

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
Sumy State University



**PROGRAM**  
**for entrance exam in the specialty 073 "Management"**  
**when applying for the degree of "Doctor of Philosophy"**

**1 GENERAL PROVISIONS**

The purpose of the entrance test is to comprehensively assess the level of knowledge, skills and abilities of entrants entering the third level of higher education in the specialty 073 "Management" and their selection on a competitive basis.

Entrants must demonstrate fundamental and professionally oriented knowledge, skills and ability to solve typical professional tasks within the scientific direction, the content of which consists of theoretical, methodological, methodical and practical problems of interaction of objects and subjects of management, organizational and economic mechanisms to ensure the goals and functions of management, methods of optimizing the structure of the organization, modern management systems in accordance with the fundamental, resource-based foundations of social development.

The entrance test consists of test tasks.

The entrance test is conducted in writing and lasts 80 minutes.

The following disciplines are submitted to the entrance exam:

1. Management.
2. Management of organizations.

A separate ticket is provided for each participant. The entrance test is conducted in writing on sheets provided by the commission in the prescribed form.

**2 ANNOTATIONS AND KEY QUESTIONS ON DISCIPLINES,  
SUBMITTED TO THE ENTRANCE EXAM**

**Management**

The essence, role and methodological foundations of management. Laws, regularities and principles of management. Organizations as an object of management. Functions and technology of management. General characteristics and features of the management process. Definition of goals as a management function. Planning as a general function of management. Basics of delegation. Organization as a general function of management. Selection and construction of the

organizational structure of management. Motivation as a general function of management. Control as a general function of management. Regulation as a management function. Leadership in the organization. Information and Communications in Management. Organizational Change and Management Effectiveness.

**Questions to be asked for the entrance exam:**

1. The concept and essence of management.
2. Principles of management.
3. The principle of "staff remuneration".
4. Management functions.
5. The concept of "scheduling functions".
6. Strategic planning: essence, main stages.
7. Motivation. Theories of motivation.
8. The concept and characteristics of the need for motivational theories. Primary and secondary needs.
9. Control as a function of management: essence, types, stages of implementation.
10. General features of the organization. Formal and informal organizations.
11. The management system of the organization and its components.
12. Mission and goals of the organization.
13. Components of the internal environment of the organization according to Mescon and Khedouri.
14. External environment of the organization: factors of direct and indirect action.
15. Organizational structure of management.
16. The role of communications in the organization's management system. The main stages of information exchange.
17. Essence and types of powers.
18. Management styles: concept and characteristics.
19. Effectiveness of the organization's management.

**Management of Organizations**

System model of organization management. Organization of enterprise management. Power in the organization. Marketing research. Workforce planning. Management models. Functional Management Systems. Fundamentals of Strategic Management. Strategies in the organization. Competition policy of the organization. Enterprise Performance Management. Diagnostics of organization management. Methodological bases for determining competitiveness.

**Questions to be asked for the entrance exam:**

1. Management and General Management Theory.
2. Power in the organization and balance of power.
3. Types of organizations.
4. Personnel, personnel, labor resources.
5. Evaluation of labor activity.
6. Workforce planning.

7. The concept of marketing research.
8. The process of market research.
9. Primary and secondary information.
10. Market segmentation.
11. The essence of planning in the organization.
12. Forms of planning.
13. The purpose of strategic planning.
14. BCG matrix.
15. SWOT analysis.
16. Strategy in the organization.
17. Target efficiency.
18. Internal and external efficiency in the organization.
19. Market and cost efficiency.
20. Profit Maximization Theory.
21. Theory of maximizing the value of the firm.
22. Stakeholder theory.
23. Theory of increasing the volume of production.
24. Financial management.
25. Venture business.
26. Production capacity and its measurement.

### **3 STRUCTURE OF EXAM TASKS**

Examination tickets are randomly generated, the ticket consists of 50 tests containing tasks in the disciplines "Management" and "Management of Organizations".

Each question has four answer options, of which only one is correct. You need to choose the correct answer and mark it on the answer sheet. It is advisable to avoid revisions because the number of revisions affects the overall evaluation of the work.

A sample examination task is given in Appendix A.

The answer sheet for the examination task is given in Appendix B.

### **4 CRITERIA FOR EVALUATING RESPONSES**

#### **General Requirements**

The commission evaluates the applicant's written answers to the test tasks on a 100-200 point scale. Entrants who scored less than 100 points receive an "unsatisfactory" grade and are not allowed to further participate in the competitive selection. Entrants who score 100 or more points are allowed to participate in the competitive selection.

To receive a positive mark from the entrance test, the applicant must pass the minimum permissible test threshold, which is established at the request of the chairman of the commission and/or approved by the decision of the Admission commission as the minimum allowable share of test points from the total number of test points, which must be obtained during the entrance test to obtain a positive mark.

For each correct answer to the task, test points are awarded, for an incorrect answer 0 points are awarded. The received test scores for the entrance test are converted into a 100-200 point scale (rounded to the integer, according to the rules of mathematical rounding) according to the following algorithm:

$$O = O_{\min} + k \cdot (N - r \cdot T), \text{ where}$$

- O – score from the entrance test on a scale of 100-200 points;
- O<sub>min</sub> – the minimum mark from the entrance test on a scale of 100-200 points, at which the entrant is allowed to participate in the competitive selection;
- towards – The coefficient of conversion of test scores into a scale of 100-200 points, with the following:

$$k = 100 / (T \cdot (1 - r))$$

- r – the minimum permissible test threshold with an accuracy of 0.01, which is set in the range from 0 to 1, but not less than 0.10;
- T – the total number of test points that the applicant can receive during the entrance test;
- N – the number of test points that the applicant received during the entrance test.

Provided that the number of test points that the entrant received during the entrance test (N) is "0", then the entrant receives an "unsatisfactory" mark and is not allowed to further participate in the competitive selection.

### **Accrual of test scores**

For each correct answer to a test question, 2 test points are awarded. Incorrect answer – 0 points.

The total number of test points (T) that an applicant can receive during the entrance test is 100 test points.

The number of test points for the entrance test (N) is calculated as the sum of the test points, excluding the test points deducted for corrections in the answer sheet (if provided by the program).

### **Correction Policy**

For every 5 corrections, 1 test point is deducted from the total number of test points that the applicant can receive at the entrance test.

## 5 RECOMMENDED READING LIST

### Management

1. Petrunya, Y. E., and Petrunya, V. Y. Management. Practicum: study. manual. Dnipro: University of Customs and Finance, 2019. 104 p. URL: <http://biblio.umsf.dp.ua/jspui/handle/123456789/3495>
2. Management: Textbook / N.S. Krasnokutskaya, O.M. Nashchekina, O.V. Zamula and others. Kharkiv: Madrid Printing House, 2019. 231 p. URL: <https://repository.kpi.kharkov.ua/server/api/core/bitstreams/199f9704-c25d-4e5a-a0fb-aa85fe21dd82/content>
3. Shkilniak, M. M., Ovsyanyuk-Berdadina, O. F., Krysko, Zh. L., and Demkiv, I. O. Management: Textbook. Ternopil: Krok, 2017 p. 252 p. URL: <http://dspace.wunu.edu.ua/bitstream/316497/31710/1/%D0%9C%D0%B5%D0%BD%D0%B5%D0%B4%D0%B6%D0%BC%D0%B5%D0%BD%D1%82%20%D0%A8%D0%BA%D1%96%D0%BB%D1%8C%D0%BD%D1%8F%D0%BA.pdf>
4. Fundamentals of Management: Lecture Notes. / KPI them. Igor Sikorsky ; compilers: T.V. Lazorenko, S.O. Perminova. Kyiv : KPI them. Igor Sikorsky. 2021. 166 c. URL: <https://ela.kpi.ua/bitstream/123456789/41193/1/Managment.pdf>
5. Strapchuk, S.I., Mykolenko, O.P., Popova, I.A., Pustova, V.V. Management: textbook for applicants for higher education. Lviv: Novyi Svit – 2000 Publishing House, 2020. 356 p. URL: [https://www.researchgate.net/publication/351117819\\_Menedzment\\_Navcalnij\\_posibnik\\_dla\\_zdobuvaciv\\_visoi\\_osviti\\_Strapcuk\\_S\\_I\\_Mikolenko\\_O\\_P\\_Popova\\_I\\_A\\_Pustova\\_V\\_V\\_Lviv\\_Vidavnictvo\\_Novij\\_Svit\\_-\\_2000\\_2020\\_356\\_s](https://www.researchgate.net/publication/351117819_Menedzment_Navcalnij_posibnik_dla_zdobuvaciv_visoi_osviti_Strapcuk_S_I_Mikolenko_O_P_Popova_I_A_Pustova_V_V_Lviv_Vidavnictvo_Novij_Svit_-_2000_2020_356_s)

### Management of Organizations

1. Management of organizations: navch. posib. / T. V. Nazarchuk, O. M. Kosiyuk. Kyiv: TsUL, 2018. 560 p. (in Russian). URL: [http://pdf.lib.vntu.edu.ua/books/2017/menedzhment\\_org.pdf](http://pdf.lib.vntu.edu.ua/books/2017/menedzhment_org.pdf)
2. "Management of Organizations": textbook for master's students in the field of knowledge 07 "Management and Administration" specialty 073 "Management" specialization "Management and Business Administration" / Compilers: L.E. Dovgan, I.P. Malyk, G.A. Mohonko, M.V. Shkrobot. – Kyiv: KPI them. Igor Sikorsky, 2017. 271 p. URL: <https://ela.kpi.ua/handle/123456789/22243>
3. Optimal control systems. Helps. / O. A. Stenin, V. P. Pasko, A. D. Lemeshko, O. M. Polshakova. K.: Nats. Tech. Univ. of Ukr. "Kyiv Polytechn. In-t them. I. Sikorsky", 2017. 172 p. (in Russian).
4. Management of the organization: scientific. posibnik / O.O. Gutorova. H.: Hark. Nats. Agrarian. un-t. Kh.: KNAU, 2017. 267 p. URL: [http://xn--elajqk.kiev.ua/wp-content/uploads/2019/12/gutorova\\_o\\_o\\_menedzhment\\_organizatsiyi.pdf](http://xn--elajqk.kiev.ua/wp-content/uploads/2019/12/gutorova_o_o_menedzhment_organizatsiyi.pdf)
5. Organization Management: Theory and Practice. Study. manual/ G.E. Moshek, V.L. Fedorenko, O.V. Kovalenko, M.V. Kovalchuk, A.S. Solomko, V.E. Zeldich, G.P. Sivanenko. Overall. Ed. Mosheka H.E. K.: Lira-K Publ., 2019. 808 p. (in Russian).

6. Management of Organizations and Administration: Theory and Practice.  
Monograph / ed. prof. N. S. Skopenko, prof. O. I. Dragan. Kyiv: Kafedra, 2020.  
404 p. URL:  
<https://dspace.nuft.edu.ua/jspui/bitstream/123456789/32138/1/management.pdf>

Approved at a meeting of the Admissions Committee.  
Minutes No. 14 dated 04.042023

Admissions Committee  
Executive secretary

Head of the Subject Committee

  


Igor ROY

Viktoriia DUDCHENKO

Sample exam task for the entrance exam

SUMY STATE UNIVERSITY

APPROVED

Head of the Admissions  
Committee

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**EXAM TASK**

**entrance exam in the specialty 073 "Management"  
when applying for the degree of "Doctor of Philosophy"**

Option No. 0

1. What is meant by the term "management"?

- A) the term "management" means the management of a particular system;
- B) the term "management" means the management of a socio-economic system (enterprise);
- C) the term "management" means the management of anything;
- D) The term "management" means to constantly monitor the activities of personnel in an organization.

2. Which organizations should be considered informal?

- A) those that arise spontaneously on the basis of common interests and values;
- B) those that arise and function spontaneously;
- (C) those which operate in accordance with regulations and statutes;
- (D) those which operate in accordance with certain instructions;

3. What is the purpose of the organization?

- A) the final result of the implementation of individual production tasks;
- B) the process of the organization's activities;
- C) the result of the manager's activities;
- D) the specific, final state or expected outcome of the organization's activities.

4. When is the current control carried out in the organization?

- A) after the completion of certain works;
- B) before the actual commencement of certain works;
- C) in the course of certain works;
- D) when it is convenient for the manager.

5. Primary needs include:

- A) psychological;

- B) physiological;
- C) economic;
- D) material.

6. What is a management system?

- A) a set of interacting elements that make up an integral entity having properties different from those of the constituent elements;
- B) a set of interacting elements;
- C) an integral formation having properties different from those of its constituent elements;
- D) the totality of the elements of the organization.

7. What is meant by the mission of the organization?

- A) the main tasks of the organization;
- B) the main functions of the organization;
- C) the main types of work of the organization;
- D) a clearly stated reason and philosophy for the existence of the organization.

8. When is the final control carried out in the organization?

- A) before the actual commencement of the work;
- B) after the completion of the planned works;
- C) in the course of certain works;
- D) when it is convenient for the manager.

9. Control is:

- A) a type of management activity to ensure the fulfillment of certain tasks and the achievement of the goals of the organization, which consists in observing the processes of the organization and identifying deviations from the desired state;
- B) the type of human activity;
- C) supervising the work of the organization's staff;
- (D) Monitoring the performance of individual tasks by personnel.

10. What does an organization consist of?

- A) a controlled subsystem;
- B) control and controlled subsystems;
- C) the control system;
- (D) the management system that ensures the receipt of profits.

11. The external environment of direct action includes:

- A) the state of the economy, changes in politics, social culture, scientific and technological progress, technology, group interests, international environment;
- B) suppliers, labour, local and state regulators, consumers, competitors, shareholders;
- C) goals, personnel, objectives, structure, technology;
- D) plans, forecasts, organizational structure, motivation, control.

12. The following theory of motivation is based on the expectation that a person will receive an appropriate reward for the work performed accordingly:

- (A) equity;
- (B) needs;
- C) remuneration;
- (D) Expectations.

13. What are the main common features of an organization?

- A) the availability of all types of resources, the vertical and horizontal division of labor, the implementation of certain activities and dependence on the external environment;
- B) vertical and horizontal division of labour;
- (c) the availability of all types of resources and the performance of certain activities for profit;
- D) the existence of a vertical division of labor, dependence on the external environment and a program of action.

14. The external environment of an indirect organization includes:

- A) the state of the economy, changes in politics, social culture, scientific and technological progress, technology, group interests, international environment;
- B) suppliers, labor resources, local and state regulatory authorities, consumers, competitors;
- C) goals, personnel, objectives, structure, technology;
- D) plans, forecasts, organizational structure, motivation, control;

15. How should the principle of "staff remuneration" be understood?

- (A) This principle implies that all employees of the organization should be adequately remunerated for their work;
- (B) this principle provides for a continuous increase in staff salaries;
- C) this principle provides for the receipt of bonuses for quality work;
- D) this principle provides for a continuous increase in the salaries of managers of organizations.

16. According to Mescon and Khedouri, what should be attributed to the internal environment of an organization?

- A) the mission, objectives and structure and development program of the organization;
- B) goals, objectives and technology of the organization;
- C) goals, objectives, structure, technology, personnel;
- D) engineering and technology, structure and organizational culture.

17. What is meant by the term "scheduling function"?

- A) setting the goals of the organization;
- B) identification of ways and means of carrying out tasks;
- C) setting goals and objectives for the development of management objects, determining ways and means to achieve them;
- D) determining how to achieve the goals of the organization.

18. Strategic planning includes the following stages:

- A) defining the objectives of the organization, developing a strategy and its implementation;
- B) analysis of the environment, strengths and weaknesses of the organization, development of alternatives;
- C) definition of mission and objectives, application of methods, analysis of the environment and state of the organization, evaluation of strategic alternatives, choice of strategy;

D) definition of mission and objectives, analysis and development of alternatives, assessment of risk and market conditions.

19. What are the main stages of information exchange?

A) the arrival of an idea, its decoding, and the subsequent transmission of information;

B) receipt of ideas, encoding and selection of transmission channel, transmission and decoding of information, feedback;

C) encoding, transmitting information, its perception and choice of further actions;

D) encoding, selection of the distribution channel, transmission, fixation of the reaction to the perceived information.

20. What is meant by organization?

A) a group of people who have come together for profit;

(B) a group of people whose activities are coordinated by the relevant governing body;

(c) A group of people whose activities are consciously coordinated to achieve a common goal;

D) a group of people who have come together to spend their free time together.

21. What is meant by the term "motivational function"?

A) motivating oneself to act effectively;

B) the process of motivating oneself and others to act effectively and achieve the goals set for the organization;

C) the process of achieving the objectives set for the administration;

D) the way in which personnel are influenced in order to achieve the objectives.

22. Complete the statement: "An element of a control system that perceives a controlling action from other elements is..."

A) the object of management;

B) employees of the management apparatus;

C) element of the control system;

D) managers and their subordinates.

23. What is meant by the effectiveness of an organization's management?

A) achievement of the planned results of the organization's activities;

B) achieving a certain amount of profit;

C) performance of the main tasks;

D) conquest of new markets for goods and services.

24. Which category can be described as "logical relationships between management levels and functional areas, built in a form that allows the most effective achievement of the organization's goals"?

A) objectives;

B) people;

(C) Structure;

(D) Technology.

25. Complete the definition: "authority is..":

A) limited right to use the organization's resources and direct the efforts of employees to perform certain tasks;

B) limited right to dispose of financial resources;

- C) limited right to dispose of human resources only;
- D) limited right to dispose of the property of the enterprise.

26. The Basic Law of the Balance of Power:

- A) the level of influence of person A on person B is equal to the degree of dependence of person A;
- B) the higher the power of the leader, the lower the dependence of the subordinates;
- C) the level of influence of the person in power A on person B is equal to the degree of dependence of person B on person A;
- D) the dependence of person A on person B is proportional to his position and power.

27. According to the number of employees and the gross amount of revenue from the sale of products, organizations are divided into:

- A) micro, small, medium and large enterprises;
- B) principal, dependent and subsidiary entities;
- C) formal and informal organizations;
- D) private and public utilities.

28. The "center of gravity" method is used:

- A) in the formation of the balance of power;
- B) in the construction of new firms. It takes into account the number of firms already operating in a given industry;
- C) placement of individual new facilities. It takes into account the location of existing facilities, the distance between them and the volume of goods being transported;
- D) The "center of gravity" method is used to accommodate individual new objects with population densities.

29. The capacity utilization factor shall be equal to:

- (A) the square of the amount between the capacity used and the best operational level;
- (B) the difference between the capacity used and the best operational level;
- (C) the amount of productive capacity used and the best operational level;
- (D) the ratio between the current production capacity and the best operational level.

30. Workforce planning involves:

- A) assessment of available resources, goals, conditions and prospects for the development of the organization, future personnel needs;
- B) comparison of different types of work between employees of the unit;
- C) evaluation of the work of one employee in relation to the work of another employee;
- D) a comparison of different types of work to determine the most valuable employee.

31. Performance appraisal is:

- A) development of a program for training in labor skills necessary for the effective performance of work;
- B) evaluation of candidates for jobs and selection of the best from the reserve;
- C) analysis of the attestation system, the frequency of its implementation, the results submitted and the decisions taken based on the results of the attestation;
- D) a program that aims to analyze and identify the abilities of employees.

32. Personnel is:

- A) full-time (permanent) skilled workers who have undergone professional training, have labor skills, work experience, special knowledge in the chosen field of activity and are in labor relations with the management of the organization;
- B) all personnel of the organization, including temporary workers, part-time workers, representatives of skilled and unskilled labor;
- C) objects of state and production-territorial administration;
- D) a concept that encompasses people, their characteristics as participants in the work process and the assessment of human potential.

33. Staff is:

- A) full-time (permanent) skilled workers who have undergone professional training, have labor skills, work experience, special knowledge in the chosen field of activity and are in labor relations with the management of the organization;
- B) all personnel of the organization, including temporary workers, part-time workers, representatives of skilled and unskilled labor;
- C) objects of state and production-territorial administration;
- D) a concept that encompasses people, their characteristics as participants in the work process and the assessment of human potential.

34. Marketing research is:

- A) the type of activity through which we obtain information about consumers and competitors;
- B) the type of activity that, by means of information, connects the consumer, the buyer and the public with the marketer;
- C) the process of management and research in the field of market;
- D) a type of activity that includes volumetric planning, operational and scheduling planning, control and motivation, delegation.

35. The process of marketing research consists of the following stages:

- A) identification of the problem and objectives of the study, development of the research plan, implementation of the research plan, processing and presentation of the results obtained;
- B) identification of the problem and goals of the study, development of the research plan, implementation of the research plan, providing the result to the customer;
- C) identification of the problem and objectives of the study, development of measures, conduct of the study, interpretation of the study;
- D) identification of qualitative characteristics, future needs and satisfaction of future needs.

36. The sources of primary information are:

- A) observations, surveys, mass media;
- B) observation, survey, experiment, questionnaire, Internet;
- C) observation, testing, surveys, gossip;
- D) surveys, information from acquaintances, testing, and the media.

37. Market segmentation is

- A) dividing the market into segments to analyze potential consumers and buyers;
- (B) the process of assessing the attractiveness of each market segment and selecting one or more segments for development;

- (c) the identification within the market of well-defined groups of consumers differing in their needs, characteristics or behaviour;
- D) the division of the commodity market into separate segments according to consumer demand.

38. Forms of planning depending on the duration of the planning period:

- A) long-term planning; medium-term planning; Current planning
- B) forward planning; short-, medium-, and long-term planning
- C) forward planning, current planning, strategic planning;
- D) short-term and long-term

39. Planning involves:

- A) informed choice of objectives, definition of policies, development of measures and measures; methods of achieving goals; providing a basis for making subsequent long-term decisions;
- B) reasonable choice of objectives, policy definition; market segmentation; analysis of competitors and consumers, methods of achieving goals; implementation of the strategy;
- C) sound choice of objectives, policy definition, development of measures and measures, strategic decision-making; development of long-term plans;
- D) specifying the development goals of the entire organization and each unit separately for a set period of time; determination of economic tasks, means of their achievement, timing and sequence of implementation; identification of material, labor and financial resources necessary to solve the tasks.

40. The purpose of strategic planning.

- A) identify the weaknesses of the enterprise and eliminate them;
- B) identify the most promising areas of the organization's activities that ensure its growth and prosperity;
- C) to bring the product to new markets, to conquer new segments;
- D) analysis of the internal and external environment of the enterprise.

41. What indicators does the BCG matrix use?

- A) the volume of output and the relative rate of market growth;
- B) indicators of the relative market share and the segment occupied by the enterprise in the market;
- (c) indicators of relative market share and relative rate of market growth;
- D) the volume of output and the attractiveness of the industry.

42. Venture Business:

- A) is represented by small firms specializing in research, development, production of new products;
- B) represented by small firms specializing in the development and introduction of new products to the market;
- C) is represented by small firms that have united to search for new profitable projects in which they will invest;
- D) is represented by small firms specializing in the production and introduction of new products.

43. The management strategy at the enterprise determines:

- A) a system for determining the objectives of the activity.

- B) objectives and main ways of their implementation, taking into account a single course of action.
- C) a system for defining the mission of the enterprise.
- D) basic principles of management.

44. What is the main purpose of strategy?

- A) achievement of the planned state by the enterprise;
- B) implementation of basic management principles;
- C) achieving maximum profits;
- D) implementation of a strategic management system.

45. Target efficiency is:

- A) efficiency in terms of the use of the internal capabilities of the organization;
- B) efficiency in terms of the use of external capabilities of the organization;
- C) efficiency in terms of the completeness of customer satisfaction compared to alternatives;
- D) efficiency, reflecting the degree to which the organization's objectives have been achieved.

46. To which group does the "SWOT analysis" method belong?

- A) methods of motivation.
- B) management methods.
- C) strategic positioning techniques.
- (D) Methods of control.

47. Strategy is:

- A) a detailed, comprehensive, comprehensive plan necessary to ensure that the organization's mission and objectives are met;
- B) a comprehensive plan that is drawn up to meet the technological objectives of the organization;
- (C) the plan necessary to ensure that capital is raised for the proposed changes;
- (D) A detailed, comprehensive, comprehensive plan to be developed by the organization's units to perform their respective tasks.

48. Internal efficiency is:

- A) efficiency in terms of the use of the internal capabilities of the organization;
- B) efficiency in terms of the use of external capabilities of the organization;
- C) efficiency in terms of the completeness of customer satisfaction compared to alternatives;
- (D) the efficiency of the ways in which resources are transformed into outputs.

49. A person who invests his own money in the organization of a case and assumes a specific risk associated with its results is called:

- A) an entrepreneur;
- B) administrator;
- C) a manager;
- D) a specialist.

50. Give a definition: "a prescribed work, a series of works or a part of work to be performed in a predetermined manner within a predetermined time frame is...":

- A) objectives;
- (B) structure;

- C) people;
- D) tasks.

Head of the Subject Committee \_\_\_\_\_

**APPENDIX B****Sample Answer Sheet for the Entrance Exam****SUMY STATE UNIVERSITY**

Cipher\_\_\_\_\_

**ANSWER SHEET**

**entrance exam in the specialty 073 "Management"**  
**when applying for the degree of "Doctor of Philosophy"**

**Option No.**

No. p/ See	A	B	C	D
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No. p/ See	A	B	C	D
19	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No. p/ See	A	B	C	D
37	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ATTENTION!** The tasks have multiple answer options, including of which one is correct. Choose the right one for your thought, option, and label it as shown in the reference image.

A	B	C	D
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The number of corrections affects the overall assessment of the work!**

Number of correct answers – \_

The number of points for them is – \_\_\_\_\_

Number of corrections – \_\_\_\_\_

Points deducted for correction – \_\_\_\_\_

Total points, taking into account the deducted – \_\_\_\_\_

Chairman of the Commission \_\_\_\_\_  
 \_\_\_\_\_ (Signature) (last name, initials)

Members of the Commission \_\_\_\_\_  
 \_\_\_\_\_ (Signature) (last name, initials)

\_\_\_\_\_  
 (Signature) (last name, initials)