



HIGHER EDUCATION INSTITUTION

«KROK» UNIVERSITY



APPROVED BY

Head of the Admissions Committee

A. Kuchko

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PROGRAMME

of professional examination

for admission to study in the Program Subject Area D 3 Management

for obtaining a bachelor's degree

based on NQF6, NQF7

Performed by: H. Pazieieva, Candidate of Economic Sciences, Associate
Professor

CONSIDERED AND APPROVED

at the meeting of the Department of
International Business

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Head of the Department  M. Prokhorova

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INTRODUCTION

Admission of applicants for a bachelor's degree (3rd year) on the basis of NQF6, NQF7 in the Program Subject Area D 3 Management is based on the results of a professional admission examination in the discipline «Fundamentals of Management».

Program of the discipline «Fundamentals of Management»:

Introduction

The concept of «management»; types of activities of managers; distribution of managers by levels of management; requirements for the skill of managers. The essence and classification of management methods. Administrative methods of management. Economic methods of management. Social and psychological methods of management.

MODULE 1. MANAGEMENT THEORY AND HISTORY OF ITS DEVELOPMENT

Topic 1. Concept and essence of management

Subject, object and subject of management. Management as a system of scientific knowledge. Methods of management. Management as an art of management. Management and entrepreneurship. Features of managerial labor. Areas of management. Research methods. Laws, patterns and principles of management. Principles of management. Areas and levels of management.

Topic 2. Prerequisites and stages of development of management theory and practice

Causes, history and essence of management. Features and specifics of management. Basic principles of management. Trends in the development of management theory and practice. The main directions of development of management theory and practice. Modern approaches to the development of management.

Topic 3. Evolution of management thought

Characteristics of scientific schools in management. Modern concepts of management. Classical theory of management. Neoclassical theory of management. Quantitative theory of management. Integrated approaches to management. Development of management science in Ukraine.

MODULE 2. MANAGEMENT FUNCTIONS

Topic 4. Organization as an object of management

Basic laws of the organization. Mission, philosophy and policy of the organization. The essence and classification of organizations and its place in the management system. Common features of organizations. The mechanism of coordination. Vertical and horizontal coordination. Concept, parameters and types of organizational structure. Organizational changes and their management. Classification of organizations. Types of organizations in Ukraine.

Organization as an open system General characteristics of the external environment of the organization. Culture of the organization.

Topic 5. Planning in the organization

The concept and place of planning in the organization's system. The system of plans in the organization. Types of planning in management. Methods of planning. Tactical and operational planning. Stages of strategic planning Basic strategies. Implementation of the strategic plan. Business planning. Tasks of business planning. Components of a business plan.

Topic 6. Fundamentals of motivation theory

Concept and elements of motivation. The essence, importance and necessity of staff motivation. Content approach to motivation. Process theories of motivation. Process approach to motivation. Means of motivational influence. Reward as a motivation tool.

Topic 7. Management control

The essence and types of management control. The concept and process of control. Types of management control. Model of the control process. Characteristics and properties of effective management control. Control systems. Building an effective control system. Principles and objectives of control. Stages of the control process. Types of management control.

Topic 8: Organization as a management function

The concept of «organization». Definition, importance and necessity of creating organizational structures. Features and characteristics of organizational structures. The main types of traditional organizational structures. Linear organization. Functional organization. Linear – functional organization. Non-traditional organizational structures. Organic organizational structure. Team-oriented organization - team. Informal organization. Basic principles and rules for designing

organizational structures. Principles of formation of the structure of the management apparatus. Advantages and disadvantages of organizational charts.

MODULE 3. MANAGEMENT PROCESS AND ITS EFFECTIVENESS

Topic 9: Management decision making process

The essence and concept of a management decision. Factors influencing the process of making management decisions. Classification of management decisions. The main elements and stages of the management decision-making process. Methods and models of decision-making. Achievements of American and Japanese management in the field of making and ensuring the implementation of management decisions. Modeling. Methods of forecasting.

Topic 10. Communications in management

Characteristics of information. Classification of management information. Requirements for information. The concept and process of communication. Types and models of communication. Types of communication. Organization of the communication process. Obstacles to effective communication and ways to overcome them. Architecture of the automated information processing system. Hardware and software. Organization of business conversations and negotiations.

Topic 11. Conflict and stress management

The essence and purpose of management methods. Economic methods of management. Administrative methods of management. Social and psychological methods of management. Conflicts in the labor collective. Typology, direction, development and consequences of conflicts. Ways to prevent conflicts in the workforce. Methods of conflict management. Typical styles of behavior in conflict situations.

Topic 12. Leadership

The essence of organizational activity Powers, duties, responsibilities. Centralization and decentralization of management Types of organizational structures Criteria for evaluating the organizational structure of management Organizational design. The main functions of the manager. Power and influence. Leadership and authority. Forms of influence and power. Typology of leadership styles. The essence of leadership. Theories of leadership.

Topic 13. Responsibility and ethics in management

Responsibility in management Ethics in management The relationship between responsibility and ethics in management Culture and development of the organization. Culture of the organization and its level. Main directions and factors of organization development. Social responsibility and new corporate culture.

Topic 14. Management efficiency

The concept of organizational effectiveness and its criteria. Approaches to determining the effectiveness of management. Key elements of the system for assessing the effectiveness of management activities. Efficiency and effectiveness of management Indicators of management effectiveness. Methods of calculating the economic efficiency of managerial labor.

STRUCTURE OF THE EXAMINATION CARD

EXAMINATION CARD №_____

1 task. Management theory and the history of its development.

2 tasks. Management functions.

3 tasks. Management process and efficiency.

CRITERIA

for assessing answers to admission examinations

The criteria define general approaches to determining the level of academic achievement of applicants for a bachelor's degree in D 3 Management and establish the correspondence between the requirements for knowledge and skills of applicants and the score.

The criteria are implemented in the norms of four levels of achievement: excellent, good, satisfactory, unsatisfactory.

Achievement level	Score (5-point scale)	Score (12-point scale)	Score (scale from 100 to 200 points)
excellent	5	10-12	180-200
good	4	7-9	150-179
satisfactory	3	4-6	120-149
unsatisfactory	2	1-3	100-119

Excellent – the applicant's knowledge is deep, strong, systematic, the applicant is able to apply knowledge to perform tasks, is able to independently assess various situations, identify and defend a personal position.

Good – the applicant knows the essential features of concepts and phenomena, is able to explain the main patterns, as well as independently apply knowledge in standard situations, has mental operations (analysis, generalisation, etc.), is able to draw conclusions, correct mistakes. The answer is correct, logical, and well-grounded, although it lacks the student's own judgement.

Satisfactory – the applicant reproduces the main educational material, performs tasks according to the model, has elementary knowledge of the discipline. Definitions of concepts are given with errors and inaccuracies.

Unsatisfactory - the answer is fragmentary, characterised by initial ideas about the subject of study.

When assessing the answer to the admission examination, the following are taken into account:

- correctness, logic, validity, integrity;
- level of mastery of mental operations: ability to analyse, synthesise, compare, classify, generalise, draw conclusions, etc.;
- ability to identify problems and solve them;
- independence of judgement.

RECOMMENDED LITERATURE

1. A guide to the Project Management Body of Knowledge (PMBOK guide) and the Standard for project management. 7th ed. Pennsylvania: Project Management Institute, 2021. 250 p.
2. How Management Works / DK (Dorling Kindersley). London: DK Publishing, 2022. 224 p.
3. International Project Management. Taylor & Francis, 2015. 304 p.
4. Oxford Dictionary of Business and Management. 6th ed. Oxford: Oxford University Press, 2009. 600 p.
5. Griffin, R. W. Management. 13th ed. Boston: Cengage Learning, 2021. 736 p.
6. Batchelor, M. Project Management Secrets. London: HarperCollins Publishers, 2010. 128 p.