

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
FACULTY OF ECONOMICS AND MANAGEMENT

APPROVE

Chairman of the selection
committee



Volodymyr LADYKA

2024

PROGRAM

professional entrance tests for persons entering the second year (on normative term training) the degree of higher education "Bachelor" in the field of knowledge 07 "Management and Administration" specialty
073 "Management"

RECOMMENDED

Academic council of the faculty
economics and management

Protocol № ___ on _____, 2024

Head of the Academic Council of the
Faculty

 Marharyta LYSHENKO

Chairman of the professional
attestation commission



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Sumy – 2024

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The program of the professional entrance test for person entering the second year (on normative term training) at the degree of higher education "Bachelor" in the field of knowledge 07 "Management and Administration" specialty 073 "Management". 2024. 12 p.

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Protocol № _____ from _____ 2024.

CONTENT

Introduction	3
1. Requirements for passing the entrance exam	4
2. Assessment of the degree of compliance of knowledge with the specified criteria	7
3. The content of the disciplines of the professional entrance exam	8
4. Evaluation criteria	11

INTRODUCTION

The program of the professional entrance test for person entering the second year (on normative term training) for the degree of higher education "Bachelor" in the field of knowledge 07 "Management and administration" specialty 073 "Management" EP "Management" is prepared in accordance with the Admission Rules developed By the Admissions Committee of the Sumy National Agrarian University, approved by the Scientific Council of SNAU on _____, 2024, protocol No. ___ in accordance with the conditions for admission to higher educational institutions of Ukraine in 2024, approved by the order of the Ministry of Education and Science of Ukraine dated _____, 2024 No. ____ and registered in the Ministry of Justice of Ukraine on _____, 2024, as well as in accordance with the industry standards of higher education, which regulate the content of the educational and professional program and means of diagnosing the quality of bachelor's training in the field of knowledge 07 "Management and administration" in the specialty 073 "Management" EP "Management".

The purpose of the entrance exam is to assess the level of professional competence and the degree of assimilation of the educational and professional training program of a junior specialist.

The entrance exam program contains content modules of normative academic disciplines of the cycle of professional and practical training of the bachelor's educational and professional training.

The list of recommended sources attached to the program contains a list of modern scientific special literature recommended for use in preparing for the entrance exam.

1. REQUIREMENTS FOR PASSING THE ENTRANCE EXAM

The professional entrance exam, which involves the performance of certain qualification tasks, is an adequate form of qualification tests, which objectively and reliably determines the level of educational and professional training of graduates of higher education institutions with the educational degree "Bachelor" in the field of knowledge 07 "Management and administration" in the specialty 073 "Management". The entrance exam consists of two stages:

The 1st stage is a test of knowledge that forms the skills and abilities of a bachelor in the field of knowledge 07 "Management and administration" from the following courses:

- "Management";
- "Political Economy";
- "Economics of Enterprises".

Requirements for test tasks. The system of basic test tasks is formed by expert evaluation of each task and their combination and covers all meaningful modules from the complex of disciplines that are included in the entrance test. The test task is a closed form with proposed answers, in which the correct ones are chosen from a set of choices (three or four answers, only one of which is correct). The interrogative part of the test task is formulated in an affirmative or interrogative form concisely, clearly, without double interpretation. Answer elements of part of the test task have separate indexing. Possible answers are not separated by any sign and are located under the question part. The selection of test tasks of each variant includes such a number that is sufficient to ensure the appropriate accuracy of measurement and is 50 test tasks. Representation of each course in each option is ensured proportionally.

The 2nd stage is a written solution to a complex situational problem. The content of the task corresponds to the substantive modules of the courses:

- "Management";
- "Political Economy";

– "Economics of Enterprises".

Requirements for a set of complex situational task. The complex situational task based on meaningful modules of several courses simulates a real situation that a graduate of the 07 "Management and Administration" ED "Bachelor" may encounter in practical activities in primary positions, simulates the process of preparation, adoption and implementation of a management decision. Structurally, the task consists of: characteristics of the situation (initial conditions); information support; specific task – to develop alternative options; choose the best option; justify the management decision; issue it properly (order, memo, etc.; propose a plan of measures; determine their effectiveness). The number of test options of the entrance exam is 25 equivalent options. A set of tasks is added to the program.

2. ASSESSMENT OF THE DEGREE OF COMPLIANCE OF KNOWLEDGE WITH THE SPECIFIED CRITERIA

Test tasks include the following courses:

1. "Management" has the form of test tasks: 20 tasks with 4 points for each correct answer.
2. "Political Economy" has the form of test tasks: 15 tasks with 4 points for each correct answer.
3. "Economics of Enterprises" has the form of test tasks: 15 tasks with 4 points for each correct answer.

When evaluating work, each test task is evaluated separately, then the total number of points is calculated.

The maximum number of points that can be obtained is 200 points.

Evaluation of work is carried out on a 4-point scale:

180-200 - "excellent";

150-178 - "good";

120-148 – "satisfactory";

118 and below - "unsatisfactory".

"Satisfactory" is the minimum score for participation in the competition.

If the applicant receives an "unsatisfactory" grade, he is not eligible to participate in the competition.

3. THE CONTENT OF THE DISCIPLINES OF THE PROFESSIONAL ENTRANCE EXAM

Management

The essence, role and methodological foundations of management. History of management development. Laws, regularities and principles of management. Functions and methods of management. The concept of management functions. Functions of management as types of managerial activity. Peculiarities of the formation of management functions. Classification and characteristics of management functions. General (main), specific (special) functions of management. Management process. Planning as a general function of management. The main elements of the planning system. Stages of the planning process: definition of missions and goals; assessment of strengths and weaknesses of the organization; strategy development. Basic strategies. Organization as a general function of management. Concepts and components of organizational activity. Types of organizational management structures. Motivation as a general function of management. Theories of motivation processes: content and process approaches. Comparison of theories of motivation. Means of motivational influence. Stimulation of work: goals, principles, types, forms. Control as a general function of management. Principles and objectives of the control function. Stages of the control process: formation of measurement standards, comparison of actual performance with standards, assessment and regulation. Types of management control. Regulation as a general function of management. Information and communications in management. Management and leadership. Management effectiveness. Management work as a component of management activity. Categories of managers. Management roles of a manager. Requirements for a modern manager. Principles and directions of the scientific organization of managerial work. Division and cooperation of labor at the enterprise.

Political economy

Political economy as a science. Mercantilists. Physiocrats Classical school of political economy. Marxism. Neoclassical direction. Keynesianism. Neoclassical synthesis. Monetarism. Institutionalism. Economic laws: content and differences from the laws of nature. General, general, specific and staged laws. Economic categories. Basic tasks and functions of economic science. Cognitive, practical, prognostic and methodological functions. The essence of production. The most important elements of the production process. Factors of production. Four-factor model. Modern modification of production factors. Land, labor, capital, entrepreneurship, ecology, science, information. The nature and types of production costs. External (explicit) costs. Internal (implicit costs). Social production, its factors and results. Economic needs and interests as the driving force of socio-economic progress. Economic property relations. Economic system of society. Property as an economic category. Subjects of ownership. Property objects. Ownership. The right of possession. Right of use. The right of disposition. Types, forms, properties. Collective property and its forms. Private property. State property and its forms. Suprastate property. Economic system. Components of the economic system and their characteristics. Economic relations. Management mechanism. Productive forces. Types of economic systems. Characteristic features of the traditional economic system. Peculiarities of the market economic system. The essence and genesis of commodity production. The economic law of value. The essence and evolution of money. Inflation. Capital and hired labor in advanced commodity production. The market and the mechanism of its functioning. Competition and monopoly in the market economy.

Economics of enterprises

Enterprise as a subject and object of market relations. Target characteristics of the enterprise's activity on the market. Enterprise activity planning. Production capacity of the enterprise. Planning of production activities of the enterprise. Resource potential of the enterprise. Material and technical support of the

enterprise. Fixed assets of the enterprise. Assessment of the cost of fixed assets. Physical and moral wear and tear of fixed assets. Depreciation of fixed assets. Depreciation calculation methods. Simple and advanced reproduction of fixed assets. Labor resources and stimulation of workers' work. Indicators of staff availability and movement. Methods of determining the planned number of workers. Labor productivity as an indicator of the efficiency of personnel work organization. Concept of production, methods of its determination. Concepts and types of labor intensity. Factors of labor productivity growth. Motivation of the labor activity of the company's employees. Classification of motivation methods (economic direct, economic indirect and non-monetary). Current costs of the enterprise and cost of production. Scientific and technical progress and intensification of production. Financial results of the enterprise. Concept of income (revenue). Profit is the main indicator of the financial and economic activity of the enterprise. Types of profit. The procedure for determining the financial result of the enterprise. The concept of efficiency. Types of efficiency. Profitability as an indicator of the efficiency of the enterprise. Types of profitability. Ways to increase the efficiency of the enterprise. The financial condition of the enterprise, its financial stability, solvency, liquidity of assets. Efficiency and competitiveness of the enterprise. The essence of enterprise finance. Enterprise taxation systems. Enterprise lending. Cash turnover and the system of monetary calculations of the enterprise. Assessment of the financial condition of the enterprise. Financial plan of the enterprise. Bankruptcy and financial rehabilitation of the enterprise.

4. EVALUATION CRITERIA

Exam work is evaluated according to the following scale:

The 1st stage is a knowledge test

* 50 tests with 2 points for each correct answer, totaling a maximum of 100 points.

2nd stage – evaluation of the solution to the situational problem (1 problem) – a maximum of 100 points for the correct answer:

* 100 points - the student's answer contains a consistent and reasoned solution to the problem, the calculations are made correctly, the ability to draw one's own conclusions and make suggestions is demonstrated.

* 75 points - the answer is not reasoned, the solution algorithm is followed, but there are errors in the calculations.

* 60 points - the task was solved with errors, the algorithm for solving the problem was not followed, there were errors in the calculations, there were no conclusions.

* 0 points - did not start the task (task not solved).

The maximum number of points that can be obtained for all stages is 200 points.

LIST OF RECOMMENDED SOURCES

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2. Ansoff, H.I. (1965) *Corporate Strategy*, New York: John Wiley and Sons 470 p.
3. *Behavior*, 4th edn, Cincinnati, OH: South-Western College Publishing
4. Bartlett, C. A. and Ghoshal, S. (1995) 'Trans-national Management'. 2nd Ed. Boston, MA: Irwin.
5. Chung, Ronald K, (2008) 'Evolution of Philosophical Thoughts in Management'. Class notes distributed in Hong Kong. – 114 p.
6. DeNisi, A. S., Griffin, R. W. (2004) 'Human Resource Management'. Houghton Mifflin. Boston.
7. Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14, 207–222.
8. Voorberg, W. H., Bekkers, V. J. J., & Tummers, L. G. (2015). A systematic review of co-creation and coproduction: Embarking on the social innovation journey. *Public Management Review*, 17, 1333–1357.
9. James P. Lewis, (2002), "Fundamentals of Project Management: developing core competencies to help outperform the competition", AMACOM Division, American Management Association, USA.
10. Trevor Leonard Young, (2003), "The Handbook of Project Management: A Practical Guide to Effective Policies and Procedures", Kogan Page, USA.
11. Lauren Keller Johnson and Richard Luecke, (2006), "The Essentials of Project Management", Harvard Business School Press, USA.