

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
ODESA STATE AGRARIAN UNIVERSITY

"APPROVED"

Rector of Odesa State

Agrarian University,

chairman of the admission committee

prof.  Mykhailo BROSHKOV

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## PROGRAM

to enter the study for a degree of "MASTER"


for EPP "MANAGEMENT"


field of knowledge 07 "MANAGEMENT AND ADMINISTRATION"


(based on the degree of higher education of a bachelor or educational qualification level of a specialist in related / unrelated specialties)

Odesa-2022

The program professional entrance examination for admission to the educational degree "Master" for EPP "Management" in the field of knowledge 07 "Management and Administration" (based on a bachelor's degree or educational qualification level in related / unrelated specialties ) developed by:

  
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Approved by the Academic Council of the Faculty of Economics and Management  
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## INTRODUCTION

To participate in the competition for higher education "*Master*" when entering the educational-professional program "*Management*" specialty 073 "*Management*" in the field of knowledge 07 "*Management and Administration*" are allowed persons who have a state standard certificate of the first (bachelor's degree) ) level or educational qualification level "*Specialist*".

The purpose of *the entrance test* is to check the compliance of knowledge, skills and abilities of entrants with the program requirements, to determine the competence and to assess the degree of readiness of entrants to obtain a master's degree.

The entrant must have a set of knowledge, skills, abilities and other competencies necessary to solve applied problems and complex specialized tasks, characterized by the complexity and uncertainty of conditions in the management of organizations and their departments.

The entrant must:

- **identify** basic knowledge of the theoretical content of the subject area: paradigms, laws, patterns, principles, historical prerequisites for management development; concepts of operational, personnel, strategic, innovation, marketing, logistics management, etc .;

- **know** the methods, techniques and technologies: general and specific research methods; management methods (administrative, economic, socio-psychological, technological); technologies for substantiation of management decisions (economic analysis, simulation modeling, decision tree, etc.);

- **demonstrate** skills of creative, critical view of practical tasks and development of sound proposals for their solution.

## **1. BASIC PART OF THE PROGRAM**

### **1.1 MANAGEMENT**

1.1.1. Management as a specific area of human activity. The essence and concept of management. Prerequisites for the emergence of management science. Features of the formation of a modern management model in Ukraine. Characteristics of integrated approaches to management: process approach; system approach; situational approach. Laws and patterns of management. The essence, nature and role of management principles in achieving the goal of the organization. Classification of management principles. The relationship between the principles of management. The essence of the category "organization". Signs of the organization as an object of management. Varieties of organizations. Organization as an open dynamic system. Control and managed subsystems. The model of the organization as an open system: the parameters of "input" and "output".

1.1.2. The concept of management functions. Management functions as types of management activities. Features of the formation of management functions. Classification and characterization of management functions. General (basic), specific (special) management functions. Dynamic relationship of specific and general functions. The mechanism of realization of concrete functions of management on the basis of use of the general.

1.1.3. The essence and content of planning as a function of management, its types and their relationship. Stages of the planning process. Classification of goals of the organization. The process of setting goals. The essence of the organization's function and its place in the management system. Powers, duties, responsibilities. Types of authority: linear, functional. The concept of motivation. Theories and models of motivation processes: meaningful and process approaches. Stimulation of work: goals, principles, types, forms. The concept of control and its place in the management system. Principles and objectives of control functions.

1.1.4. The essence and classification of management methods. Management methods as a set of ways to influence the control system on the managed. Methods of management as a result of management functions. Economic methods of management. Administrative methods of management. Socio-psychological methods of management. The mechanism of interaction of methods, principles and functions of management.

1.1.5. Information, its types and role in management. Classification of information. Requirements for information. The concept and characteristics of communications. Varieties of "internal" and "external" communications. Obstacles in communications. Feedback in the communication process. Means of communication, their advantages and disadvantages. Communication process, elements and stages of the process. Models of communication process. Organization of the communication process.

1.1.6. Management decision as a result of management activities. Classification of management decisions. Conditions for making managerial decisions. Factors influencing the decision-making process. Models of managerial decision making. Interdependence of decisions. Approaches to decision making. Varieties of decision-making technologies. Quality of management decisions. Classification of methods of substantiation and management decisions.

1.1.7. The concept and general characteristics of leadership. Leadership as a unifying function of management. The main factors and determining aspects of leadership. Fundamentals of leadership: influence, leadership, power. Power as an element of coercion. Forms of influence and power. Leadership theories. Typology of leaders. The concept of management style. Characteristics and classification of management styles. Criteria for evaluating the style of the manager. General characteristics of the modern manager model.

1.1.8. Species classification of organizational efficiency: individual, group, general-organizational. Features of evaluation of types of efficiency. Approaches to assessing the effectiveness of management in the organization. Economic, organizational and social efficiency of management. Directions for improving the management of the organization. The essence and types of responsibility and ethics in management. Social responsibility as a voluntary response to social problems of society by the organization. The essence and significance of social management behavior.

## **1.2. PERSONNEL MANAGEMENT**

1.2.1. The role and importance of personnel management as a science. Man as a subject and object of personnel management. Orientation of staff on corporate culture. Features and role of staff in achieving competitiveness of modern organizations. Personnel management as a specific function of management. The meaning of the concepts "labor resources", "staff", "labor potential" "personnel". A systematic approach to personnel management of the organization. The main elements (subsystems) of personnel management. Stages of historical development of personnel management. Analysis of modern concepts and theories of personnel management.

1.2.2. Characteristic personality traits associated with its behavior in the organization. Employee value orientation. Individual and individuality: common and different staff. Classification of personnel by categories and its characteristics: production staff (workers) and management staff (employees), the content of the functions performed and the main categories in organizations of various fields. The main characteristics of the personnel of the organization. Number and structure of personnel of the organization. Normative, actual accounting and average number of employees of the organization. Staff structure: organizational, social, staff, role, functional. Correlation and content of the concepts "profession", "specialty", "qualification", "position". Competence and competencies of the employee. Types of competencies and their levels. Professional competence and professional suitability.

1.2.3. The concept and importance of personnel policy in the organization. Factors influencing the formation of personnel policy and the conditions of its implementation. Classification of types of personnel policy by main features. The content of personnel policy at different stages of the life cycle of the organization. Stages of development (design) of personnel policy and their content: rationing, programming and monitoring of personnel. Development and implementation of personnel policy in conceptual personnel documents. Legal basis for the implementation of modern personnel policy (content and contradictions).

1.2.4. The concept of personnel planning. The purpose and objectives of personnel planning at the enterprise. Types of planning: strategic, tactical, operational (current). Factors influencing the determination of staffing needs. The concept of staff marketing and its functions. Methods of determining the needs of the enterprise in personnel. Characteristics of

personnel planning methods. Staff planning by job category: basic and additional staffing needs. Analysis of internal and external sources of future staffing needs. Ways of rationing resources. Operational plan for working with staff in the organization. Individual plan of the employee. Structure of personnel information.

1.2.5. The content of the process of recruitment and employment. The main sources of information about vacancies. Identification of vacancies. Formation of requirements to applicants. Professiogram: employee model and position model. Recruitment: creation of a database of qualified candidates for selection. Characteristics of sources of candidates. The role of recruitment agencies. Vocational guidance and career guidance work. Methods and forms of professional orientation. Career guidance: essence and tasks, organization of work. Methods of managing career guidance of employees. Models and methods of employee selection. Criteria for selecting employees. Stages of personnel selection. Labor adaptation and its types: organizational, socio-psychological, professional, psychophysiological. Primary and secondary adaptation.

1.2.6. The team as a social group. Functions of the team and its varieties in the organization. Principles and stages of the process of creating a workforce. The role of corporate culture in the formation of the organization: norms, values, traditions. Formal and informal structure of the labor collective. Types of formal groups in the organization. Team cohesion: essence and stages. Features of personnel management at the stages of team development. Factors influencing team cohesion. The concept of teamwork and teamwork in personnel management. Socio-psychological features of the team as an object of management. Psychological compatibility of team members and the factors that determine it. Methods of studying the socio-psychological climate in the team. The essence and importance of social development of the team.

1.2.7. The essence and types of staff evaluation by objectives. Criteria and methods of personnel evaluation. Qualitative, quantitative and combined methods of business evaluation of employees of the organization. Basic principles of effective business evaluation of employees. Evaluating the quality of work of different categories of staff. Methods of evaluating management staff: by business qualities, by the complexity of the functions performed by the results and objectives. Criteria and types of business evaluation of managers. Indicators for evaluating different categories of managerial positions. The main criteria for evaluating specialists. Evaluation of workers and employees. Personnel certification: essence and types. Organization and procedure for personnel certification.

1.2.8. The essence and objectives of professional development of staff. Identification and analysis of staff needs. Personnel training. Personnel training programs. Vocational training, advanced training, retraining. The concept of career and career growth. Career planning and management of employees. Career models: horizontal and vertical. Factors determining the direction and speed of career. Creating appropriate conditions for career growth of employees. Personnel mobility management. Needs analysis and staff development plan assessment. Planning and preparation of personnel reserve. Features of training reserve management. Staff rotation as a form of movement and training of employees. Types of personnel innovations. Innovative potential of the employee.

### 1.3. OPERATIONAL MANAGEMENT

1.3.1. Objective laws of production management (operating activities). The essence of the operational function. Sectoral features of the operational function. The category of "operating activities" and "production activities" are their relationship and discrepancy. Production and operational management: common and different characteristics. The essence and place of operational management in the management system of the organization. Relationship of operational management with other functional types of management. Historical development of operational management: the industrial revolution, the development of management theory, the development of management science and systems. Features of operational management: goals and objectives. The structure of the process of implementation of operational management. Functional characteristics of operational management.

1.3.2. The range of strategic issues to be addressed in operations management. The essence and stages of development of operational strategy. Expressed competence of the enterprise. Formation of a strategy for the production of goods. Influence of life cycle on operational strategy. Development of process strategy. Types of processes: process-focused, product-focused and repetitive. Comparison of process strategies. Features of the service sector that affect the operational strategy. Application of the "decision tree" in the design of a product or process.

1.3.3. Operating system as an object of management. Features and properties of the operating system. Elements of the operating system: support subsystem, transforming subsystem and planning and control subsystem. Classification approaches to operating systems. Specific features of a single operating system. Features of the serial type operating system. Characteristics of the operating system of mass production. Operating system with a continuous process as a kind of mass-produced operating system. Operating system design: essence, goals and stages. The composition of criteria and factors for operating system design. Socio-technical approach to the development of operations. Differences in product and service design. Design of works and rationing of work.

1.3.4. The concept of operating activities of the enterprise. The composition of basic resources as input factors of operating activities. Product (service) as a result of operating activities of the enterprise. Principles of organization and complexity of operational processes. Types of operational processes, their features. Organization of operational process in space: technological and subject areas of specialization. The concept, structure and duration of the operating cycle of the enterprise. Determining the duration of the operating cycle of the enterprise. Features of management by phases of the operating cycle of the enterprise. Location of equipment and workplaces for production: post-operational functional, flow linear and fixed positional planning.

1.3.5. Long-term, medium-term and short-term planning of operations, aggregate planning. Basic planning strategies. Logistics management. Functions, tasks and basic requirements for operational production management. Content and phases of operational management. Types of operational production management systems. Organization of operational scheduling. Operational process control. Quality control of raw materials, supplies and services. Inventory control. The role and tasks of material resources and inventory management. Ejection and extraction systems. Working environment and working



conditions, mode of operation. Division and cooperation of labor. Fundamentals of labor rationing. Methods of rationing of labor and time. Timing.

1.3.6. The essence of the project approach to organizational management. Significance and main tasks in the project management process. Project planning. Postoperative list of works. Creating work schedules using G. Gantt charts. Project schedule. Project control. Methods of network planning: advantages and disadvantages. Project Management Techniques by Program Evaluation and Review (PERT) and Critical Path (CPM).

1.3.7. The concept of importance and factors of quality assurance of goods and services. Indicators and methods of their evaluation. Basic approaches to quality management. Quality planning. Organizational quality assurance. Quality control tools. Approach from the standpoint of general quality management. Development of a quality assurance program. Systems of ISO 9000 standards. Performance indicators of production and non-production operating systems. Performance of operational activities as a measure of the effectiveness of operational management. An integrated approach to productivity issues. Factors influencing the dynamics of productivity. Ways to increase productivity.

#### **1.4. INNOVATION MANAGEMENT**

1.4.1. The essence of concepts in the field of innovation management. The essence of the concept of "innovation". Classification of innovations, innovation processes, innovations. Modern aspects of innovation and competition development. Innovation management as a set of principles, methods and forms of management of innovation processes and innovation activities. Innovation process and innovation activity. Features of decision making in innovation management. Innovations in theories of economic development. Formation of the theory of innovation and its modern concepts

1.4.2. Innovation as an object of management. The essence of the concepts of "innovation process" and "innovation activity". Stages of the innovation process at the macro and micro levels. Features of basic scientific activity, applied research and development, design and engineering and scientific and technical work, industrial innovation. Assessment of factors influencing the external and internal environment on the innovation activities of the organization. Participants in innovation activities. Tasks of innovation management. Innovation management technology. Sphere of innovation activity. Market mechanism (innovation market, investment market, market of pure competition of innovations) and infrastructure of innovation activity.

1.4.3. State support of innovation processes. The role of the state in ensuring innovation processes. Innovation as a factor of economic growth. The importance of innovation for the formation of a modern model of economic growth of the national economy of Ukraine. Market mechanisms in the field of scientific and scientific-technical activities. Ways of state influence on the efficiency of innovation processes. Methods of state support for innovation. Influence of public, private and public structures. National innovation system. Current state and prospects of innovation development in Ukraine. Models of innovative development in foreign firms.

1.4.4. Organizational forms of innovation. Principles of organization of innovation processes in the cycle "research - production - diffusion - commercialization". Types of

scientific, design and innovation organizations. The role of the academic and educational sectors. The meaning of the concepts "technopark", "technopolis", "innovation incubator". Organization of R & D implementation and information support of innovation processes. Organization of implementation and transfer of scientific innovations. Small innovative business, life cycle and development trends. Features of management in scientific organizations and small innovative enterprises. Innovative venture funds. The role of venture business in the development of innovation. Scientific and technical cooperation. Forms of integration of science and production. Competition and cooperation in the field of modern innovative technologies. Types of production and technological cooperation.

1.4.5. Management of innovative development of the organization. Strategic management of innovative development of the organization. Strategy of innovations and their classification. Interdependence of innovation policy and innovation strategy of the organization. Features of development, implementation and realization of innovation strategy. Innovation planning. Product-thematic, technical-economic, operational-calendar planning of innovations. The impact of management structure on the innovative capabilities of the organization. Coordination of the organizational structure of management with the strategy of innovations. Motivational mechanism of innovation activity. Forms and methods of stimulating innovation. Organizational and economic forms of stimulating innovation activity of employees.

1.4.6. Innovation project management Innovation project: concepts and main types. Life cycle of an innovative project. Financing an innovation project. Management of implementation of innovative projects. Resource support of an innovative project. Information support. Investment support. Creation and use of various organizational forms of project management. Personnel management in the process of implementing an innovative project. Project risk management. Risk classification. Quantitative risk assessment. Methods of uncertainty and risk analysis. Risk management methods.

1.4.7. Evaluation of the effectiveness of innovation activities of the organization The effectiveness of innovation activities. Characteristics of results and cost-effectiveness of innovation activities. Innovation as an object of investment. Substantiation of economic efficiency of the innovative project. Criteria for investment attractiveness and evaluation of innovative projects. Methods of evaluation of innovative projects, leases of innovative projects in conditions of uncertainty. Assessment of the impact of uncertainty on the effectiveness of the innovation project. Consideration of project risks in assessing the effectiveness of innovative projects.

## **1.5. STRATEGIC MANAGEMENT**

1.5.1. Conceptual principles of the theory of strategic management. Prerequisites for the development of the theory of strategic management. The concept of strategic management. Subject and object of strategic enterprise management. The concept of "enterprise strategy". Strategic decisions at enterprises and factors influencing their adoption. Key hypotheses of strategic management: coincidences; dependence on the external environment; compliance; strategies, abilities and activities; multi-element; balance. Tasks of strategic management. Strategic management models. Probable benefits from the use of

strategic management in the practice of enterprises. Reasons for the growing importance of strategic management for enterprises in market conditions.

1.5.2. Levels of strategic decisions and typology of enterprise strategies. Prerequisites for making strategic decisions in the process of enterprise management. Corporate, business, functional and operational levels of strategic decisions. Characteristic features of enterprise strategies. General typology of strategies by levels of strategic decisions. Strategies of enterprises in various industries. Reference strategies of enterprise development and strategies of its organizational development. Enterprise resource management strategies (resource supply and resource conservation) and features of their choice. Production strategy of the enterprise and their classification by: development of production, use of production potential, stages of production philosophy, etc. Marketing strategy of the enterprise and its sub-strategies. Personnel management strategies.

1.5.3. Stages of strategic management and features of enterprise strategy formation. The main stages of strategic management: strategic planning, strategic analysis; strategic choice; strategy implementation. The mission of the enterprise and the rules of its formulation in the process of strategic management of the enterprise. The importance of the mission for the company with a focus on strategic development. Classification of strategic goals. Building a tree of strategic goals. Identification of factors influencing the choice of strategic goals. Forming a system of strategic goals and objectives. Alternative approaches of strategic schools to the formation of enterprise strategy. The essence and principles of strategy planning. Structure of strategic plan and model of strategic planning.

1.5.4. Strategic planning. Principles of strategic planning. The importance of strategic planning of the enterprise in conditions of instability of the external environment. Approaches to the organization of strategic planning in the enterprise. Strategic planning process. Characteristics of the goal-setting stage. The choice of mission and the rules of its formation. The importance of the mission for the company with a focus on strategic development. The motto and credo of the company. Classification of strategic goals. Factors influencing the choice of strategic goals. Areas of setting strategic goals of the enterprise.

1.5.5. Strategic analysis of the external environment of the enterprise. The essence and objects of strategic analysis in the process of strategic decision making. Specifics of the general, branch, operational and internal environment of the enterprise. Types of the external environment of the enterprise: variable or unstable; hostile; various; technically complex. Factors influencing the instability of the environment. Features of strategic analysis of the environment of enterprises of production and non-production spheres of activity. Methods and models for strategic diagnostics of the enterprise environment. Scientific approaches to determining the degree of instability of the environment. Risks of the market environment and their role in the strategic management of the enterprise. Methods and indicators for assessing the risks of the market environment of the enterprise. Strategic analysis of the industry environment of the enterprise.

1.5.6. Strategic potential of the enterprise and formation of its competitive advantages. The concept of "strategic potential of the enterprise". Elements of strategic potential of the enterprise and factors influencing its formation and development. Methods and indicators for assessing the strategic potential of the enterprise. The essence, classification and main characteristics of competitive advantages of the enterprise. Characteristics of key

competencies of the enterprise and methods of their identification. Organizational skills as a necessary basis for the development of resources and competencies of the enterprise. Routines, their place in organizational processes and ways of transformation.

1.5.7. Portfolio strategies and management of the strategic position of the enterprise. The concept of "enterprise portfolio" in strategic management and the purpose of its development. The essence of the portfolio strategy of the enterprise and its varieties depending on the industry attractiveness and organizational strength of the enterprise. Strategic position of the enterprise and strategic zones of management (SZM): concept and characteristics. Strategic market segmentation in the process of managing the strategic position of the enterprise. Strategic flexibility (external and internal) and synergy of SZG. Using the matrices of the Boston Consulting Group, McKinsey, Shell-DPM, ADL models and others to assess the strategic position of the company and identify strategically promising areas of development / action in the market.

1.5.8. Generation of strategies and conditions of their implementation. Criteria for selecting strategic alternatives. The use of matrix models (I. Ansoff, M. Porter and others) in the process of generating enterprise strategies. Strategic recruitment of the enterprise and requirements for its formation. The concept of strategic gap. Specific areas of filling the strategic gap. Conditions for implementing the strategy related to the management structure, organizational culture and personnel of the enterprise. Creating a corporate culture to support the company's strategy. Motivation of staff in the process of implementing the strategy. The purpose and objectives of strategic control in the management of the enterprise in market conditions. Methods of evaluating the strategies chosen by the company. Criteria and indicators of strategy effectiveness. Assessing the feasibility of implementing strategic changes in the enterprise in the process of implementing the strategy.

## **1.6. MARKETING**

1.6.1. The essence of marketing and the development of its concept. The concept and essence of marketing. Principles of marketing activities. Categorical apparatus of marketing: demand, demand, goods, market, agreement, exchange. Classification of marketing activities. Formation of marketing and its modern concept. Market concepts: "production improvement", "product improvement", "sales intensification", "marketing", "socio-ethical marketing". Marketing as an open mobile system. Marketing information subsystem of the enterprise. Subsystem of the marketing complex. Marketing management subsystem. Internal and external marketing environment. Marketing functions.

1.6.2. Formation of a marketing information system based on marketing research. The essence and role of marketing research. Marketing information. Internal reporting subsystem. Subsystem for collecting external current marketing information. Marketing information analysis subsystem. Basic principles of marketing research. Field and office research methods. Primary and secondary data of marketing research. The process of marketing research. Internet marketing research. Areas of marketing research. Classification of markets by priorities, availability, subjectivity, organizational forms, scale. Market research, capacity. Market sales forecasts. Marketing research of competition and competitors. Methods of competition: price and non-price. Research of enterprise competitiveness.

1.6.3. Study of consumer needs and behavior and selection of target segments. Model of consumer buying behavior. Factors determining the behavior of buyers in the market. The concept of market segmentation. Market segmentation by geographical, demographic, behavioral and psychographic characteristics. Criteria for selecting target markets. Strategies of undifferentiated, differentiated and concentrated marketing.

1.6.4. Goods in the marketing complex. The essence of marketing product policy. The main properties of the product. Characteristics of the product range (range). Classification of goods. Product life cycle: the essence and characteristics of the main stages. Marketing activities at the stage of product introduction, growth, maturity, decline. Types of product life cycle. Development of new products. The main types of new products. Product renewal based on differentiation, diversification, innovation. State regulation of innovation. Innovations of the marketing complex. The main stages of development of new products. Risks and problems of product innovations

1.6.5. Price in the marketing complex. The essence of marketing pricing policy. Pricing factors. Price classification. Stages of the pricing process and their characteristics. Approaches to pricing: cost, competitive, value. Cost-based pricing methods. Methods of determining the price on the basis of a competitive approach. Methods of determining the price based on the value approach. Basic marketing strategies in pricing and their characteristics.

1.6.6. Distribution in the marketing complex. The essence and significance of marketing policy of distribution (distribution, distribution, trade). Distribution channels. Advantages of own sales network. Advantages of using independent intermediary structures. Functions of trade intermediation. The main characteristics of the channels of trade: functions, type of intermediary, the level of the channel and its length and width, intensity of use, forms of distribution. Wholesale trade and its functions. Advantages and disadvantages of wholesale trade. Retail trade and its functions. Classification of retail trade enterprises. Retail franchises (franchises). Decisions on the structure of sales channels. Sales channel management. Formation of vertical marketing systems. Management of marketing distribution channels on the Internet.

1.6.7. Communications in the marketing complex. The essence and content of marketing communications policy. Corporate identity and growth factors of its role. Elements of corporate style and their characteristics. Brand, branding. Financial, market and socio-psychological value of the brand. The image of the product (enterprise). Key principles of image development. The main stages of image development. Demand generation and sales promotion system (FOPSTIZ). Public relations. Personal sale. Advertising in the complex of marketing communications. Advertising goals. Principles of advertising. Types of advertising and their characteristics. Legal regulation of advertising. Advertising planning. Defining the target segment of advertising influence. Setting the purpose of advertising. Setting an advertising budget. Development of advertising appeal. Choice of advertising media. Estimation of economic efficiency of advertising. Internet advertising.

1.6.8. Marketing management. Functional, institutional and process approach to marketing management. Goals, objectives and functions of marketing management. Organizational management structures based on functional, product, regional and segment principles. Advantages and disadvantages of different types of marketing organizational

structures. Staffing of marketing activities in the enterprise. The role of personnel in marketing management. Recruitment for marketing services. Organization of marketing staff.

### **1.7. FOREIGN ECONOMIC ACTIVITY OF THE ENTERPRISE**

1.7.1 Foreign economic activity and its role in the development of the national economy. Functions of foreign economic activity. The essence of the concept of "foreign economic activity", the main types and forms of foreign economic activity. Principles of foreign economic activity. The concept of objects and subjects of foreign economic activity. The right to carry out foreign economic activity. The main directions and indicators of development of foreign economic activity in Ukraine. Ukraine's foreign economic policy in the context of the realization of national economic interests. Characteristics of the main indicators of development of the foreign economic sector of the country. Balance of payments of Ukraine, its structure and characteristics.

1.7.2. System of regulation of foreign economic activity. Characteristics of bodies of state regulation of foreign economic activity in Ukraine and their competence. Customs and tariff regulation of foreign economic activity. Principles of customs regulation. Customs authorities of Ukraine: tasks, functions, structure. Types and methods of customs control. Characteristics of customs regimes. Freight nomenclature FEA. The order of customs clearance of goods. Customs value and methods of its determination. The purpose and scope of the rules of interpretation of international trade terms "Incoterms 2020". Duties as a tool of economic regulation. National taxes in the field of foreign economic activity.

1.7.3. Non-tariff regulation of foreign economic activity. Non-tariff means of regulation, their classification and characteristics. The mechanism of influence of non-tariff means of regulation on the country's economy. Non-tariff regulation tools. Quantitative restrictions: licensing and quotas. Types and methods of distribution of licenses. Financial means of non-tariff regulation. Anti-dumping measures, determination of the dumping margin and the amount of injury to domestic producers. Certification, standardization, technical barriers, requirements for the content of local components, requirements for packaging and labeling of goods. The essence of public procurement policy.

1.7.4. Currency regulation of foreign economic activity in Ukraine. The essence, basic principles and tools of currency regulation. The concept of monetary policy of the state and its components. Objects and subjects of currency regulation. Currency, exchange rate, currency values. The procedure for purchasing and using currency, making payments in foreign currency. Currency control system. Types of currency transactions. International settlements and banking services for foreign economic activity. Forms of calculations. Types and means of payment. The main types of banking services in the field of foreign economic activity. Forms of lending to exporters and importers. Payment systems: SWIFT, CHIPS, TARGET. Clearing system.

1.7.5. Forms of access of enterprises to foreign markets. Prerequisites and motivation of enterprises to enter foreign markets. Finding and choosing a partner. Classification and characteristics of forms of entry into foreign markets. Criteria for choosing the forms of entry of enterprises into foreign markets. Direct and indirect exports. Joint ventures and foreign direct investment as forms of entry into foreign markets. Conditions for the operation of enterprises in foreign markets. Study and analysis of market conditions. Study of the potential

of the firm in entering foreign markets. Ways to establish contacts with a potential partner. Trade and intermediary activities in foreign markets. Characteristics of intermediaries by the scope of authority and place they hold in foreign markets. Regulation of intermediary operations in Ukraine.

1.7.6. Foreign economic agreements and their types. The essence and features of compensation agreements. Classification of countertrade agreements. Natural exchange operations. Transactions involving the seller's participation in the sale of goods offered by the buyer. Commercial Compensation, Counter-Procurement, Advance Purchase, Switch, Offset Agreements, Framework Agreements, Positive Countertrade Agreements, Return Export Agreement, Import-Export Linking Program, and Investor Involvement Responsibilities in the export of goods of the importing country. Operations in the framework of industrial cooperation. Cooperation on a commercial basis, production cooperation, franchising, operations with toll raw materials.

1.7.7. Structure and content of foreign economic contracts. Preamble. Subject of the contract. Quantity and quality of goods in the contract. Basic terms of delivery. Characteristics of INCOTERMS -2020 conditions. Delivery time and date. Packing and labeling. Currency and financial terms of foreign economic contracts. Warranties for maintenance. The order of acceptance of goods. Complaints and sanctions. Arbitration. Force majeure. Foreign trade price: the essence of the concept, functions, classification of foreign trade prices. Pricing policy of the enterprise, justification of contract prices. The main factors of pricing in foreign trade. Price level, price basis, unit of price. Ways to fix prices. Price discounts and surcharges.

1.7.8. Economic analysis in the field of foreign economic activity of the enterprise. Analysis of fulfillment of obligations on export-import operations. Analysis of the dynamics of foreign economic activity. Methodological approaches to determining the effectiveness of foreign economic activity. Assessment of currency efficiency of exports and imports. The impact of foreign economic activity of the enterprise on its financial results.

## **1.8. LOGISTICS**

1.8.1. Theoretical foundations of logistics and its development. The concept, essence and meaning of logistics. Purpose, tasks, subject, object and subject of logistics. History of origin and stages of logistics development. Foreign and domestic experience in the use of logistics. Logistics systems, their goals and principles of education. Classification of logistics systems (micro-, meso- and macro-logistics systems). Integration in logistics systems.

1.8.2. Flows in logistics systems and economic efficiency of logistics. The concept of flow in logistics. Material flows and their characteristics. Information flows and their characteristics. Financial flows and their characteristics. Service flows and their characteristics. Management of integrated logistics flows. Logistics costs and their impact on the market value of products. Pricing strategies for logistics services in the context of the concept of minimizing the overall costs of the enterprise. Methodical approaches to

determining the economic efficiency of logistics. Directions for improving the effectiveness of logistics activities as a factor in ensuring the competitiveness of the enterprise.

1.8.3. Logistics and logistics management in the enterprise management system. The essence and components of logistics activities. The main types of logistics activities. Organization of logistics activities. Logistics infrastructure. The essence and place of logistics management in the enterprise management system. Logistics mission and logistics environment of the enterprise. Organizational structures of logistics management. Modern logistics strategies and tools for their implementation.

1.8.4. Logistics of supply and stocks in logistics. The essence, tasks and functions of supply logistics. Basic approaches to choosing a supplier. Procurement planning. Organizational and legal procedures for procurement. The essence, functions and the need to create inventories. Classification of types of inventories. Inventory management systems. Inventory management models. Methods of analysis in inventory management.

1.8.5. Production logistics. The concept, content and objectives of production logistics. Traditional and logistical concepts of production management organization. In-house logistics systems and their role in production management. "Pushing" and "pulling" systems of material flow management in production logistics. Micro logistic systems MRP, MRP-1, MRP-2, ERP, KANBAN, OPT, lean production. The effectiveness of logistics in the management of material flows in production.

1.8.6. Distribution logistics. Content and tasks of distribution logistics. Traditional and logistical approaches to the management of the distribution of materials and finished products. Types, internal structure and mechanisms of distribution channels. Intermediaries in distribution logistics, their functions and classification. Distribution systems and their management. Distribution centers and their location.

1.8.7. Logistic approach to customer service. The essence and types of customer service logistics services. Technology of work with clients and processing of orders in the field of logistics. Concepts and principles of logistics service. Formation of logistics service systems. Assessment of the level of quality of logistics service. Service response logistics.

1.8.8. Transport and warehouses in logistics. The essence, tasks and functions of transport logistics. Transport system of Ukraine. Logistic assessment modes of transport's modes. Choice of carrier and ways of moving cargo flows. Classification and marking of goods. Tariffing of transportations and transportation's determination costs. The role, types and functions of warehouses in logistics. Warehousing process and characteristics of warehousing operations. Basic approaches to the formation and placement of the warehouse network. Warehouse management system and automation of warehousing operations. Evaluation of the effectiveness of warehouses.



## **2. LIST OF RECOMMENDED LITERATURE**

### **2.1. MANAGEMENT**

1. Agrarian management. textbook. According to the general edition of V.G. Kurnosenko, Odesa: Druk Pivden, 2012. 420 p.
2. Agrarian management: workshop: textbook/ for ed. G.M. Zapsha, V.G. Kurnosenko, M.P. Sakhatsky; OSAU, Dep. management. Odesa: Interprint, 2017. 268 p.
3. Bezus A.M. Management: a textbook. Kyiv: AMU, 2015. 268 p.
4. Biletska K.V. Fundamentals of management: textbook. Lutsk: SNU named after Lesya Ukrainka, 2013. 226 p.
5. Fundamentals of management: a textbook for students of higher educational institutions / for ed. A.A. Cheerleaders; Kharkiv: Folio, 2014. 846 p.
6. Strapchuk S.I., Mykolenko O.P., Popova I.A., Pustova V.V. Management: a textbook for higher education. Lviv: New World Publishing House - 2000, 2020. 356 p.

### **2.2. PERSONNEL MANAGEMENT**

1. Balabanova L.V., Sardak O.V. Personnel management: a textbook.. Kyiv, 2011. 468p.
2. Dyakiv O.P., Ostroverkhov V.M. Personnel management:a textbook. Ternopil, 2018. 288 p.
3. Nikiforenko V.G. Personnel Management: a textbook. Odesa, 2013. 275 p.
4. Selyutin V.M. Personnel management: workshop:a textbook. Kharkiv State University of Nutrition and Trade, 2018, 188p.
5. Personnel management of the enterprise: a textbook / Krivoruchko O.M., Vodolazhskaya T.O. Kharkiv, 2016. 200 p.
6. Personnel management:a textbook / O.M. Shubaliy, N.T. Rud, A.I. Gordiychuk, I.V. Shubala, M.I. Dzyamulych, O.V. Potemkina, O.V. Sereda; for the head ed. O.M. Shubalogo. Lutsk, 2018. 404 p.
7. Khmil F.I. Personnel management: a textbook for students of higher educational institutions. Kyiv, 2006. 488p.

### **2.3. OPERATIONAL MANAGEMENT**

1. Gevko I..B Operational (production) management: lecture notes. Ternopil, 2017. 128 p.
2. Ivanov M.M., Komazov P.V. Operational management: a textbook. Kyiv: Center for Educational Literature, 2012. 368p.
3. Operational management: a textbook / I.A. Markina, O.M. Pomaz, Yu.V. Anointing; For the order. I.A. Markina. Poltava: PDAA, 2018. 224 p.
4. Ratushnyak O.G. Operations Management: electronic textbook. Vinnytsia. 2016. 243 p.
- 5.Trut O.O. Operations Management: a textbook. Kyiv: Akademvydav, 2013. 348 p.

### **2.4. INNOVATION MANAGEMENT**

1. Bezgin K.S., Klimenko Yu.M. Innovation Management: a textbook // General. ed. K.S. Bezgina. Vinnytsia: DonNU, 2017. 207 p.

2. Gutorov O.I., Mikhailova L.I., Sharko I.O., Turchina S.G., Kirichok O.V. Innovation management: textbook. Kharkiv: "Disa Plus", 2016. 266 p.
3. Kopytko M.I. Management of innovations: textbook. for independent study of the discipline in diagrams and tables. Lviv: LvDUVS, 2019. 292 p
4. Mykytyuk P.P., Brych V.Ya., Shkilnyak M.M., Mykytyuk Y.I. Innovation Management: a textbook. Ternopil. Econ. Opinion of TNEU. 2019. 518 p.
5. Tchaikovsky M.P. Innovation Management: textbook. Odesa: Odessa National University named after I.I. Mechnikov, 2015. 382 p.
6. Innovation management: textbook / A.V. Cherep, T.V. Pulina, O.G. Cherep. Kyiv: Condor, 2018. 442 p.
7. Stoyko I.I. Management of innovations (Program, course of lectures, practical classes, independent work, individual tasks, tests): a textbook. Ternopil: TNTU named after Ivan Pulyuy, 2016. 200 p.

## **2.5. STRATEGIC MANAGEMENT**

1. Galushka Z.I., Luste O.O. Business development strategies: theory and practice. Tutorial. Chernivtsi. CHNU, 2021. 290 p.
2. Dovgan L., Karakay Y., Artemenko L. Strategic Management. Center for Educational Literature, 2019. 440 p.
3. Ignatieva I.A, Strategic management: a textbook. Kyiv: Karavela, 2019. 479 p.
4. Skibitska L. Strategic Management of Corporations. K., Center for Educational Literature, 2019. 480 p.
5. Sladkevych V.P. Strategic management of organizations: a textbook. K.: MAUP, 2018. 496 p.
6. Strategic management. [text] a textbook/ For the head. ed. Butka M.P. [M.P. Butko, M.Yu. Ditkovska, S.M. Zadorozhna, etc.] K.: "Center for Educational Literature", 2016. 376p.
7. Sumets O.M. Strategic management: a textbook; Kharkiv: KhNUVS, 2021. 208 p.
8. Tokmakova I.V., Dykan V.L., Zubenko V.O., Makovoz O.V., Shramenko O.V. Strategic management: a textbook. Kyiv, Center for Educational Literature, 2019. 272 p.

## **2.6. MARKETING**

1. Basics of marketing. Short cock. Philip Kotler. K .: CONDOR, 2019. 496 p.
2. Petrunya Y.E. Marketing: a textbook. Yu. E. Petrunya, V. Yu. Petrunya. Dnipropetrovsk: University of Customs and Finance, 2016. 362 p.
3. Marketing: bachelor's course. S.M. Ilyashenko. K .: CONDOR, 2020. 1134 p.
4. Balabanova L.V. Enterprise marketing. a textbook. K.: Center for Educational Literature, 2019. 612 p.
5. Marketing. a textbook. for ed. Kovalchuk S.V. K .: CONDOR, 2019.688 p.
6. Marketing. a textbook. Lipchuk V., Dudyak R., Bugil S., Yanishin JK: CONDOR, 2020. 456 p.
7. Marketing: modern concept and technology [Text]: a textbook. V.N. Parsyak. K .: CONDOR. 2018. 326 p.

8. Karpenko N.V. Marketing activities of enterprises: modern content. Monograph. K.: PETERIK Publishing House, 2019. 252 p.

### **2.7. FOREIGN ECONOMIC ACTIVITY OF THE ENTERPRISE**

1. Law of Ukraine "On Foreign Economic Activity" of 16.04.91. № 939 –XII, with changes and additions.

2. Foreign economic activity of the enterprise: a textbook. For ed. Shkurupiy O.V. K.: Center for Educational Literature, 2012. 248 p.

3. Foreign economic activity of enterprises: a textbook. For ed. Yu.G. Cossack, and others. K.: Education of Ukraine, 2012. 300 p.

4. Tyurina N.M. Foreign economic activity of the enterprise [text] a textbook. K.: "Center for Educational Literature", 2012. 408 p.

5. Foreign economic activity of the enterprise: Textbook. V.O. Novak, T.L. Mostenskaya, G.S. Gurina, O.V. Ilyenko. K.: Condor, 2012. 552 p.

6. Foreign economic management: a textbook.. Dakhno I.I., Babich G.V., Baranovskaya V.M., and others. K.: Center for Educational Literature, 2012. 568p.

7. Velichko K.Yu., Chernyshova L.O., Pechenka O.I., Kozub V.O. Foreign economic activity of the enterprise: a textbook. H.: Fort Publishing House, 2015. 400 p.

### **2.8. LOGISTICS**

1. Immortal, O.V., Moroz O.O., Bilokon T.M., Schwartz I.V. Logistics: a textbook [Electronic resource]. Vinnytsia: VNTU, 2018, (PDF, 161 p.)

2. Zharskaya I.O. Logistics: a textbook. Odesa: ONEU, 2019. 209 p.

3. Sour V., Belovodskaya O., Olefirenko O., Solyanyk O. Logistics. Theory and practice. Center for Educational Literature. 2019. 360 p.

4. Krykavsky E., Pokhilchenko O., Fert M. Logistics and supply chain management: Textbook. Lviv: Lviv Polytechnic Publishing House, 2017. 844 p.

5. Krykavsky E. Logistic systems: textbook / E.V. Krykavsky, N.V. Chornopyska. Lviv: Lviv Polytechnic Publishing House, 2019. 288 p.

6. Logistics / [order. OM Rudovska]. - Kyiv: NUHT, 2021. - 146 p.

7. Logistics: a textbook / ed. : G.M. Zapsha, M.P. Сахацький, O.I. Melnychuk [etc.]; OSAU - Odesa: Astroprint, 2020. 316 p.

### **3. CRITERIA FOR EVALUATION OF ENTRANTS 'KNOWLEDGE**

The list of test questions for the entrance professional examination for the degree of higher education "Master" when entering the educational-professional program "Management" specialty 073 "Management" in the field of knowledge 07 "Management and Administration", compiled according to the "Educational-professional bachelor's program" 073 "Management".

The list of disciplines that form the system of competencies of the bachelor of specialty 073 "Management" in the field of knowledge 07 "Management and Administration" is submitted for the professional entrance test, namely eight mandatory disciplines of the cycle of professional and practical training: Management, Personnel Management, Operations Management innovations, Strategic management, Marketing, Foreign economic activity of the enterprise, Logistics.

The entrance professional test is conducted in the form of computer testing remotely on the educational platform of OSAU in the Moodle system. During the test, the entrant is asked to complete 50 test tasks, which include theoretical questions that correspond to the basic part of the program.

The duration of the entrance professional exam is 2 hours (2.4 minutes per test task).

The student's knowledge is assessed by a computer. The professional entrance test is evaluated on a 200-point scale (Table 3.1).

Table 3.1. Criteria for assessing the professional exam

<b>Number of correct answers for 50 questions</b>	<b>Scoring on a scale of 200 points</b>	<b>Number of correct answers for 50 questions</b>	<b>Scoring on a scale of 200 points</b>
0	0	26	104
1	4	27	108
2	8	28	112
3	12	29	116
4	16	30	120
5	20	31	124
6	24	32	128
7	28	33	132
8	32	34	136
9	36	35	140
10	40	36	144
11	44	37	148
12	48	38	152
13	52	39	156
14	56	40	160
15	60	41	164
16	64	42	168
17	68	43	172
18	72	44	176
19	76	45	180
20	80	46	184
21	84	47	188
22	88	48	192
23	92	49	196
24	96	50	200
25	100		

The following evaluation system is used in test control:

- if the test question contains one correct answer, it is evaluated in 4 points;
- if the test question contains two correct answers, then each correct answer is evaluated in 2 points;
- if the test question contains three correct answers - then each correct answer is worth 1.33 points;
- if the test question contains four correct answers - then each correct answer is evaluated in 1 point;
- incorrect answer is estimated at 0 points.

For a complete and correct answer to all questions, the entrant can score a maximum of 200 points. At the same time, persons who have received at least 100 points according to the results of the entrance professional test are allowed to participate in the competitive selection.

Chairman of the professional commission  
in specialty 073 "Management"  Irina KRYUKOVA