

**ROBERT ELVORTI ECONOMICS AND TECHNOLOGY  
INSTITUTE**

APPROVED

by the Admission Committee

Minutes No. 30 from 24.03.2023

Head of the Admission Committee

  
I.M. Vasylenko

"24" "03" 2023 p.


**PROFESSIONAL EXAMINATION PROGRAM  
for participation in the second (Master's) level of higher education competitive  
selection at Robert Elworthy Economics and Technology  
Institute  
(for individuals granted such a right following the Admission Conditions in  
2023)**

Educational level: **Master's degree**

Specialty: **073 Management**

**Agreed:**

Head of the Department of Marketing,  
Management and Economics

  
O.V. Pavlova  
"24" "03" 2023 p.

**Kropyvnytskyi – 2023**

## I. INTRODUCTION

**1.1. The Purpose** of the Professional Entrance Examination in Management is to determine the level of theoretical knowledge and practical skills of applicants acquired during their studies at the Bachelor's / Master's level, in order to create a ranking list and competitive selection of applicants for the Secondary Education (Master's) Degree Course in 073 Management.

**1.2. Requirements for the Abilities and Readiness of Applicants.** Candidates must hold a university degree, be fluent in the national language, and possess knowledge and skills in basic and professional economic disciplines.

**1.3. Characteristics of the Content of the Professional Entrance Examination Program.** The program is developed under the Order of the Ministry of Education and Science of Ukraine No. 157 of 11.02.2022 "On Approval of the Program of the Specialized Test of Management and Administration of the Unified Professional Entrance Exam". (<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 exam is comprehensive and based on the main academic disciplines that form the knowledge and skills of a Bachelor and determine the level of the applicant's qualification. The examination program is interdisciplinary, covering the main topics of the disciplines studied by the students within the curriculum of the Bachelor's degree and includes such modules:

Module 1: Management.

Module 2. Marketing.

Module 3: Entrepreneurship.

The main criteria for assessing the candidate's knowledge during the examination are knowledge of the subject matter of the discipline, ability to identify the essential rules of the discipline, ability to formulate specific rules of the discipline, ability to apply theoretical knowledge to analyze specific economic situations and solve practical problems.

**1.4. Professional Examination Form.** The entrance examination is held in the form of a test to obtain objective documentary evidence of the applicant's level of knowledge.

**1.5. Assessment Structure and Procedure.**

The Professional exam ticket contains **40 questions** of varying difficulty (three difficulty levels). The test item requires you to select one answer option (closed book test). Each question has several possible answers, only one of which is correct.

Level 1 - 25 questions with **4 points** for each correct answer (maximum 100 points);

Level 2 - 10 questions worth **6 points** for each correct answer (maximum of 60 points);

Level 3 - 5 test items with **8 points** for each correct answer (maximum 40 points).

Based on the Professional Aptitude Test results, an applicant may score from **0 to 200 points** inclusive. The minimum passing score is **100 points**. Candidates who score less than 100 points on the professional entrance exam are disqualified from the competition for admission to the chosen specialty.

## **2. PROGRAM CONTENT**

### **2.1. MANAGEMENT**

#### **2.1.1. Theoretical Foundations of Management**

The nature and functions of management. Organization and its environment in management. Levels of management in the organization. Methods of management: administrative, economic, social, and psychological. Essential characteristics of process, systems, and situational approaches in management.

#### **2.1.2. Planning Function in Management**

Definition of planning and its tasks. System of organizational plans, stages of planning process according to R. Ackoff. Definition and functional purpose of strategic planning. Stages of strategic planning. Management of strategic plan implementation. Organizing function in management.

#### **2.1.3 The Function of Organization in Management**

The function of the organization and its place in the management system. Organization and organizational activities. Delegation of authority in management: concept, elements of delegation process, types of authority (line, staff, functional). Organizational structure as a result of organizational activity: levels of complexity, centralization, and decentralization. Basic elements and composition of organizational management structure. Types of organizational management structures: linear, functional, linear-functional, divisional, matrix, network.

#### **2.1.4 Motivation as a Management Function**

Motivation is the process of encouraging self and others to act by using human motives to achieve personal or organizational goals. Key concepts of motivation: need, motive, inducement, incentive, reward, value. Types of motivation: intrinsic motivation, extrinsic motivation. Content (A. Maslow, D. McClelland, F. Herzberg) and process (V. Vroom, S. Adams, L. Porter, E. Lawler) theories of motivation.

### **2.1.5 Control as a Management Function**

Control as a process of identifying possible deviations from planned indicators, determining the causes of these deviations, and developing measures to eliminate them. Main types of control: preliminary, ongoing, and final. Stages of the control process: formation of controlled indicators, measurement of achieved results, regulation.

### **2.1.6 Information and Communication in Management**

Information and its types. Requirements for management information. The concept of communication, its types and means. Obstacles in communication. The communication process.

### **2.1.7 Management Decisions**

Management decisions in management. Factors influencing the process of management decision-making. Content of the main stages of management decision-making (according to M. Mescon): diagnosis of the problem, formulation of constraints and decision-making criteria, identification of alternatives and their evaluation, and final choice. Methods of justification and decision making in Management.

### **2.1.8 Influence, Power and Leadership in Management. Leadership Styles**

Influence is any action by one person that changes the behavior, attitudes, or feelings of another person. Forms of influence in management: persuasion, suggestion, participation, coercion. Power in management. Types of power in management. Leadership is the ability to influence the behavior of individuals or groups of employees through personal qualities in the process of directing their activities to achieve the goals of the organization. Approaches to leadership. Leadership style. Classification of leadership styles (according to Kurt Lewin): authoritarian, democratic, liberal.

## **2.2 MARKETING**

### **2.2.1. Theoretical Foundations of Marketing**

Basic concepts and classification of marketing. Approaches of commercial organizations to marketing management. Consumer behavior.

### **2.2.2. Analysis of Marketing Environment**

The concept of marketing environment. Marketing information system. Marketing complex and system of marketing services organization.

### **2.2.3. Marketing Product Policy**

Classification of goods. Concept of product life cycle. Product development.

### **2.2.4. Marketing Price Policy**

The process of pricing. Approaches to pricing.

### **2.2.5. Marketing Distribution Policy**

Definition of distribution channels. Functions of distribution channels. Levels of distribution channels. Indicators of distribution channels. Defining the distribution strategy.

### **2.2.6 Marketing Communication Policy**

The complex of marketing communications. Characteristics of the AIDA model (model of effective approach to the target audience). Factors determining the structure of the incentive package.

## **2.3. ENTREPRENEURSHIP**

### **2.3.1 Theoretical Foundations of Entrepreneurship**

The nature of entrepreneurship. Basic principles and functions of entrepreneurial activity.

### **2.3.2. Types of Entrepreneurship**

Production entrepreneurship. Trade (commercial) entrepreneurship. Barter business. Service entrepreneurship.

### **2.3.3 Entrepreneurship as a Form of Business Organization. Types of Enterprises**

Types of organizations by purpose and type of activity. Types of organizations by method of creation and formation of authorized capital. Types of organizations by forms of ownership. Types of companies by nationality of capital. Types of enterprises by technological integrity and degree of subordination. Types of organizations by size.

### **2.3.4 Organization of Business Activity**

Justification and choice of the idea of entrepreneurial activity. Ways of starting an enterprise. Registration of business entities.

### **2.3.5. Planning of Entrepreneurial Activity**

Business planning. Development of a business plan. Composition of the main sections of the business plan. Key indicators of the project.

### **2.3.6. Resource Support for Business Activity**

Material resources as means and objects of work used in business activity. Intangible resources are a part of the enterprise's resources that do not have a material basis for generating income and an uncertain amount of future profit from their use. Labor resources. Financial resources are cash income and receipts available to an enterprise to meet specific financial obligations and conduct business activities. Investment in business activities.

### **2.3.7. Efficiency of Business Activity**

Results of business activity. Indicators of the efficiency of the use of fixed assets. Indicators of efficiency of use of labor resources. Profitability. Ways of improving the efficiency of business activity.

### **2.3.8. Planning of Business Activity**

Social responsibility of business. Components of social responsibility. Business ethics of an entrepreneur.

## **3. BASIC RECOMMENDED LITERATURE LIST**

1. Vlasenko A., Markina I., Bilovol R. Organization management: a textbook. Kyiv: Center for Educational Literature, 2019. 248 pp.
2. Management: graphical and tabular visualization: a Textbook / O. Kuzmin, O. Melnyk, I. Protsyk, S. Romanyshyn, R. Darmits. Lviv: Lviv Polytechnic Publishing House, 2020. 208 pp.
3. Management: Textbook / S.Y. Biryuchenko, K.O. Buzhymyska, I.V. Burachek, and others; edited by T.P. Ostapchuk. Zhytomyr: State University "Zhytomyr Polytechnic." Zhytomyr: Ruta Publishing House, 2021. 856 pp.
4. Management: A Textbook / N.S. Krasnokutska, O.M. Nashchekina, O.V. Zamula and others. Kharkiv: "Printing house Madrid, 2019. 231 pp. Management: A

- Textbook, edited by A.M. Balashov, G.E. Moshek, A.S. Solomko, and others; published by A.M. Balashov and G.E. Moshek in Kyiv by Lira-K in 2022, 646 pp.
6. Malska M., Bilous S. Management of Organizations: Theory and Practice. Kyiv: SBAprint, 2019. 190 pp.
  7. Ruliev V.A., Gutkevych S.O. Management: A Textbook. Kyiv: Center for Educational Literature, 2019. 312 pp.
  8. Strapchuk S.I., Mykolenko O.P., Popova I.A., Pustova V.V. Management: A Textbook for Higher Education Students. Lviv: New World 2000 Publishing House, 2020. 356 pp.
  9. Marketing. Textbook / Starostina A.O., Kravchenko V.A., Pryhara O.Y., Yarosh-Dmytrenko L.O. / Edited by Prof. Starostina A.O. - K.: SPE "Interservice", 2018. 216 pp.
  10. Marketing: A Glossary of Terms / Starostina A.O., Kochkina N.Y., Zhurilo V.V. and others / Edited by Prof. Starostina A.O. - K.: "Interservice", 2017. 154 pp.
  11. Marketing: A Study Guide for Self-Study / A.F. Bondarenko, V.P. Gordienko, O.O. Dutchenko. Sumy: Sumy State University, 2018. 99 pp.
  12. Reference Lecture Notes on the Course "Fundamentals of Marketing" for Full-Time and Part-Time Students of All Faculties of the University / Compiled by: Candidate of Economic Sciences, Associate Professor Gold N.M., Candidate of Economic Sciences, Associate Professor Krause O.I. - Ternopil - 2018, 96 pp.
  13. Firsova SG. Marketing: a textbook. ZhSU named after I. Franko, 2013. 324 p.  
Kotler, P. (2014). Principles of Marketing. London: Pearson Education Limited. 1020 pp.
  15. Fundamentals of Entrepreneurship: Textbook. Bilyak, T. O., Biryuchenko, S. Y., Buzhymyska, K. O., et al. (Eds.). Zhytomyr State Technical University. 2019. 493 pp.
  16. Pedko A.B. Fundamentals of Entrepreneurship and Business Culture: A Textbook. K.: Center for Educational Literature, 2020. 168 pp.
  17. Entrepreneurship: Organization, Efficiency, Business Culture: A Workshop / Kolot V.M., Repina I.M., Shcherbyna O.V., Shergina L.A., Kovtun V.P. K.: KNEU. Electronic version: [http://irbis.kneu.edu.ua/cgi-bin/cgi64/cgiirbis\\_64.exe](http://irbis.kneu.edu.ua/cgi-bin/cgi64/cgiirbis_64.exe).
  18. Entrepreneurship, Trade, and Exchange Activity: A Textbook / I.M. Sotnyk, L.M. Taranyuk. University Book, 2018. 572 pp.
  19. Entrepreneurship, Trade, and Exchange Activity [Text]: A Textbook / Edited by Doctor of Economics, Professor I.M. Sotnik, Doctor of Economics, Professor L.M. Taranyuk. Sumy: VTD "University Book", 2018. 572 pp.

20. Management of Entrepreneurial Activity: A Textbook / N.M. Shmatko, R.O. Poberezhnyi, M.V. Karminska-Belobrova, I.V. Uhrimova [et al.]. Electronic text data. Kharkiv, 2019. 1100 pp.



1. full-time and part-time students of all faculties of the University / Compiled by: Candidate of Economic Sciences, Associate Professor Golda N.M., Candidate of Economic Sciences, Associate Professor Krause O.I. - Temopil - 2018, 96 pp.
2. Firsova S.G. Marketing: a textbook. ZhsU named after I. Franko, 2013. 324 pp.
3. Kotler P. Principles of Marketing / P. Kotler, G. Armstrong, V. Wong, J. Saunders. - London. 2014. - 1020 pp.
4. Fundamentals of entrepreneurship: Textbook / Bilyak T.O., Biryuchenko S.Y., Buzhynska K.O., et al: ZhDTU, 2019. 493 pp.
5. Pedko A.B. Fundamentals of entrepreneurship and business culture: a textbook. K.: Center for Educational Literature, 2020. 168 pp.
6. Entrepreneurship: organization, efficiency, business culture: a workshop / Kolot V.M., Repina I.M., Shcherbyna O.V., Shergina L.A., Kovtun V.P. K.: KNEU. Electronic version: [http://irbis.kneu.edu.ua/cgi-bin/cgi64/cgiirbis\\_64.exe](http://irbis.kneu.edu.ua/cgi-bin/cgi64/cgiirbis_64.exe).
7. Entrepreneurship, trade and exchange activities: a textbook / I.M. Sotnyk, L.M. Taranyuk. University book, 2018. 572 pp.
8. Entrepreneurship, trade and exchange activity [Text]: a textbook / edited by Doctor of Economics, Professor I.M. Sotnik, Doctor of Economics, Professor L.M. Taranyuk. Sumy: VTD "University Book", 2018. 572 pp.
9. Management of entrepreneurial activity: a textbook / N.M. Shmatko, R.O. Poberezhnyi, M.V. Karminska-Belobrova, I.V. Uhrimova [et al. Electronic text data. Kharkiv, 2019. 1100 pp.