

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



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2023

**PROFESSIONAL EXAMINATION PROGRAM IN THE SPECIALTY 073
"MANAGEMENT" for entrants to obtain the degree of higher education
"Master" based on the degree (educational qualification level) of bachelor,
specialist, master**

Approved by the Academic Council of the DKMTF faculty
Protocol No. 2 dated 21 February 2023

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Approved by the educational and methodical commission of the faculty of
DKMTF Protocol No. 2 dated 21 February 2023

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The entrance test program for specialty 073 "Management" for entrants to obtain the degree of higher education "Master" based on the degree (educational and qualification level) of bachelor, specialist, master / I.A. Yukhymenko-Nazaruk, T.M. Mykytin, O.R. Savchenko - Rivne: RSHU, 202__ - 13 p.

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The management entrance exam program for entrants to obtain a master's degree based on a bachelor's, specialist's, or master's degree determines the requirements for the level of training of entrants within the framework of the bachelor's training program, the content of basic educational competencies, criteria for evaluating entrants' answers, recommended literary sources.

Considered at a meeting of the Department of Management (minutes No. 2 dated 16.02, 2023).

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EXPLANATORY NOTE

The entrance test program for the competitive subject "Management" is compiled on the basis of the curriculum of the educational discipline "Management", "Marketing", "Economics of the enterprise", which is studied by students of economic specialties in accordance with the State Education Standard for the specialty "Management".

The entrance test for the competitive subject "Management" for entrants to obtain the "Master's" degree based on the educational and qualification level "Bachelor" is aimed at checking the level of knowledge, abilities and skills of entrants in management.

The purpose of the professional test is to identify the level of knowledge and skills according to the areas of professional activity of the Bachelor of Management, to check the entrant's ability to system thinking, the ability to differentiate, integrate and unify the knowledge of the program material, which is necessary for the successful mastering of the disciplines of the specialist training programs of the educational and qualification level. master's degree in the specialty 073 "Management". The professional test program 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 whether the graduate has the ability to perform the functions defined by the educational and qualification characteristics of the master's: analytical, accounting and statistical, organizational, control, information, as well as the ability to analyze regulatory documents, develop recommendations for their implementation, etc. Admission of entrants to the professional test is subject to the availability of a sheet of the results of the entrance tests and an identity document (passport). The entrance test is conducted according to the schedule drawn up by the admissions committee of RDSU. The entrant 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, under which the signature of the entrant and members of the professional certification commission is placed. Entrants who did not appear for the entrance test without valid reasons at the time specified in the schedule are not allowed to participate in further tests and the competition. If there are good reasons, documented, entrants may be admitted to the missed entrance test(s) with the permission of the responsible secretary of the admissions committee within the established terms and schedule of entrance tests. Retaking entrance exams is not allowed. The assessment of the answers of the entrants to the entrance exam is carried out by the members of the subject committee appointed according to the order of the rector, on a scale of grades from 1 to 200 points. The basis for forming an 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 solutions for solving such problems. The term of preparation of the entrant for the professional test is 0.5 hours.

INTRODUCTORY EXAMINATION PROGRAM

1. Development of domestic management science.

Management as a specific sphere of human activity. Characteristics of studies of Ukrainian management theory and practice of the late 18th and early 20th centuries. Analysis of scientific research by scientists of the late 18th and early 20th centuries. The development of management science in Ukraine during the Soviet and post-Soviet times. Modern model of management in Ukraine. Research methods: dialectical, concrete-historical, systematic approach; modeling: verbal, physical, analog, mathematical; scientific, expert, sociological methods: questionnaires, interviews, testing.

2. Place of control in the management system

Stages of control in the organization. Control process model. Types of employee behavior during the control process. Classification of control at the enterprise. The process of control at the enterprise. Classification of control elements. Characteristics of effective control. Analysis of control objects. Evaluation of the results of the control process at the enterprise

3. Peculiarities of managerial work.

Peculiarities of managerial work in modern business conditions in Ukraine. Management activity as a specific type of labor process. Characteristics of the manager's activity in the organization from the point of view of the manager. Functions of the manager in the management process. Professional - qualification division of labor. Functional division of labor. Structural division of labor. Distribution of strategic, tactical and operational management tasks between different categories of managers. Characteristics of managerial roles of a 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. Gant, F. and L. Gilbreth, and G. Emerson. Analysis of scientific papers "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. Behavioral school. Theory X and theory Y. The main theories of management schools. The essence of F. Taylor's concept in the modern management process.

5. System of enterprise plans.

Planning as a starting link in the management cycle. Purpose of the planning process. System of plans and their classification. Classification signs of plans. The nature and content of planned activities in the organization. Basic principles of planning. Communication of planning with other functions of management. The main elements of the system of plans in the organization. Strategic (master) plan. Corporate medium-term (tactical) plan. Strategic plans of individual business units that are part of the company. Operational plans. Programs (plans, programs), projects. Offensive plans. Defense plans.

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

The importance of organizational structures in the process of effective management of the organization. A systematic approach to organizational structures in management. Principles of building organizational structures. Centralization and decentralization of the organizational structure. Powers. Responsibility. Delegation of authority. Controllability rate. Centralized organization. Decentralized organization. The main types of organizational structures and their application. Linear organizational structure of management. Functional organizational structure of management. Line-staff organizational structure of management. Linear-functional organizational structure of management. Bureaucratic organizational management structures. Divisional organizational structures of management. Organization chart

7. The 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, tasks and functions of marketing.

Evolution of the concept of marketing. The essence of the production, product, sales, purely marketing and modern concept. 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 activity, its scope, the period for which the company's marketing policy is developed, demand, the main objects of attention, the final goal and ways of achieving it, the degree of coordination of the marketing functions performed at the company, the final goal of the activity.

System and characteristics of modern marketing. The system of marketing tools and their structure ("4R" concept). Concept of marketing mix (marketing-mix). The marketing environment is external and internal). Forces and conditions of the external environment

(regulatory, economic, technological, ecological, competitive, social). Factors internal environment (owners, managers, workers and employees, structural divisions).

8. Marketing research

Environmental marketing research as the main prerequisite for successful marketing. The role of market research in the process of making managerial decisions. Scheme of conducting research (setting the task, choosing research methods, collecting information, analyzing data, writing a report). Basic requirements for marketing research.

Determination and forecasting of demand. Comprehensive market research (study of market conditions and capacity, competitive environment, consumer behavior, firm's microenvironment). Market capacity.

Market segmentation. Market segment. Segmentation factors (geographic, demographic, psychographic, consumer behavior). Market segment selection criteria. Market competition analysis

9. Marketing product, price, sales and communication policies

The essence of marketing product policy and its structure. Product marketing concept. The main attributes of the product: its benefits, properties, packaging, uniqueness, popularity, image, quality, factory brand, terms of delivery, reparability, installation, service, guarantees, price. The concept of "commodity micromix".

Product competitiveness: essence, concept and methods of evaluation (group examinations; consumer surveys; according to the list of main parameters). Product competitiveness assessment algorithm.

The concept of the life cycle of products and the characteristics of its main ones stages Marketing actions at different stages of the product life cycle. Variants of product life cycle curves are possible.

The essence of the concept of "new product". Concepts and methods of production planning (specific, extended, generalized). Three levels of product creation (product by design, product in actual execution and product with reinforcement). New product planning algorithm 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 assigning trademarks.

Product packaging. Types of packaging (internal, external, transport). Packaging functions. Factors affecting the choice of packaging.

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

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

Factors affecting pricing (production costs, product demand, 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 terms of use):

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

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

Algorithm for planning complex marketing communications and characteristics of its main stages. Advertising: essence, possible goals and types. Algorithm for decision-making regarding advertising: definition of goals, identification of the target market, development of the budget, development of the text part of the advertisement, selection of advertising media,

drawing up the advertising schedule, testing of advertisements, direct advertising, control and analysis of the advertising program.

Propaganda: essence, forms and programs.

Sales promotion: essence, directions and methods.

Personal selling: essence, types and process.

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

Mediation in distribution channels: essence, principles. Classification of intermediary enterprises and organizations and their main types. Basic aspects of management of distribution channels.

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

Marketing policy of distribution and logistics.

10. Development of a marketing strategy

Company-wide and marketing goals. Strategic planning. Approaches to the development of marketing strategies (Porter's strategic model, "product - market" matrices, the impact of market strategy on profit). Types of marketing strategies (in relation to the product, in relation to the market).

11. Enterprise as a subject and object of market relations

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

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

Elements of the external environment of enterprise functioning. The infrastructure of the market serving the enterprise, its characteristics (trading and intermediary, production, financial and credit, scientific and informational, etc.). Organizational and economic conditions of operation of the enterprise. The concept of economic sovereignty, self-sufficiency, profitability, self-financing.

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

Economic restrictions on the creation and operation of the enterprise.

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

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

12. Production capacity of the enterprise

The concept of "production capacity of the enterprise", "production capacity of structural subdivisions, individual production units, the main type of

equipment". Information base and sequence of calculation of production capacity of the enterprise.

Fund of equipment operation time, method of determining useful equipment operation time.

Systems and methods of determining the capacity of the enterprise. The specifics of calculating production capacity in various sectors of the economy. Dynamic indicators of production capacity: input, output, average annual production capacity. The balance of production capacity of the enterprise. The relationship between production capacity and throughput capacity of the enterprise.

Factors affecting the efficiency of the use of production capacity. Their classification and characteristics. Reserves for the growth of the production capacity of the enterprise.

13. Resource potential of the enterprise

Concept of economic resources and resource potential of the enterprise. Components of resource potential, their characteristics and relationship in the production process. Peculiarities of the resource potential of enterprises of various branches of the economy. Interrelationship of individual elements of the resource potential of the enterprise.

Optimal ratio of resources. Criteria for optimizing the resource potential structure. The concept of efficiency in the use of enterprise resources. Indicators of profitability and resource return. Problems of cost estimation of labor resources of the enterprise. Factors determining the level of efficiency of resource use. The main directions of increasing the efficiency of the resource potential of the enterprise.

14. Material and technical support of the enterprise

The essence and task of material and technical support of the enterprise. The composition of material resources and their characteristics. Content of the material and technical support plan. Balancing the size of the need for resources and the sources of its supply. Planning of material and technical support, its interrelationship with financial capabilities and the company's development strategy.

The choice of rational types of business relationships and the factors that determine them. Evaluation of the effectiveness of long-term business relationships.

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

The concept of optimal delivery lot and delivery schedule. Criteria for optimization of the supply batch and justification of its volume.

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

Cost norms as a basis for determining the enterprise's need for material resources. Types of standards and their characteristics. Methods of development of cost norms.

The importance and directions of increasing resource conservation in production.

Stocks of material resources of the enterprise, their need and purpose. Classification of production stocks. Indicators characterizing production stocks and the method of their calculation. Rationing of production stocks as an important stage of their management. Methods of rationing production stocks (raw materials and materials, inventory and perishable labor items, tools, components, etc.). Planning of the enterprise's need for production stocks. Forms and methods of operational inventory management. Systems and methods of internal control over stocks of material and raw materials.

15. Basic funds of the enterprise

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

The concept of fixed assets of the enterprise as an element of material resources. Characteristics of the composition of fixed assets according to various classification features. Assessment of fixed assets. original, renewed, residual value. The concept of liquidation value.

Physical and moral wear and tear of fixed assets. Causes of moral wear and their characteristics. Economic nature of depreciation of fixed assets. Types of depreciation, their characteristics and purpose in the reproduction process. Indicators characterizing the state and movement of fixed assets. Methods of calculating the average annual cost of fixed assets, coefficients of renewal and elimination, capacities of fixed assets.

Efficiency of use of fixed assets: concepts and assessment criteria. Indicators characterizing the use of fixed assets, their content and calculation method. Analysis of the efficiency of the use of fixed assets. Factors determining the level of efficiency in the use of fixed assets and ways to increase it.

Reproduction of the fixed assets of the enterprise, conditions and forms of implementation. Concept of capital investments and capital construction. New construction, capital repair, reconstruction and technical conversion of the enterprise, modernization of equipment as a form of reproduction of fixed assets.

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

16. Labor resources and stimulation of workers' work

Labor resources of the enterprise and their characteristics according to qualifications. Principles of formation of labor resources in the conditions of a market economy. The main tasks of managing labor resources at the enterprise. Factors affecting the formation of labor resources.

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

Forms of labor motivation of workers. Work payment systems and their characteristics.

The tariff system, its content, purpose and use at the enterprise. Minimum wage and factors that determine it. State regulation of the minimum wage and its influence on the level of rates and salaries of individual workers. The 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 benefits as a stimulating factor of productivity.

17. Current costs of the enterprise and cost of production

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

Classification of current costs of the enterprise by the place of occurrence of costs, functional purpose, economic elements, method of transfer to the cost of products, level of elasticity from production volumes, degree of homogeneity, periods, principles of management organization. Features of the composition of current costs in certain sectors of the economy.

The concept of management, accounting, tax accounting of expenses.

Product cost indicators and their calculation procedure. Factors affecting the formation of current costs of the enterprise, the cost of products and services, ways of saving them at the enterprise. The concept and designation of centers of responsibility for the amount of expenses.

The cost of certain types of products. Selection of calculation units. Calculation of total costs for the production of products and services. Cost calculation methods. Normative costing as a method of determining the planned cost of products (services, works, etc.). The procedure

for assigning costs to the cost price of certain types of products. Calculation of planned costing. Peculiarities of product costing at enterprises of certain industries.

Management of current costs according to the "standard-costing", "direct-costing" system, the scope of application, possibilities of use, the procedure for calculating costs with one- and multi-stage distribution of marginal (marginal) income.

Estimate of production costs - concept, composition. The sequence of calculation of production costs. Cost of goods. The method of drawing up a summary estimate of production costs.

Methodical tools for the analysis of the company's current costs. Factors determining the level of consumption of products, works, services of the enterprise.

Methods of planning the current costs of the enterprise. Calculation of costs according to technical and economic factors. Identification of reserves for optimization of 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.

The mechanism of generating income from ordinary activities, income from extraordinary events

Income from the company's operating activities. Formation of income (revenue) from the sale of products (goods, services, other assets), Other operating income. Factors affecting operating income. The influence of production volumes, assortment and price policy of the enterprise on the generation of income from operational activities. Peculiarities of the formation of income from operational activities in certain branches of economy.

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 the provision of commercial credit, interest from placement of temporarily free funds on deposit deposits. Other income from the normal activity of the enterprise.

The place of income in the system of indicators characterizing the state and development of the enterprise. Factors that determine the amount of income of various sectors of the economy. Reserves for increasing incomes.

Methodical tools for the analysis of the company's income, the factors determining their formation. Methods of substantiating the plan-forecast of income in certain branches of the economy. Systems and methods of internal control over the company's income.

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

Types and classification of income. 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.

Enterprise profit management strategy, stages of development. The system of organizational support for the management of the company's profit. Information base of profit analysis. Systems and methods of analyzing the profit and profitability of the enterprise.

Assessment of the sufficiency of the company's profit, the method of substantiating the profit for the planned period. The mechanism of distribution and use of the net profit of the enterprise. Systems and methods of internal profit control.

ASSESSMENT CRITERIA OF KNOWLEDGE OF ENTRANTS

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

The following levels of competence are highlighted.

The first level is elementary. The entrant's answers to theoretical questions are elementary, fragmentary, conditioned by initial ideas about the essence of management

categories. In the answers to practical and creative tasks, the student does not show independence, demonstrates the inability to generalize the learned theoretical material.

II level - medium. The entrant possesses a certain set of theoretical knowledge, practical abilities, skills, is able to perform tasks according to the model, has elementary skills to perform search, heuristic activities, independently acquire new knowledge.

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

IV level - high. Presupposes a correct and deep understanding of the essence of the material, the ability to apply theoretical knowledge in solving practical tasks, clarity and logic of speech, the ability to summarize and argue the learned theoretical material.

**Correspondence table
levels of competence by the value of a 200-point rating scale
answers of entrants during the professional test**

Level of competence	Rating scale	National rating scale
Initial the entrant's answers are incorrect, fragmentary, and demonstrate a lack of understanding of the program material as a whole.	1-99	unsatisfactorily
Average the entrant's answers are determined by the understanding of certain aspects of the questions of the program material, but are characterized by superficiality and fragmentation, while certain inaccuracies in the expression of opinion are allowed.	100-149	satisfactorily
Sufficient the entrant's answers are determined by a correct and deep understanding of the essence of the program material, but individual inaccuracies of a non-principled nature are allowed..	150-179	fine
High the entrant's answers are determined by a deep understanding of the essence of the question of the program material..	180-200	perfectly

LIST OF RECOMMENDED LITERATURE

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2. Blank I.A. Management of financial resources / I.A. Form. - M.: Omega-L, 2010.
3. Boychyk I.M. Business economics: [textbook] / I.M. Boychyk. - K.: Condor - Publishing House, 2016. - 378 p.
4. Harkavenko S.S. Marketing: [textbook] / S.S. Harkavenko. - kind. 5th, add. - K.: Libra, 2007. - 720 p.
5. Business economics: [textbook]/ M.H. Greshchak et al., in general ed. H.O. Shvydanenko. - K.: Kyiv. national economy University, 2009.
6. Economic theory. Political economy: [textbook] / edited by V. D. Bazilevicha/V. D. Bazilevich, V. M. Popov, K. S. Bazilevich, N. I. Grazhevskya. - 7th ed., pp. - K.: Znannia-Press, 2008. - 719 p.
7. Economy of the enterprise: [study. manual] / V.S. Ryzhikov, V.A. Pankov, V.V. Rovenska, E.O. Pidgora; Under the editorship V. S. Ryzhikova. - K.: Ed. House "Slovo", 2014. - 253 p.
8. Economy of the enterprise: [study. help.] / for general ed. L. S. Shevchenko. - H.: Nat. University of Law Acad. of Ukraine named after Yaroslav the Wise", 2011. - 208 p.
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10. O. S. Ivanilov. Enterprise economics: [subdruch.] / O. S. Ivanilov — K.: Center of educational literature, 2009. — 728 p.
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14. Mazaraki A.A. Management: theory and practice: [learning. manual] / A.A. Mazaraki, G.E. Moshek, L.A. Gomba and others. - K.: Atika, 2007. - 564 p.
15. Marketing: [study. manual] / O. Gladunov, I. Deinega, O. Deinega, E. Krykavskiy, T. Mykytyn, A. Pochtovyuk. - Rivne: "Volyn charms", 2013. - 336 p.
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17. Pavlenko O.F. Marketing: [textbook] / O.F. Pavlenko, A.V. Vojchak - K.: Kyiv. national economy University, 2003. - 246 p.
18. Entrepreneurial law: [textbook] / edited by O.V. Startseva - K.: Istyna, 2007. - 864 p.
19. Enterprise finance: [textbook] / L.O. Ligonenko, N.M. Gulyaeva, N.A. Hryniuk et al. - K.: Kyiv. national trade and economy University, 2006.
20. O. Yastremskyi. Fundamentals of microeconomics / O. Yastremskyi, O. Hrytsenko. - 2nd ed., revised. and add., - K.: Znannia - Press, 2007. - 578 p.

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 3. <http://www.aup.ru/books/m1129/>
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 5. <http://robotlibrary.com/book/349-osnovy-menedzhmenta-vesnin-rv.html>
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 7. http://4du.ru/books/knigi_po_menedzhmentu/menedzhment_kak_vid_upravlencheskoy_deyatelnosti_uchebnoe_posobie.html
 8. <http://bibliotekar.ru/biznes-29/>
 9. <http://rghost.ru/48238294#>
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 11. <http://www.klex.ru/8ej>
 12. http://thelib.ru/books/leonid_basovskiy/menedzhment-read.html
 13. <http://studentam.net/content/view/543/63/>
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