

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
Sumy State University



Chairman of the selection committee

02 2020

**PROGRAM**  
**of professional entrance examination for enrollment to study**  
**073 "Management" (Master Degree)**

**1. GENERAL STATEMENTS**

The entrance exam in the specialty 073 "Management" in the field of knowledge 07 "Management and Administration" is designed to allow the access of applicants to the Master level in a sphere of professional training on a competitive basis.

Applicants with a basic higher education (bachelor's degree) are allowed to pass the professional entrance exam.

The professional entrance exam consists of a knowledge test in disciplines that form general professional competencies in the specialty "Management".

The following courses are the basis for professional entrance exam:

- 1.1 Management;
- 1.2 Strategic Management.

A separate examination paper is provided for each participant (Appendix A). The entrance exam is conducted by writing on sheets provided by the attestation commission in the prescribed form (Appendix B).

The duration of the entrance exam is 2.0 academic hours (1 hour 20 minutes of astronomical time).

**2 ANNOTATIONS OF THE COURSES AND KEY QUESTIONS**

**2.1. The courses that generates professional competencies in the specialty "Management"**

**2.1.1. Management**

**Key questions and topics of the course:**

- 1. The concept of "management" and "management", their content.
- 2. Principles of management and laws they are based on.
- 3. The essence of the combination of sectoral and territorial management.
- 4. The principle of staff reward.
- 5. Management functions, their essence.

6. Management system of the organization and its components.
7. The concept of organization. Formal and informal organizations.
8. General features of organizations.
9. Types of organizational structures. Advantages and disadvantages of each.
10. Goals of organization, a "tree of goals" of an organization.
11. Mission of the organization.
12. The external environment of the organization.
13. The internal environment of the organization.
14. The content of the control function. Types of control.
15. The concept of current control.
16. Final control, its purpose & timeline.
17. The concept of the "need" for motivational theories. Primary and secondary needs.
18. The essence of the concept of "reward" in motivational theories.
19. Procedural theories of motivation: basic theories and their essence.
20. Stages of information exchange. The concept of "communication".
21. Stages of management decisions.
22. Decision-making: the concepts and their classification.
23. Implementation of managerial decisions. Evaluation of their effectiveness.
24. Organizational planning - the essence and content, levels of planning.
25. Stages of strategic management.
26. Building organizations.
27. Objectives and content of the analysis of organizational structures.
28. Organizational design.
29. Object and subject of study of management science.
30. Life cycle of the organization: life stages, specifics of each.

### **2.1.2. Strategic management**

#### **Key questions and topics of the course:**

1. The organization evolution, current and future trends in the development.
2. Preconditions for the strategic management implementation in the organization. The main stages and specifics of strategic management.
3. The goals and objectives of the strategic analysis.
4. The essence of SWOT-analysis. The main stages of application of SWOT-analysis, specifics of strengths and weaknesses.
5. Portfolio analysis, its definition and purpose.
6. Objectives and main stages of portfolio analysis.

7. Difficulties of portfolio analysis.
8. A method of competitive environment analysis offered by M. Porter: 5 Forces Model, it's essence and the purpose.
9. Matrix of the Boston Consulting Group (BCG) and its modifications.
10. Evaluation of long-term attractiveness of the industry using the matrix McKinsey (General Electric).
11. Representation of the competitive positions of the strategic business unit (SBU) by stages of the life cycle of the industry using the matrix of Arthur D. Little (ADL).
12. The business-environment of the organization.
13. The concept of competitiveness. Competition and competitiveness, types of competition.
14. Competitive forces. Competitive advantages of the enterprise: tangible and intangible assets, strategic potential, goodwill.
15. The analysis of competitors strategic groups.
16. Product competitiveness, indexes, parameters and indicators.
17. The essence of strategy and set of strategic decisions: the types of the strategies according to M. Porter, Thompson and Strickland.
18. Organizational support of strategic decisions (matrix of responsibilities, organizational structures design).
19. Making strategic decisions. The difference between strategic decisions and other types of decisions. The structure of management decisions: preparation, adoption, implementation and control.
20. Methods of scenario development (PEST-analysis, STEEPLE-analysis, SWOT-analysis, SPACE matrix)

### **3. STRUCTURE OF EXAMINATION PAPERS**

Exam paper consist of 25 tests that contain tasks from the courses that generates professional competencies in the specialty "Management" that equally divided between the courses "Management" and "Strategic Management". Each test is designed as multiple-choice test, meaning that every question has four possible answers, among which there is only one correct. The applicant should select the correct answer and mark it using the answer sheet. It is recommended to avoid corrections, as the number of corrections affects the overall performance evaluation.

An example of an examination task is given in Appendix A.

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

#### 4. CRITERIA FOR ANSWERS EVALUATION

The maximum number of points that an applicant can receive during the professional entrance exam - 200 points, is calculated by transferring the number of correct answers in accordance with Table 1. For each correction made by applicant it 1 point reduction from the total score on the test on a scale of 100-200. Entrants who scored less than 100 points are not allowed to further participate in the competitive selection.

Table 1– The table of translation of test points in a rating scale from 100 to 200 points

Number of correct answers	Score on a scale of 100-200
0	Failed
1	
2	
3	
4	
5	
6	
7	
8	100
9	105
10	110
11	116
12	122
13	128
14	134
15	140
16	146
17	152
18	158
19	164
20	170
21	176
22	182
23	188
24	194
25	200

#### 5. RECOMMENDED LITERATURE

The following list of references is combined by the relevant courses, which are submitted for the professional entrance examination. Literature sources marked (+ Authorized access) indicate that the electronic version can be downloaded using

the information resources of the library of Sumy State University (<http://library.sumdu.edu.ua/>)

### 5.1 Recommended literature on the course «Management»

1. Shvindina H. Course “Management”, developed and provided via Elearning Platform. Available at: <https://elearning.sumdu.edu.ua/s/25-tn4>
2. Methodical instructions on the implementation of the compulsory homework on the course "Management" [Text] : for the students of the training direction 0306 "Management" (Bachelors of Science) (full-time training) / H. Shvindina, I. Tymchenko, S. Kolosok, O. Barabash. — Sumy : Sumy State University, 2016. — 28 p. (+)

### 5.2 Recommended literature on the course «Strategic management»

3. David, F. R., & David, F. R. (2013). Strategic management: Concepts and cases: A competitive advantage approach. Pearson.
4. Risk Management, Strategic Thinking and Leadership in the Financial Services Industry [Електронний ресурс] : A Proactive Approach to Strategic Thinking / edited by Hasan Din?er, ?mit Hacio?lu. — 1st ed. 2017. — Cham : Springer International Publishing, 2017. — XV, 386 p. 51 illus., 37 illus. in color. Available at: <https://doi.org/10.1007/978-3-319-47172-3> (+)

Approved at a meeting of the Central Admissions Committee.  
Protocol № \_\_\_\_ on «\_\_» 20\_\_\_\_

Executive Secretary  
of the Entrance Committee  
  
\_\_\_\_\_  
I.S. Kosyi

The Head of Specialized  
Attestation Committee  
  
\_\_\_\_\_  
T.A. Vasilyeva

SAMPLE OF THE EXAMINATION PAPER

SUMY STATE UNIVERSITY

APPROVED

Chairman of the Admissions Committee

---

“ \_\_\_\_\_ ” 2020

EXAMINATION TASK

of professional entrance examination at admission to study for the degree of  
“Master” in the specialty 073 “Management”

**Variant №1**

*1. Please identify, the meaning of the "organization" according to management theory:*

- a) any social community;
- b) social community, that consists of group of people, who act for the certain purpose, consciously and under coordination;
- c) social community, that consists of group of people, who act unconsciously and have certain goals;
- d) group of people who act under coordination.

*2. Among all, what the methods are presented in following description: "set of concrete ploys of influence upon the processes of works groups formation, functioning and development, including structure of relationships, interests and motives"*

- a) administrative methods of management;
- b) economic methods of management;
- c) social and psychological methods of management;
- d) ideological.

*3. Analyze the expression and identify the term of management theory: "logical interrelations between management levels and functional areas, constructed in the form that allows to achieve organizational goals most effectively"*

- a) goals;
- b) people;
- c) structure;
- d) technology.

*4. Give an explanation of "relevant information" according to decision-making.*

- a) Data, that meet research goals and answer the concrete problem, purpose, human or time period;
- b) Informational data, used in a process of decision-making;
- c) Data collected as a result of primary and secondary marketing research;
- d) Specific data as to resource limitations of concrete managerial decision.

*5. Indicate the correct stages of decision-making process among the list below:*

- a) Alternatives detection, alternatives evaluation and final choice;
- b) Data collection, data analysis, decision construction;
- c) Resolved decision, realization and estimated results;
- d) Problem diagnosis, limitations and criterions for decision-making, alternatives detection, alternatives evaluation, final choice and feedback.

6. *What is the channel in communication process?*

- a) Receiver of information;
- b) Sender of information;
- c) Communications means;
- d) Decoding means.

7. *What are the stages of communication?*

- a) Born of idea, coding, decoding, feedback;
- b) Born of idea, coding and choice of channel, transmission, feedback;
- c) Born of idea, coding and choice of channel, transmission, decoding, feedback;
- d) Born of idea, , transmission, decoding, receiver.

8. *According to Maslow's hierarchy of needs "need for self-respect and respect by family and referent groups" is named as:*

- a) Physiological needs;
- b) Security or safety needs;
- c) Social needs;
- d) Esteem needs.

9. *What is the main difference between "influence" and "power"?*

- a) There is no difference;
- b) Power is ability to affect the behavior of others in an intended direction, and influence is a direct action on behavior of other people;
- c) Power is the opportunity to affect the behavior of others in an intended direction and influence is the ability to affect the behavior of others in an intended direction;
- d) Power is an ability to influence, and influence is the opportunity to affect the behavior of others.

10. *What is the correct explanation for the "Power Formula" according to accepted perception of power phenomena?*

- a) The level of power that person A has over person B is equal to the level of dependence that person B has on person A;
- b) The level of power that person A has over the person B is equal to the level of dependence that person A has on person B;
- c) The level of power that person A has over the person B is equal to level of information asymmetry that exists between A and B;
- d) The level of power that person A has over the person B is equal to level causality of roles that A and B play in their interaction.

.....

25. *For the phase of market decline it is typical:*

- a) small rates of growth of sells volume, price of goods - high, debugged distribution system is absent;
- b) level to competition - low;
- c) appearance of new segments of buyers and new field of using the goods;
- d) period of sustainable reducing of market, goods-substitutes occupy leadership.

*Signatures of the decision-makers*

## Sample of the Answer Sheet (First page)

## SUNY STATE UNIVERSITY

Cipher \_\_\_\_\_

## ANSWER SHEET

professional entrance examination at admission to study for the degree of  
"Master" in the specialty 073 "Management"

Variant No

No of question	A	B	C	D
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				

No of question	A	B	C	D
14				
15				
16				
17				
18				
19				
20				
21				
22				
23				
24				
25				

WARNING! The tasks have several answer options, among

which one is correct. Choose the right one for you opinion, option and mark it as shown in the sample.

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

The number of corrections affects the overall evaluation of the work!