. Preliminary, running, final control. Stages of the control process.

Information and communication in management. Types of information by functional purpose. Requirements for management information. Types of communication: organizational (formal) communication, interpersonal (informal) communication. Means of communication. Obstacles in communication.

Managerial decisions. Managerial decisions in management. Characteristics of managerial decisions: programmed managerial decisions, unprogrammed managerial decisions, intuitive managerial decisions, and rational managerial decisions. The content of the main stages of managerial decision-making: problem diagnosis, formulation of constraints and criteria for decision-making, identification of alternatives and their evaluation, the final choice. Methods of managerial decisions justification and making.

Influence, power and leadership in management. Forms of influence in management. Types of power in management. Approaches to leadership. Leadership styles, their classification (authoritarian, democratic, liberal) and characteristics. Management of organizational behavior. Discipline management. Ethics in management. Organizational culture.

MARKETING

Theoretical fundamentals of marketing. Marketing as a science and as a special type of service activity. Basic concepts of marketing: need, demand, goods, exchange, agreement, market. Classification of marketing by type of demand, the presence of market segmentation, the level of channel distribution.

Approaches of commercial organizations to marketing management. Goals of the marketing system. Consumer behavior. A simple model of buying behavior. Detailed model of buying behavior.

Marketing product policy. Classification of goods. Product life cycle concept. Product development.

Marketing pricing policy. Pricing process. Pricing factors. Methods of marketing pricing. Approaches to pricing.

Distribution marketing policy. Definition of distribution channels. Functions and levels of distribution channels. Indicators of distribution channels. Defining the distribution strategy.

Marketing communications policy. Complex of marketing communications. Characteristics of the components of the complex of marketing communications: advertising, public relations, sales promotion, personal sales. Types of communication channels. Factors determining the structure of the stimulation complex; the type of strategy of pushing the product and the strategy of attracting the consumer to the product; the degree of readiness of the customer; stage of the product life cycle.

ENTREPRENEURSHIP

The essence of entrepreneurship. Business goals. Entities and objects of entrepreneurial activity: signs of entrepreneurship.

Basic principles and functions of entrepreneurial activity.

Types of entrepreneurship. Industrial entrepreneurship. Types of industrial entrepreneurship by direction. Types of industrial entrepreneurship by nature. Trade (commercial) entrepreneurship, its types. Exchange business. Entrepreneurship in the field of services. The main types of services by purpose.

Enterprise as a form of business organization. Types of enterprises by method of establishment and formation of authorized capital, by forms of property ownership, by national affiliation of capital, by technological integrity and degree of subordination, by size. Organization of entrepreneurial activity. Ways to start a business. Registration of business entities.

Entrepreneurship planning. Business planning. Business plan development. Stages of business plan development. The composition of the main sections of the business plan. The main indicators of project effectiveness.

Resource support of entrepreneurial activity. Material resources. Intangible resources. Workforce. Financial resources. Own financial resources. Financial resources involved. Borrowed resources.

Investments in entrepreneurship, their types

Efficiency of entrepreneurship. Business results. Indicators of efficiency of use of fixed assets. Indicators of labor efficiency. Profitability. Ways to increase the efficiency of entrepreneurship.

Corporate social responsibility and business ethics. Components of social responsibility: economic, environmental, social. Business ethics of the entrepreneur.

LIST OF REFERENCES

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3. Engwall L., Kipping M., Üsdiken B. Defining Management: Business Schools, Consultants, Media. London : Routledge, 2016. 320 p.
4. Hawk R., McChrystal G. S. Welcome to Management: How to Grow From Top Performer to Excellent Leader. New York : McGraw-Hill Education, 2020. 240 p.
5. Iacobucci D. Marketing Management. 5th Edition. Boston : Cengage Learning, 2017. 352 p.
6. Kaplan J. M., McGourty J. Patterns of Entrepreneurship Management. 6th Edition. Hoboken : Wiley, 2020. 368 p.
7. Kuratko D. F. Entrepreneurship: Theory, Process, Practice. 11th Edition. Boston : Cengage Learning, 2019. 512 p.
8. Mariotti St., Glackin C. Entrepreneurship and Small Business Management. 2nd Edition. London : Pearson, 2014. 720 p.

9. Mitra J.K. Principles of Management 1st Edition. Oxford : Oxford University Press, 2017. 188 p.
10. Neck H. M., Neck Ch. P., Murray E. L. Entrepreneurship: The Practice and Mindset. 2nd Edition. Thousand Oaks : SAGE Publications, 2020. 536 p.
11. Newton R. The Management Book. 1st Edition. Upper Saddle River : Ft Pr, 2011. 254 p.
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13. Principles of Marketing / Kotler Ph., Wong V., Saunders J., Armstrong G. London : Pearson Education, 2008. 1002 p.
14. Scarborough N., Cornwall J. Essentials of Entrepreneurship and Small Business Management (What's New in Management). 9th Edition. London : Pearson, 2018. 832 p.
15. Teaching Entrepreneurship (A Practice-Based Approach) / Edited by H. M. Neck, C. G. Brush & P. G. Greene. 2021. 416 p.

EXAM STRUCTURE AND CONTENT, FORM OF THE EXAM

The exam is being held in written form with the standard exam cards. The exam card includes two questions. Preparation time – 60 minutes.

Criteria for assessing the knowledge and skills of applicants

Mark on a 200-point grading scale	ECTS mark	Criteria
1	2	3

1	2	3
190-200	A	The applicant shows strong and deep knowledge of management, marketing, and entrepreneurship; fluently answers questions, clearly presents the material, using scientific terminology and implementing interdisciplinary links; independently analyzes and reveals the patterns of management; gives examples based on their own observations; evaluates management objects and economic phenomena; identifies and substantiates causal relationships; is able to identify the problem and identify ways to solve it; acquainted with the recommended literature; freely solves managerial tasks of different levels of complexity, draws independent reasoned conclusions; uses knowledge in non-standard situations.
171-189	B	The applicant freely reproduces the study material and answers the questions, making minor mistakes in the formulation of scientific terms or in explaining certain facts; establishes cause-and-effect relationships with the help of a teacher; provides comparative characteristics of management facilities and economic phenomena; solves standard cognitive tasks; corrects their own mistakes; independently solves typical managerial tasks; draws vague conclusions; worked on the recommended literature.
150-170	C	The applicant independently reproduces the study material; answers the questions, admitting inaccuracies in the answers; compares management objects and economic phenomena, establishes differences between them; corrects mistakes; solves typical management problems. using the algorithm; draws incomplete conclusions; worked on the recommended literature; vaguely formulates conclusions.
131-149	D	The applicant independently, but incompletely reproduces the educational material, partially adheres to the logic of its presentation; answers some questions; in general uses the terms correctly; makes mistakes in answers and terminology; solves simple typical management problems; acquainted with the main literature, knows some of the program theoretical material, but can not apply it in practice.
120-130	E	The applicant reproduces a small part of the educational material, gives definitions of certain concepts of management, marketing and entrepreneurship, gives an incomplete description of the general features of management facilities; may make mistakes in the answers; misinterprets certain provisions, making mistakes in terminology; gives examples based on the textbook

1	2	3
		material.
0-119	F	The applicant reproduces a very small part of the study material, defines certain concepts of management, marketing and entrepreneurship, gives an incomplete description of the general features of management facilities and economic phenomena; makes significant mistakes in the answers, does not have sufficient theoretical knowledge and practical skills; not familiar with or little elaborated recommended references.