

Ministry of Education and Science of Ukraine
Rivne State University of Humanities




PROFESSIONAL EXAMINATION PROGRAM
SPECIALTY 073 "MANAGEMENT"
for entrants to study for a master's degree
based on the bachelor, specialist, master


Approved by the Academic Council of the DKMTF faculty

Protocol No.4 dated 19 April 2024.

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Approved by the educational and methodological commission of the Faculty of
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The program of the professional examination management for applicants for a master's degree on the basis of a bachelor's, specialist's or master's degree defines the requirements for the level of training of applicants within the bachelor's degree program, the content of basic educational competences, criteria for evaluating the answers of applicants, and recommended literature sources.

Considered at the meeting of the Department of Management (Protocol No. 4 of 18 April 2024).

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EXPLANATORY NOTE

The program of the entrance examination in the competitive subject "Management" is based on the curriculum of the disciplines "Management", "Marketing", "Business Economics", which is studied by students of economic specialties in accordance with the State Standard of Education in the speciality "Management".

The entrance examination in the competitive subject "Management" for applicants for the Master's degree on the basis of the Bachelor's degree is aimed at testing the level of knowledge, skills and abilities of applicants in management.

The purpose of the professional test is to identify the level of knowledge and skills in the areas of professional activity of a bachelor's degree in management, to test the applicant's ability to systematic thinking, the ability to differentiate, integrate and unify knowledge of the program material, which is necessary for the successful mastery of disciplines in the program of training a specialist of the educational qualification level "Master" in the specialty 073 "Management".

The program of the professional test is built in accordance with the requirements for master's training and covers issues that within the framework of the educational and professional program determine the graduate's ability to perform the functions defined by the Educational Qualification Characteristics of the master: analytical, accounting and statistical, organizational, control, information, as well as the ability to analyze regulatory documents, develop recommendations for their implementation, etc.

Applicants are admitted to the entrance examination subject to the availability of the entrance examination results sheet and an identity document (passport).

The entrance examination is held according to the schedule drawn up by the RGU Admissions Committee.

The applicant has the right to ask the examiners to clarify the conditions of the tasks.

The answer to the examination tasks is recorded in the oral answer sheet, which is signed by the applicant and members of the professional certification commission.

Applicants who do not appear for the entrance examination without valid reasons at the time specified in the schedule are not allowed to participate in further examinations and the competition. In the presence of valid reasons, confirmed by documents, applicants may be admitted to the missed entrance examination(s) with the permission of the executive secretary of the admission committee within the established time limits and schedule of entrance examinations.

Retakes of entrance examinations are not allowed.

Assessment of the answers of applicants at the entrance examination is carried out by members of the subject committee appointed in accordance with the order of the rector, on a scale of 1 to 200 points. The basis for the assessment is the correctness, logic, depth of the answer, the ability to analyze problems related to the content of the answer, to make independent assessments and decisions to solve such problems.

The period of preparation for the entrance examination is 0.5 hours.

PROGRAMME OF THE ENTRANCE EXAMINATION

1. Development of the national science of management.

Management as a specific field of human activity. Characteristics of research of Ukrainian management theory and practice of the late XVIII - early XX centuries. Analysis of scientific research of scientists of the late XVIII - early XX centuries. Development of management science in Ukraine during the Soviet and post-Soviet period. The modern model of management in Ukraine. Research methods: dialectical, specific historical, systematic approach;

modelling: verbal, physical, analogue, mathematical; scientific, expert, sociological methods: questionnaires, interviews, testing.

2. Place of control in the management system

Stages of control in the organisation. Model of the control process. Types of employee behaviour during the control process. Classification of control at the enterprise. The process of exercising control at the enterprise. Classification of control elements. Characteristics of effective control. Analysis of objects of control. Evaluation of the results of the control process at the enterprise.

3. Features of managerial labour.

Features of managerial labour in modern economic conditions in Ukraine. Management activity as a specific type of labour process. Characteristics of the manager's activity in the organisation from the point of view of the manager. Manager's functions in the management process. Professional and qualification division of labour. Functional division of labour. Structural division of labour. Distribution of strategic, tactical and operational management tasks between different categories of managers. Characteristics of managerial roles of the manager.

4. Classification of management schools.

Prerequisites for the emergence of management schools. Historical development of management schools. Results of experiments by F. Taylor, G. Gantt, F. and L. Gilbreth, G. Emerson. Analysis of scientific works "Enterprise Management" and "Principles of Scientific Management". School of scientific management (rationalist). School of rational bureaucracy. School of administrative management. School of human resources. School of human relations. Behavioural school. Theory X and theory Y. Basic theories of management schools. The essence of F. Taylor's concept in the modern management process.

5. The system of enterprise plans.

Planning as a starting point in the management cycle. The purpose of the planning process. System of plans and their classification. Classification features of plans. The nature and content of planned activities in the organisation. Basic principles of planning. The relationship of planning with other management functions. The main elements of the system of plans in the organisation. Strategic (master) plan. Corporate medium-term (tactical) plan. Strategic plans of individual business units that are part of the company. Operational plans. Programmes (plans, programmes), projects. Offensive plans. Defensive plans.

6. The main types of organisational structures and their application.

The importance of organizational structures in the process of effective management of the organization. Systematic approach to organizational structures in management. Principles of building organizational structures. Centralization and decentralization of the organizational structure. Powers of authority. Responsibility. Delegation of authority. The norm of controllability. Centralized organization. Decentralised organisation. The main types of organizational structures and their application. Linear organisational structure of management. Functional organisational structure of management. Line-staff organisational structure of management. Linear-functional organisational structure of management. Bureaucratic organisational management structures. Divisional organisational management structures. Organigram.

7. Essence and concepts of marketing development

Etymology of the word "marketing". Chronology of the emergence and development of marketing. The essence of marketing and its definition. Approaches to understanding the subject of marketing. Principles, objectives and functions of marketing.

Evolution of the concept of marketing. The essence of production, commodity, sales, purely marketing and modern concepts. The concept of passive (episodic or instrumental), organizational and active (strategic) marketing. Trends in the development of the modern concept of marketing.

Types of marketing depending on the orientation of marketing activities, its scope, the period for which the marketing policy of the enterprise is developed, demand, main objects of attention, the ultimate goal and ways to achieve it, the degree of coordination of marketing functions performed at the enterprise, the ultimate goal of the activity.

System and characteristics of modern marketing. The system of marketing tools and their structure (4P concept). The concept of marketing mix (marketing-mix). Marketing environment (external and internal). Forces and conditions of the external environment (regulatory, economic, technological, environmental, competitive, social). Factors of the internal environment (owners, managers, workers and employees, structural units).

8. Marketing research

Marketing research of the environment as the main prerequisite for successful marketing. The role of market research in the management decision-making process. The scheme of research (setting a task, choosing research methods, collecting information, analysing data, writing a report). Basic requirements for conducting marketing research.

Determination and forecasting of demand. Comprehensive market research (research of market conditions and capacity, competitive environment, consumer behaviour, micro-environment of the company). Market capacity.

Market segmentation. Market segment. Segmentation factors (geographic, demographic, psychographic, consumer behaviour). Criteria for choosing a market segment. Analysis of competition in the market.

9. Marketing product, pricing, sales and communication policies

The essence of marketing product policy and its structure. Marketing concept of the product. The main attributes of a product: benefits, properties, packaging, uniqueness, popularity, image, quality, brand, delivery terms, maintainability, installation, service, guarantees, price. The concept of "commodity micro-mix".

Competitiveness of products: essence, concept and methods of assessment (group examinations; consumer surveys; by the list of key parameters). Algorithm for assessing product competitiveness.

The concept of the product life cycle and characteristics of its main stages. Marketing actions at different stages of the product life cycle. Possible options for product life cycle curves.

The essence of the concept of "new product". The concept and methods of product planning (specifically, expanded, generalised). Three levels of product creation (product by design, in actual execution and product with reinforcement). The algorithm of new product planning and characteristics of its main stages.

Reasons for the failure of new products on the market.

Trademarks, their role in the successful promotion of goods on the market. Approaches to the assignment of trade marks.

Packaging of goods. Types of packaging (internal, external, transport). Functions of packaging. Factors that influence the choice of packaging.

Service, an integral attribute of the product's attractiveness in the market. Types of service (pre-sale, warranty, post-warranty).

The essence and role of marketing pricing policy. Algorithm of marketing price calculation and description of its main stages.

Factors that influence pricing (production costs, demand for goods, competition). Price elasticity of demand.

The essence and features of using direct pricing methods.

Methods of indirect pricing (essence and content).

Marketing policies of price management (essence, content and conditions of use):

pricing policies of "skimming the cream", gradual price reduction, market penetration, price differentiation, prestige prices, traditional pricing, psychological pricing, price lining, sequential passage through market segments, unprofitable leader, elastic and stable prices, preferential prices, survival, and the policy of setting prices for goods discontinued.

The essence of marketing communications policy. The main elements of the marketing communications mix.

Algorithm for planning a marketing communications mix and characteristics of its main stages.

Advertising: essence, possible goals and types. Algorithm of decision-making on advertising: defining goals, identifying the target market, developing a budget, developing the text part of advertising, choosing advertising media, drawing up an advertising schedule, testing advertising, direct advertising, controlling and analyzing the advertising program.

Propaganda: the essence, forms and programmes.

Sales promotion: essence, directions and methods.

Personal selling: essence, types and process.

The essence, objectives, functions and elements of the marketing policy of distribution. Product distribution channels: essence, relevance, types and main characteristics. Functions of distribution channels and the main problems of their formation. Algorithm for the formation of marketing distribution channels.

Intermediary activities in distribution channels: essence, principles. Classification of intermediary enterprises and organisations and their main types. The main aspects of distribution channel management.

Conflicts in distribution channels and methods of their elimination. Evaluation of distribution channels.

Marketing policy of distribution and logistics.

10. Development of a marketing strategy

Corporate and marketing goals. Strategic planning. Approaches to the development of marketing strategies (Porter's strategic model, product-market matrix, the impact of market strategy on profits). Types of marketing strategies (in relation to the product, in relation to the market).

11. Enterprise as a subject and object of market relations

Enterprise as a statutory business entity. Areas of its activity and rights in the field of planning, resource management, management of income and profits.

Enterprise as an object of sale and purchase. Property value and enterprise value, methods of their determination.

Elements of the external environment of the enterprise. Market infrastructure serving the enterprise, its characteristics (trade and intermediary, production, financial and credit, scientific and information, etc.) Organizational and economic conditions of the enterprise. Concepts of economic sovereignty, self-sufficiency, profitability, self-financing.

Competitive market environment of the enterprise. The concept of competition intensity. Methodological approaches to determining the intensity of competition based on market shares of competing enterprises. The concept of a competitive market boundary. Factors influencing the definition of a competitive market boundary. Types of competitive contradictions, definition and classification of competitors. Negative and positive factors of the presence of competitors in the market. Competitive policy of the enterprise.

Economic restrictions on the creation and operation of the enterprise.

Mechanism of state regulation of the enterprise. Direct state regulation of the enterprise and its mechanism. Economic regulation and its levers.

Classification of enterprises and characteristics of their types. Economic features of different types of enterprises.

12. Production capacity of an enterprise

The concepts of "production capacity of an enterprise", "production capacity of structural units, individual production links, and the main type of equipment". Information base and sequence of calculating the production capacity of an enterprise.

Equipment operating time fund, methodology for determining the useful life of equipment.

Systems and methods for determining the capacity of an enterprise. Specifics of calculating production capacity in various sectors of the economy.

Dynamic indicators of production capacity: input, output, average annual production capacity.

Balance of production capacity of the enterprise. Interrelation of production capacity and throughput of an enterprise.

Factors affecting the efficiency of production capacity. Their classification and characteristics.

Reserves for the growth of production capacity of the enterprise.

13. Resource potential of the enterprise

The concept of economic resources and resource potential of the enterprise. Components of resource potential, their characteristics and interconnection in the production process. Features of the resource potential of enterprises in various sectors of the economy. Interrelation of individual elements of the resource potential of the enterprise,

The optimal ratio of resources. Criteria for optimizing the structure of resource potential. The concept of efficiency of use of enterprise resources. Indicators of profitability and resource efficiency. Problems of cost estimation of labour resources of the enterprise. Factors that determine the level of resource efficiency. The main directions of increasing the efficiency of the resource potential of the enterprise.

14. Material and technical support of the enterprise

Essence and tasks of material and technical support of the enterprise. Composition of material resources and their characteristics. Content of the material and technical support plan. Balancing the size of the need for resources and sources of its provision. Planning of material and technical support, its relationship with financial capabilities and development strategy of the enterprise.

Selection of rational types of economic relations and factors that determine them. Evaluation of the effectiveness of long-term economic relations.

The system of organizing the supply of material resources, approaches to its implementation. The concept of integrated material and technical supply of resources, conditions of its application and economic benefits.

The concept of an optimal supply batch and supply regulations. Criteria for optimizing a supply batch and justifying its volume.

Planning of the enterprise's need for material resources by elements: basic materials, auxiliary materials, components, fuel and electricity, tools, packaging, etc.

Cost rates as a basis for determining the company's need for material resources. Types of norms and their characteristics. Methods of developing consumption rates.

The importance and directions of increasing resource efficiency in production.

Stocks of material and raw materials of the enterprise, their necessity and purpose. Classification of production stocks. Indicators characterizing production stocks and methods of their calculation.

Normalization of production stocks as an important stage of their management. Methods of rationing of production stocks (raw materials, inventory and wearing items, tools, components, etc.)

Planning of the enterprise's need for production stocks. Forms and methods of operational management of production stocks. Systems and methods of internal control over stocks of material and raw materials.

15. Fixed assets of the enterprise

Means of production: their economic content, characteristics of the composition. Means of labour as a factor of production and capital, the relationship between them. Features of the formation of labour means in a market economy.

The concept of fixed assets of the enterprise as an element of material resources. Characteristics of the composition of fixed assets by various classification criteria. Evaluation of fixed assets. initial, renewed, residual value. The concept of liquidation value. Physical and moral depreciation of fixed assets. Causes of obsolescence and their characteristics. Economic nature of depreciation of fixed assets. Types of depreciation, their characteristics and purpose in the reproduction process. Indicators that characterise the state and movement of fixed assets. Methods for calculating the average annual cost of fixed assets, renewal and disposal rates, and the capacity of fixed assets.

Efficiency of fixed assets use: concept and evaluation criteria. Indicators that characterise the use of fixed assets, their content and methods of calculation. Analysis of the efficiency of use of fixed assets. Factors that determine the level of efficiency of fixed assets and ways to improve it. Reproduction of fixed assets of the enterprise, conditions and forms of implementation. The concept of capital investment and capital construction. New construction, overhaul, reconstruction and technical re-equipment of the enterprise, modernisation of equipment as a form of reproduction of fixed assets.

Procedure and stages of fixed assets planning. Initial prerequisites and methods of planning the development of fixed assets of the enterprise by types and forms of reproduction.

16. Labour resources and incentives for employees

Labour resources of the enterprise and their characteristics by qualification. Principles of labour resources formation in a market economy. Main tasks of labour resources management at the enterprise. Factors influencing the formation of labour resources.

Labour productivity of workers: concepts and methods of assessment. Factors affecting labour productivity and their classification. The main directions of increasing labour productivity and efficiency of labour resources of the enterprise. Methods of labour costs rationing at the enterprise.

Forms of motivation of workers' labour. Remuneration systems and their characteristics.

Tariff system, its content, purpose and use in the enterprise. Minimum wage and factors that determine it. State regulation of the minimum wage and its impact on the level of rates and salaries of individual employees. Tariff system, its content and conditions of use - The concept of "flexible tariff". The essence of the contractual form of remuneration. Special contractual forms of remuneration. Social benefits and privileges as a stimulating factor of productivity.

17. Current expenses of the enterprise and the cost of production

The essence of the concepts of "costs", "current expenses of the enterprise", "cost of products, services and works". Interrelation and interdependence of resources and current expenses of an enterprise.

Classification of current expenses of an enterprise by the place of occurrence of expenses, functional purpose, economic elements, method of transfer to the cost of production, level of elasticity on production volumes, degree of homogeneity, periods, principles of management. Peculiarities of the composition of current expenses in certain sectors of the economy. Concepts of management, accounting, tax accounting of costs. Indicators of production costs and the procedure for their calculation.

Factors influencing the formation of current expenses of the enterprise, the cost of products and services, ways to save them in the enterprise. The concept and purpose of cost centres. Cost of certain types of products. Selection of costing units. Calculation of full costs of production of products and services. Methods of costing. Normative costing as a method of determining the planned cost of products (services, works, etc.). The procedure for allocating costs to the cost of certain types of products. Calculation of planned costing. Features of product costing at enterprises in certain industries.

Management of current costs by the system of "standard costing", "direct costing", the scope of application, possibilities of use, the procedure for calculating costs in the case of single and multi-stage distribution of marginal (marginal) income.

Production cost estimate - concept, composition. The sequence of calculating production costs. The cost of marketable products. Methods of drawing up a consolidated cost estimate of production costs.

Methodological tools for analyzing the current costs of the enterprise. Factors that determine the level of cost intensity of products, works, services of the enterprise.

Methods of planning the current costs of the enterprise. Calculation of costs by technical and economic factors. Identification of reserves for optimizing the current costs of the enterprise.

Systems and methods of internal control over current costs.

18. Financial results of the enterprise

The essence of the company's income, its purpose, composition and sources of formation. Mechanism of formation of income from ordinary activities, income from extraordinary events. Income from operating activities of the enterprise. Formation of income (revenue) from the sale of products (goods, services, other assets), other operating income. Factors affecting income from operating activities. Influence of production volumes, assortment and pricing policy of the enterprise on the formation of income from operating activities. Peculiarities of formation of income from operating activities in certain industries.

Income from financial and investment activities of enterprises. Income from participation in capital, income from participation in joint ventures, etc. Income from financial investments: dividends, interest on securities, income from commercial loans, interest from placement of temporarily available funds on deposits. Other income from ordinary activities of the enterprise.

The place of income in the system of indicators that characterize the state and development of the enterprise. Factors that determine the amount of income in different sectors of the economy. Reserves for increasing revenues.

Methodological tools for analyzing the income of the enterprise, the factors that determine their formation. Methods of substantiating the plan-forecast of revenues in certain sectors of the economy. Systems and methods of internal control over enterprise income.

The essence and functions of profit, its importance in the activities of the enterprise, sources of formation.

Types and classification of profit. The mechanism of formation of gross profit, financial results from operating activities, financial results from financial and investment activities, financial results from ordinary activities before taxation, net profit.

Indicators of profit and profitability, factors affecting the profitability of the enterprise. Strategy of enterprise profit management, stages of development. System of organisational support of enterprise profit management. Information baseprofit analysis. Systems and methods for analysing the profit and profitability of an enterprise.

Assessment of the sufficiency of the enterprise's profit, methods of justifying the profit for the planning period. Mechanism of distribution and use of net profit of the enterprise. Systems and methods of internal control over profits.

CRITERIA FOR ASSESSING THE KNOWLEDGE OF APPLICANTS

The level of professional competence of applicants is assessed on a 200-point scale.

The following levels of competence are distinguished.

Level I is initial. The entrant's answers to theoretical questions are elementary, fragmentary, and are determined by the initial ideas about the essence of management categories. In answering practical and creative tasks, the entrant does not show independence, demonstrates an inability to summarize the theoretical material learned.

Level III is intermediate. The entrant has a certain set of theoretical knowledge, practical skills, is able to perform tasks according to a model, has elementary skills to carry out search, heuristic activities, and independently acquire new knowledge.

Level III is sufficient. The entrant is able to correctly and deeply understand the essence of the material, is able to apply theoretical knowledge in solving practical problems, is able to summarize the learned theoretical material.

Level IV is high. Provides for a correct and deep understanding of the essence of the material, the ability to apply theoretical knowledge in solving practical problems, clarity and logic of expression, the ability to summarize and argue the learned theoretical material.

Table of correspondence of competence levels to the values of the 200-point scale for assessing the answers of applicants during the professional test

Level of competence	Scale assessment	National scale assessment
1	2	3
Initial Misunderstanding of the essence of the material, inability to summarize the theoretical material.	0-99	unsatisfactory
Intermediate Correct understanding of the essence of the material, with some inaccuracies in the application of theoretical knowledge in solving practical problems.	100-149	satisfactory
Sufficient Correct and deep understanding of the essence of the material, ability to apply theoretical knowledge in solving practical problems, ability to summarize the learned theoretical material.	150-179	good
High Correct and deep understanding of the essence of the material, ability to apply theoretical knowledge in solving practical problems, clarity and logic of expression, ability to summarize and argue the learned theoretical material.	180-200	excellent

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