



ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД
УНІВЕРСИТЕТ ЕКОНОМІКИ ТА ПРАВА "КРОК"



APPROVED

Head of the Admissions Committee

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PROGRAM
professional test
for admission to study for
specialty 073 "Management",
to obtain a master's degree,
educational and professional program "Global Business Management"
based on NRK6 and NRK7

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INTRODUCTION

Admission of applicants for master's degree in specialty 073 "Management", educational and professional program "Global Business Management", based on NRK6 and NRK7 (acquired degree (level) of higher education) for persons who have special admission conditions in accordance with the rules of admission to study in 2024, conducted based on the results of the professional entrance test.

Requirements for the abilities and preparedness of applicants. To successfully master the educational and professional master's program, applicants must have a basic higher education in any specialty and the ability to master knowledge, skills and abilities in the field of economic, technical, and management sciences. Fluency in the state language and English is a prerequisite.

Characteristics of the program content.

The entrance exam program covers a range of questions that collectively characterize the requirements for knowledge and skills of a person who wishes to study at the master's program of the University of Economics and Law "KROK" with the aim of obtaining the educational qualification level "master's" in the specialty "Management" for the educational- professional program "Global Business Management". The program was compiled on the basis of the disciplines of the professional training cycle of the bachelor in management, provided by the Educational and professional program of the bachelor's training in direction 073 "Management". At the same time, the program also requires certain knowledge of economic theory, project management, quality management, risk management, and innovation management.

The program is built on functional modules and has an interdisciplinary synthetic character. In each module, the material of a certain functional direction from various disciplines is integrated. At the same time, theoretical, applied issues and materials of an operational nature are organically combined, which allow to reveal the knowledge and ability to use the categorical apparatus, analytical thinking, methods of justifications and calculations for individual functions of management and functioning of organizations.

The procedure for conducting the exam is determined by the Regulation on the admissions committee of the higher educational institution "KROK University of Economics and Law".

PROGRAM

MODULE 1. MANAGEMENT THEORY AND METHODOLOGY

1.1. Concept and essence of management

Characteristics of different views on the essence of management. The concept of "management" in a broad and narrow sense. Management as a science, as a process of practical activity, as an art

Management functions: planning, organization of activities, motivation and control. Interconnection and interdependence of functions. Management cycle.

Management levels: higher, middle, lower.

Areas of management: marketing, production, finance, personnel, scientific research and development, strategy.

Roles of the manager in the organization: interpersonal; informative; related to decision-making.

Qualities of a manager: technical abilities; analytical abilities; the ability to interact with people; diagnostic abilities; conceptual abilities. The ratio of qualities and skills needed by a manager at different levels (areas) of management.

1.2. Basics of the theory of managerial decision-making

The concept of management decision, its place and significance in management. Requirements for management decisions. Consequences of management decisions. Factors influencing the process of managerial decision-making: human and organizational.

Classification of management decisions. Individual and group decisions. Methods of creative search for alternative options.

Intuitive and rational decision-making models. Stages of rational decision-making technology: problem diagnosis; accumulation of information about the problem; development of alternative options; evaluation of alternatives; making a decision.

1.3. Methods of justifying management decisions

Classification of methods of justifying management decisions. Advantages and disadvantages of using quantitative and qualitative methods. Possibilities and areas of application of analytical, statistical, game-theoretic methods. Methods of mathematical programming. The essence and significance of modeling in management decision-making. The main types of models: physical, analog, mathematical. The process of building models. Application of models in management practice.

The essence and purposes of using the payment matrix. Building a "decision tree" and choosing the best option.

Expert decision-making methods. Tools for justifying management decisions. Reasoning of decisions in conditions of uncertainty.

MODULE 2. BASIC FUNCTIONS OF MANAGEMENT

2.1. Planning in business

The concept and place of planning in the management system. The main elements of the planning system.

External and internal environment. Situational planning factors. Methods of environment analysis. SWOT analysis.

The essence of the goal. Requirements for effective goals. The traditional process of setting goals. The concept of management by objectives.

Types of goals and plans in management: strategic, tactical, operational. Defining the mission.

The essence and structure of the business plan.

Concept of strategy, its importance and necessity of development. Elements of strategy and the process of its development. Level strategies: corporate strategy; business strategy; functional strategy. Classification of strategies. Analysis of strategic alternatives. Methods of strategy selection.

Programs. Policy. Standard operating procedures. Basics of time management. Rules for developing a manager's daily work plan.

2.2. Organization as a management function

The essence of the organization of activity and its place in the management system. The concept and meaning of the organizational structure of management (OSU). OSU parameters: degree of complexity; degree of formalization, degree of centralization. Factors and methods of OSU selection.

Control range. High and flat management structures. Horizontal and vertical division of labor in the organization. Mechanisms of coordination. Vertical coordination: direct control, standardization. Horizontal coordination: mutual communications; temporary working groups; Commission Non-traditional means of coordination.

Powers, their types, relationships, transfer principles. Delegation of authority. Authority and responsibility. Components of the organizational design process. Methods of redesigning works: rotation of works; formation of working modules; expansion of work; job enrichment; use of alternative schedules; creation of integrated work teams; creation of autonomous work teams; "quality circles".

OSU types. Mechanistic management structures: linear, functional, linear-functional, divisional. Organic management structures: matrix, project, program-target, brigade.

Strengths and weaknesses of the bureaucratic model of organization. Centralized and decentralized OSU.

The essence and types of organizational changes. Organizational change management process. K. Levin's model of the organizational change process. Stages of the process of organizational changes: determining the need for changes; determining the goals of organizational changes; diagnosis; change planning and

choice of change technique; implementation of changes; evaluation of changes. Causes of resistance to organizational change and methods of overcoming resistance to change.

2.3. Motivation

The essence and place of motivation in the management system. The main categories of motivation: needs and reward. Internal and external rewards as tools of motivation. Historical aspect of motivation.

Classification of labor motives. The process of motivation. Interrelationship of needs, incentives, goals, actions in the model of the motivation process.

Content theories of motivation. Abraham Maslow's Hierarchy of Needs. David McClelland's theory of acquired needs. Clayton Alderfer's theory of needs. F. Herzberg's two-factor theory.

Process theories of motivation. Victor Vroom's theory of expectations. Stacey Adams' Theory of Justice. Porter-Lawler's motivational model.

Types of incentives: tangible and intangible, positive and negative. The main forms of remuneration: tariff, piecework, part-time, commission, combined.

Personnel management methods: legal, administrative, economic and socio-psychological.

National models of motivation. Japanese and American models of personnel management.

2.4. Management control

The essence of control and its place in the management system.

Types of management control. Previous, current and final control. Formal and informal control. Centralized and decentralized control. Continuous, selective and one-time control.

Stages of the control process: establishment of standards; measurement of results; comparison of achieved results with standards; implementation of corrective actions. Control methods.

The main characteristics of an effective control system.

Causes of control resistance and ways to overcome them.

MODULE 3. MANAGEMENT PROCESSES AND ITS EFFICIENCY

3.1. Leadership

The essence and necessity of power, influence and leadership.

Forms of power: coercion, reward, expert, benchmark, legal.

Approaches to leadership: behavioral, situational, "theory of great people".

Concept of management style and continuum of management styles. Tannenbaum-Schmidt's autocratic-democratic continuum of management styles. R. Likert's continuum of management styles. A two-dimensional interpretation of the management styles of Ohio State University academics. Table of management styles by R. Blake and J. Mouton.

F. Fiedler's situational management model. The "path - goal" model by T. Mitchell and R. House. Life cycle theory by P. Hersey and C. Blanchard.

Concept of group and team. Formal and informal groups in the organization. Team formation methods. Team roles.

Conflicts, their causes, consequences, types and methods of resolution.

3.2. Communications in management

The concept of communication and its role in the management system. Types of communication. Vertical, horizontal and diagonal communications. Verbal and non-verbal communications. Formal and informal communications in business. Written communication in business. Public speeches.

The level of assimilation of information. Requirements for effective communication.

A model of the communication process. Basic elements of communication. The main stages of the communication process: formation of the concept of information exchange; coding and channel selection; message transmission; decoding; awareness of the content of the sender's idea; Feedback. A meaningful description of the stages of the communication process.

Communication networks. Basic types of communication networks and criteria for the effectiveness of their use. Network of informal communications. Management of communication processes.

Communication barriers and measures to overcome them. Obstacles to effective communication: filtering; selective perception; semantic obstacles; bad feedback; sociocultural differences between the sender and receiver of the message; information overload. Methods of overcoming obstacles to effective communication. Intercultural communications.

3.3. Effectiveness of management

The concept of efficiency and effectiveness. management. Factors affecting the effectiveness of management activities. Productivity.

Types of management efficiency. Economic efficiency of management. Social efficiency of management. Organizational efficiency of management. Internal, external and overall efficiency.

Quantitative and qualitative indicators of the effectiveness of managerial activity. Efficiency criteria and methods of its evaluation. Formulas for determining efficiency.

Ways to increase the efficiency of management activities.

MODULE 4. GLOBAL BUSINESS MANAGEMENT

4.1. Global business management as a managerial activity

Globalization and international business. Stages of business internationalization. Transnational corporation (TNC) as a subject of international business: concept, principles of activity, hierarchy.

Modern transformations of the international production system.
Global (international) business management: content, tasks, models.
Methodological foundations of global business management.
Emerging markets and international strategy. Internationalization. Strategy of new multinational companies.

4.2. Personnel motivation and communication in global business structures. Cross-cultural management

Cross-cultural component of global business management. National culture and its parameters.

TNK personnel management system. Staff motivation.

Business communications in international business. Management of intercultural negotiations.

Corporate culture and its influence on the management of a global business organization.

SAMPLE TEST QUESTIONS

- 1. The common characteristic that unites all organizations is:**
 - a) availability of managers at each level of management
 - b) receiving profit or gross income
 - c) official registration with state authorities
 - d) the presence of people grouped in a certain way, who work together to achieve a common goal
 - e) determination of business strategy

- 2. Under the greatest control of the manager is:**
 - a) external environment of the organization
 - b) intermediate environment of the organization
 - c) internal environment of the organization
 - d) consumer

- 3. Charisma is called:**
 - a) official authority of the manager
 - b) strength of personal qualities
 - c) the right of an official to use the resources of the organization to fulfill the assigned tasks

- ...
- 20. What factor contributed significantly to the rise of emerging markets?**
 - a) decrease in world trade
 - b) strengthening of the policy of protectionism
 - c) growth of transnational corporations
 - d) stagnation in technological progress

Anex 1 (TEST QUESTIONS 100 pcs)

CRITERIA

evaluation of answers on entrance tests

The criteria determine the general approaches to determining the level of educational achievements of entrants to obtain higher education for the master's degree in the specialty 073 "Management" specialization "Global Business Management" and establish the correspondence between the requirements for the knowledge and skills of the entrants and the evaluation indicator in points.

These Criteria are implemented in terms of four levels of achievement: excellent, good, satisfactory, unsatisfactory.

Achievement level	Rating (scale from 100 up to 200 points)
Excellent	180-200
Good	150-179
Satisfactory	120-149
Unsatisfactory	100-119

The exam is conducted in the form of tests. The examination ticket for the entrance professional test contains 100 test questions. The maximum number of points for each test task is 2 points for the correct answer to the test task. The minimum number of correct answers are 60 questions with correct answers to get a passing score of 120 points.

**Questions for preparation for a professional test for admission to study
for specialty 073 "Management",
to obtain a master's degree,
educational and professional program "Global Business Management"**

1. A common characteristic that unites all organizations
2. Definition of management
3. The most important function of management
4. Management roles of Mintzberg
5. Skills of managers
6. Frederick Taylor's contribution to the development of management theory
7. Theories of general administration
8. Quantitative approach to management
9. Systematic approach to management
10. Stages of acquisition by the firm of a global nature
11. Management research taking into account chance

12. Factors of the internal environment of any organization
13. Final desired results in management practice
14. The concept of "management by objectives"
15. Formal planning
16. Management by means of goals
17. Goals of the organization and ways to achieve them
18. Intangible incentives
19. Incentives in Maslow's theory
20. Forms of remuneration
21. A unified approach to assessing the complexity of work and differentiating pay conditions
22. Decision-making process
23. Determination of decision criteria
24. Decision-making models
25. Unprogrammed decisions
26. "Decision Tree"
27. Charisma
28. Conditions of existence of the organization
29. Management as a separate science
30. The meaning of the Latin word "manus", from which the term "management" comes
31. Science of organization management in market economy conditions
32. The best managers of the 20th century
33. Lower level of management
34. Responsible for the work of the entire organization
35. Middle managers
36. The lowest level of management by the number of persons
37. Levels of management in the organization
38. Levels of management
39. The process of determining the goals of the organization and ways to achieve them
40. Functions of management
41. Functions of the manager
42. Studying the market and promoting the product on it
43. Areas of responsibility of operational managers
44. Formation of the organization's mission and values
45. Search, selection and adaptation of candidates for vacant positions
46. Drafting and compliance with the budget
47. Requirements for a modern manager
48. Skills of lower level managers
49. Leadership
50. Effectiveness of the top manager
51. Globalization as a conceptual basis of global business management: content, driving forces, components.
52. International business. Stages of business internationalization.
53. Transnational corporation (TNC) as a subject of international business.
54. Principles of activity and conditions of competitive leadership of TNCs.
55. Global corporations.
56. Investment and non-investment forms of TNC expansion.
57. Global business management: content, goals, objects and subjects.
58. Methodological foundations of global business management. Roles and functions of an international manager.
59. Concepts and models of global business management.
60. Concept and classification of factors of the external environment of global business.

61. Political and legal environment of global business and methods of its analysis.
62. Economic environment of global business organizations.
63. Sociocultural environment and its importance for global business.
64. Social responsibility in the global business environment. TNC social responsibility management.
65. Characteristics of developing markets
66. "BRICS" economies
67. The role of foreign direct investment (FDI) in developing markets
68. Industries with significant growth in emerging markets
69. Emerging Market Challenges for Infrastructure Development
70. The main factors of consumer demand in developing markets
71. The influence of political stability on world markets
72. An economic indicator measuring the progress of emerging markets
73. The role of globalization in the growth of developing markets
74. An institution that provides financial assistance and support to countries with developing market economies
75. Risks associated with investing in emerging markets
76. Examples of a successful developing market economy
77. The impact of emerging market growth on global trade patterns
78. Factors affecting the attractiveness of emerging markets
79. Transnational corporations
80. Form of communication
81. Communication filters
82. Rules of business writing
83. Rules of body language in communication
84. Types of business communication
85. Influential principles of Cialdini
86. Difficult conversation
87. Feedback model in communication
88. Assertive communication

RECOMMENDED LITERATURE

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