

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

APPROVED

Head of the Admission Committee of

Simon Kuznets Kharkiv National

University of Economics

V. Ponomarenko

2025



**PROGRAM  
OF THE PROFESSIONAL ENTRANCE EXAM  
IN D3 MANAGEMENT, D5 MARKETING,  
D7 TRADE**

Education level “magistr”  
(for foreigners and non-citizens)

Kharkiv, 2025

Professional entrance exam is a comprehensive exam that includes theoretical (test tasks) and practical (tasks of various levels of difficulty) parts for the training of bachelors in the specialties of "Management", "Marketing", "Entrepreneurship and Trade" (Table 1).

Table 1

General structure of the professional exam

Chapter title	Share of a chapter
1. Management	33–35 %
2. Marketing	32–34 %
3. Entrepreneurship	32–34 %

## CONTENT OF PROFESSIONAL ENTRANCE EXAMS

### CHAPTER 1. MANAGEMENT

#### 1.1. Theoretical foundations of management

**The essence and functional spheres of management.** Management as a specialized type of human activity. Subjects of management. Management process. Properties of the management process: continuity, unevenness, cyclicity, variability, stability. Organization as an object of management, the concept of a controlling and controlled system in the organization. Functional spheres of management: operational management, HR management, financial management, investment management, innovative management, marketing management, strategic management.

**Organization and its environment in management.** The concept of "organization" as a social formation. General characteristics of the organization. Internal environment of the organization, elements of the internal environment. External environment of the organization, its features. Division of the external environment of the organization into the environment of direct action (microenvironment) and the environment of indirect action (macroenvironment). Factors of the environment of direct action and their impact on functioning: suppliers, consumers, competitors, government agencies. Factors of the environment of indirect action: scientific and technical, socio-cultural, political, economic conditions.

**Levels of management in the organization.** Managerial work as a specialized type of human activity that performs management functions in the organization.

Manager, characteristics of the manager's activities. Levels of management in the organization (top, middle, lower) and their tasks.

**Methods of management: administrative, economic, socio-psychological.** Methods of management as ways of influencing the controlling system of management on the controlled system. Administrative methods of management: organizational and regulatory, operational and regulatory, disciplinary. Economic methods of management: monetary, property. Socio-psychological methods of management.

**Essential characteristics of the process, system, and situational approaches in management.** Essential characteristics of the process approach in management: organization, management, functions (planning, organizing, motivating, controlling).

Essential characteristics of the systemic approach in management. Concept of a system. Open and closed system. Organization model as an open system.

Essential characteristics of the situational approach in management. Situation as a specific set of circumstances that affect the organization over a period of time. The main assumption of the situational approach.

## **1.2. Planning function in management**

**Definition and objectives of planning.** Definition of planning. Objectives of planning include ensuring the coordination of personnel actions, eliminating the negative effect of uncertainty, focusing efforts on key tasks, ensuring the functioning of the organization, establishing control indicators for the organization's functioning.

**Organization's plan system, stages of planning process according to R. Ackoff.** Strategic plan, tactical plan, operational plan. Stages of planning process according to R. Ackoff.

**Definition and functional purpose of strategic planning.** Definition of strategic planning. Distribution of limited organizational resources, namely managerial talent, technological experience. Adaptation to the external environment. Internal coordination. Understanding organizational strategies.

**Stages of strategic planning.** Organization's mission. Requirements for formulating the organization's mission. Organization's goals (SMART) and requirements for them.

Analysis of internal and external environment. Methods for evaluating the organization's environment. SWOT analysis. PEST analysis. Analysis of strategic alternatives (Boston Consulting Group (BCG) matrix). Factors for choosing a strategy (risk; knowledge of past strategies, response to owners, time factor).

**Management of the implementation of strategic plans.** Tactics as the development of short-term plans. Policy as a general guidance for actions and decision making. Procedures as a description of actions that need to be taken in a specific situation. Rules as a precise definition of what needs to be done in a specific singular situation. Budget as a plan of expenditures and revenues in value and physical expression. Management by objectives.

### **1.3. The organizing function in management**

**The organizing function and its place in the management system.** The organizing function according to Michael Mescon. The main processes of implementing the organizing function: creating a system of authorities, distributing the organization into components (subdivisions). The main tasks of a manager that arise from the organizing function.

**Organizing and organizational activity.** Forms of organizing: administrative-organizational and operational management. Components of organizational activity: differentiation, division of labor. Division of labor: functional, technological, and qualification. Horizontal and vertical division of labor.

**Delegation of authority in management: concept, elements of the delegation process, types of authority (line, staff, functional).** Authority. Delegation of authority. Basics and elements of the delegation process: responsibility and organizational authority. Types of management responsibility: general and partial. Varieties of organizational authorities: regulatory, advisory, control-reporting, coordination, and alignment.

**Organizational structure as a result of organizational activity: levels of complexity, centralization and decentralization.** Organizational structure. Stages of designing an organizational structure. The main components of an organizational structure: degree of complexity, degree of formalization, degree of centralization. Centralization and decentralization.

**Main elements and content of the organizational structure of management.** Departmentalization. Types of departmentalization: functional, product, territorial. Job description as a document that certifies the rights, duties, and responsibilities of each employee in the organization. Requirements for the organizational structure: adaptability, flexibility, adequacy, specialization, optimality, promptness, and cost-effectiveness. Organizational chart of the management structure.

**Types of organizational structures.** Line structure. Functional structure. Line and staff structure. Divisional structure. Matrix structure. Network structure.

#### **1.4. Motivation as a function of management**

**Motivation** as the process of encouraging oneself and others to perform activities by using human motives to achieve personal goals or organizational goals.

**Main concepts of motivation.** Need and motive. Basic needs: primary and secondary; material and non-material; natural and social. Incentive, stimulus, reward, value.

**Types of motivation.** Intrinsic and extrinsic motivation.

**Motivation theories.** Content theories of motivation. Developers of content theories of motivation: A. Maslow, D. McClelland, F. Herzberg. Process theories of motivation. Developers of process theories of motivation: V. Vroom, S. Adams, L. Porter, and B. Lawler.

#### **1.5. Controlling as a function of management**

**Controlling** as the process of identifying possible deviations from planned indicators, determining the causes of these deviations, and developing measures to eliminate them. Conditions for the necessity of control in management: uncertainty; prevention of crisis situations; support for achieving organizational goals.

**Main types of control.** Feedforward, concurrent, feedback control. The main means of implementing feedforward control: implementation of established rules and procedures. Use of feedback in concurrent control. Two functions of feedback control: evaluation of the correctness of the developed plan; effective implementation of the plan.

**Stages of the control process.** The stages of the control process: the formation of controlled indicators, measurement of achieved results, and adjustment.

#### **1.6. Information and communications in management**

**Information and its types.** Managerial information. Types of information by functional purpose: planned, normative-legal, accounting, reporting, mass, personal information, reference-encyclopedic, sociological.

**Requirements for managerial information.** Accuracy, timeliness (promptness), completeness, usefulness, and availability of information.

**Concept of communication, its types and means.** Concept of communication. Types of communication: organizational (formal) communication, communication between the organization and the external environment, inter-level communication within the organization, horizontal communication, communication between the leader and subordinates, interpersonal (informal) communication. Means of communication: verbal and non-verbal.

**Barriers in communication.** Information filters as means of eliminating excess or unwanted information. Lack of atmosphere. Noise. Lack of feedback. Information leakage.

**Communication process.** The communication process as an exchange of information between the sender and receiver. Components of the classical model of the communication process include: formulation of the message by the sender; encoding the message and selecting a channel; decoding the information by the receiver; feedback.

### **1.7. Managerial decisions**

**Managerial decisions in management.** Managerial decision. Alternative in making a managerial decision.

**Characteristics of managerial decisions.** Programmed and non-programmed managerial decisions. Intuitive managerial decisions. Judgment-based managerial decisions. Rational managerial decisions.

**Factors affecting the decision-making process in management.** Personal evaluations of the manager, level of risk, time and environment, informational limitations, negative consequences and interdependence of decisions.

**Content of the main stages of making managerial decisions (according to M. Mescon).** Diagnosing the problem, formulating constraints and decision-making criteria, identifying alternatives and evaluating them, final selection. Feedback according to Harrison.

**Methods of substantiating and making managerial decisions.** Quantitative and qualitative methods of substantiating and making managerial decisions.

**Characteristics of general scientific approaches to making managerial decisions.** Systemic and comprehensive approaches. Modeling and experimentation.

### **1.8. Influence, Power, and Leadership in Management. Leadership Styles**

**Influence and its forms.** The essence of influence. Persuasion, coercion, participation, and authority.

**Power and types of power.** The essence of power. Power in management: power of the leader, power of colleague-leaders, power of subordinates. Balance of power in the organization. Types of power: coercive power; reward power; legitimate (traditional) power; expert power; referent power (power of example).

**Leadership and approaches to leadership.** The essence of leadership. Personal qualities approach, behavioral approach, situational approach.

**Leadership style.** The essence of leadership style. Classification of leadership styles (by Kurt Lewin): autocratic, democratic, laissez-faire.

## **CHAPTER 2. MARKETING**

### **2.1. Theoretical foundations of marketing**

**Basic concepts and classification of marketing.** Definition of marketing according to Ph. Kotler. Key marketing concepts: need, want, demand, product, exchange, agreement, market.

Typology of the market: seller's market, buyer's market; industrial goods market (B2B), consumer market (B2C).

Typology of demand: negative, unwholesome, non-existing, latent, declining, irregular, full, overfull.

Classification of marketing by type of demand: conversational, stimulating, developmental, remarketing, synchromarketing, maintenance, demarketing, counter-marketing.

Classification of marketing by market segmentation: mass marketing, product differentiated marketing, targeted marketing.

Classification of marketing by the strategy of selecting target market segments: undifferentiated, differentiated, concentrated.

Classification of marketing by level of distribution channel: direct, indirect.

**Approaches of for-profit organizations to marketing management.** Concepts: production concept, product concept, selling concept, marketing concept, societal marketing concept.

Objectives of marketing system: achieving the highest possible consumption, achieving the maximum consumer satisfaction, providing the widest choice, achieving the maximum improvement in quality of life.

**Consumer behavior.** Simple model of buying behavior. Elaborate model of buying behavior. Factors affecting B2B buyer behavior. Factors affecting B2C buyer behavior.

### **2.2. Analysis of the marketing environment**

**Concept of the marketing environment.** Micro marketing environment: enterprise, competitors, consumers, suppliers, intermediaries, contact audiences.

Macro marketing environment: factors of demographic, economic, natural, scientific and technical, political, and cultural environment.

Market capacity and enterprise market share: essence, definition, and basic methods of measurement.

Market segmentation: segment, characteristics and criteria of segmentation, choice of target market segment.

Concept of target market. Market positioning. Product positioning scheme.

Market opportunities. Ansoff's model: market penetration, market development, product development, diversification.

Marketing opportunity: essence and definition. Mechanism of the emergence of enterprise marketing opportunities.

**Marketing information system.** Classification of subsystems: internal reporting subsystem, external information collection subsystem, marketing research subsystem, marketing information analysis subsystem.

Marketing research scheme: identification of problem and formulation of research objective, selection of information sources, information collection, analysis of collected information, presentation of obtained results.

Marketing information: essence, types, and sources.

Primary marketing data: definition and sources.

Secondary marketing data: definition and sources.

Methods of marketing research: observation, survey, experiment. Focus group as a method of collecting primary marketing information.

Research tools: questionnaire, technical means.

Methods of communication with audiences during surveys: telephone, mail, personal contact.

**Marketing mix and marketing service organization system.** Concept of marketing mix and its modern interpretation. Components of marketing mix 4P: product, price, place, promotion.

Types of marketing service organization systems: functional organization, geographic organization, product organization, market organization.

### **2.3. Marketing product policy**

**Classification of goods.** Classification of goods by nature of consumption: consumer goods, industrial goods, durable goods, non-durable goods, services.

Classification of goods by the level of realization of the product concept (product levels in marketing): the product idea, the actual product, the augmented product.

Classification of consumer goods: convenience goods, shopping goods, specialty consumer goods, unsought consumer goods.



Indicators of the product range: width, depth, saturation, harmony.

**Concept of the product life cycle.** Stages of the product life cycle: introduction, growth, maturity, decline. Types of product life cycle curves (classical, style, fashion, fad).

**Product development.** Classification of goods by the level of realization of the product concept: the product idea, the actual product, the augmented product.

Product branding: brand name, trademark, trade name.

Product packaging: packaging functions, containers, labeling.

## **2.4. Marketing pricing policy**

**The pricing process.** Stages of pricing: setting pricing objectives, determining demand, evaluating costs, analyzing competitors' prices and products, choosing a pricing method, setting the final price.

Pricing objectives: maximizing current profit, gaining leadership in market share, gaining leadership in product quality indicators.

Factors influencing pricing: seller's objective, cost, competitor prices, demand elasticity (elastic and inelastic demand).

Marketing pricing methods: cost plus; breakeven and target profit pricing; perceived value of the product; based on current prices, based on closed auctions.

**Approaches to pricing.** Main approaches to setting prices for new products, within the product range, for complementary products, for mandatory ownership, based on geographical principles; with discounts and allowances, for stimulating sales, discriminatory pricing.

## **2.5. Distribution marketing policy**

Distribution channels definition.

Functions of distribution channels: sales stimulation, establishing contacts, adapting goods, negotiating, organizing product movement, financing, risk-taking.

Levels of distribution channels: direct (zero-level), one-level, two-level, three-level channels.

Indicators of distribution channels: length, width.

Defining distribution strategy: intensive marketing, selective penetration, wide penetration, passive marketing.

## **2.6. Communication marketing policy**

**Marketing communication mix.** Concept and structure of marketing communication mix (advertising, public relations, sales promotion, personal selling).

Characteristics of the components of the marketing communication mix: advertising, public relations, sales promotion, personal selling.

**Characteristics of the AIDA model** (the model of effective communication with the target audience): communication should attract attention, hold interest, arouse desire, and prompt action.

Types of communication channels: personal and non-personal channels.

**Factors determining the structure of the promotion mix:** type of product or market, type of push and pull strategies, degree of customer readiness, and stage of the product life cycle.

## CHAPTER 3. ENTREPRENEURSHIP

### 3.1. Theoretical foundations of entrepreneurship

**The essence of entrepreneurship.** Definition of entrepreneurship. Subjects and objects of entrepreneurial activity. Characteristics of entrepreneurship.

**Basic principles and functions of entrepreneurial activity.** Fundamental principles of entrepreneurial activity. Functions of entrepreneurial activity: innovative (creative), social, ecological, resource, stimulating, organizational.

### 3.2. Types of entrepreneurship

**Production entrepreneurship.** Types of production entrepreneurship based on direction: traditional (classical), innovative, partially innovative. Types of production entrepreneurship based on character: primary, auxiliary.

**Trading (commercial) entrepreneurship.** Types of trading (commercial) entrepreneurship based on the market where the exchange of goods takes place: external and internal trade. Types of trading (commercial) entrepreneurship based on the stages of the product flow: wholesale trade, retail trade.

**Exchange entrepreneurship.** Types of exchanges based on the profile of activities: commodity, stock, currency exchanges, labor exchange. Characteristics and definition of a commodity exchange as a special subject of economic activity. Primary functions of commodity exchanges.

**Service entrepreneurship.** Service as an activity of providing a material or immaterial good to another person to satisfy their personal needs. Main types of services by purpose: production (leasing, equipment maintenance), distribution (trade, transportation), professional (financial, insurance, information), consumer

(hairdressing services, laundry, shoe repair, custom tailoring, equipment repair), social (telecommunications, education, healthcare, tourism, arts).

### **3.3 Enterprise as a form of organizing entrepreneurial activity. Types of enterprises**

**Types of enterprises according to their purpose and nature of activity:** for-profit and non-profit.

**Types of enterprises according to their organizational and legal form:** sole proprietorship, partnership, limited liability company, corporation, cooperative.

**Types of enterprises according to technological integrity and degree of subordination:** parent enterprises, subsidiary enterprises, associated enterprises, branches of the enterprise.

### **3.4. Organization of entrepreneurial activity**

**Justification and selection of a business idea.** Entrepreneurial idea as knowledge about the expediency and possibility of engaging in a certain type of entrepreneurial activity with a clear understanding of the goal and ways to achieve it. Choice of the field of activity: production, trade, services. Choice of the form of enterprise organization: sole proprietorship, partnership, corporation.

**Ways to create a business:** establishing a new company; acquiring an existing business; franchising. Advantages and disadvantages.

Share capital: concept and components.

### **3.5. Planning entrepreneurial activities**

**Business planning.** Functions of business planning (analytical, predictive, informational, motivational); principles (flexibility, multiplicity, interactivity, continuity, communicativeness). Sources of information for business plan development (legislative framework, accounting and statistical reporting, publications and analytical reviews, information from social networks, other internet sources, advertising materials, exhibition materials, information about competitors, independent marketing research).

**Developing a business plan.** The purpose of a business plan: to justify the creation of a new business or activity, to attract funding, to attract investors and partners, to plan and control implementation.

**Sections of the business plan:** executive summary; industry and company analysis; product (service) characteristics; market analysis; marketing plan;

production plan; organizational plan; financial plan; risk analysis. Stages of business plan development.

**Key indicators of project performance:** net present value (NPV), profitability index (PI), payback period (PP), breakeven point (BEP).

### **3.6. Resource Provision for Entrepreneurship**

**Material resources.** Types of material resources (fixed assets, material and raw materials resources). Types of fixed assets by functional purpose. Material and raw material resources and their composition.

**Intangible resources.** Basic types of intangible resources: industrial property objects, copyright and related rights objects, non-traditional intangible resource objects (know-how, trade secrets, goodwill).

**Labor resources.** Categories of personnel (managers, specialists, clerks, workers). Forms of remuneration in entrepreneurship (hourly and per piece) and their systems. The main systems of hourly labor payment: direct hourly, hourly and bonus. The main systems of per piece labor payment: direct per piece, per piece and bonus, progressive per piece.

**Financial resources.** Types of financial resources. Own financial resources. Sources (equity, profit, depreciation fund). Liabilities, their sources (current debt on advances received, debt to the budget, etc.). Borrowed resources, their sources (bank loans, commodity (commercial) loans).

**Investments in entrepreneurship.** Types of investments by investment object: real and financial. The main types of real investments. The main types of financial investments (stocks, bonds, other securities). The main types of investments by form of capital ownership: state, private.

### **3.7. Efficiency of entrepreneurial activity**

**Outcomes of entrepreneurial activity.** Economic essence and calculation of indicators: sales revenue, costs, expenses, profit.

**Indicators of the efficiency of fixed asset utilization.** Economic essence and calculation of indicators: property, plant and equipment productivity, property, plant and equipment intensity.

**Indicators of labor resource utilization efficiency.** Economic essence and calculation of labor productivity and labor intensity indicators.

**Profitability.** Economic essence and calculation of indicators of return on assets, return on equity, return on sales, product profitability (return on total costs), margin.

**Ways to improve the performance of entrepreneurial activity.** Cost reduction, process optimization, improvement of production organization and management level, improvement of technical and technological level, implementation of innovative technologies.

### **3.8. Social Responsibility of Business and Business Ethics**

**Social responsibility of business.** Main requirements for social responsibility of business: consideration of stakeholders' expectations, compliance with current legislation and consistency with international behavioral norms, integration into the enterprise's activities.

**Components of social responsibility:** economic, ecological, social.

**Entrepreneurial business ethics.** Features of entrepreneurial business ethics: ability to communicate, respect for others' opinions, emotional control, recognition of one's own mistakes.

### **LIST OF RECOMMENDED LITERATURE**

1. Human Resource Management [Electronic resource] // Open textbook library. – Access mode: <https://open.umn.edu/opentextbooks/textbooks/human-resource-management>.
2. Kotler Ph. Marketing: An Introduction / Philip Kotler, Gary Armstrong. – 13th ed. – NY: Pearson, 2016. – 642 p.
3. Kotler Ph. Principles of marketing / Philip Kotler, Gary Armstrong. – 14th ed. – NY: Pearson Education, 2012. – 740 p. – Access mode: <https://nit-edu.org/wp-content/uploads/2021/09/Principles-of-Marketing-Kotler-Armstrong.pdf>.
4. Lambin J.J. Marketing Stratégique et Opérationnel: du Marketing à l'Orientation Marché J.J. Lambin, C. de Moerloose, 9-e Edition, Paris: Dunod, 2016. – 598 p.
5. Lepeyko T. Finance [Electronic resource] [Текст] : textbook / T. Lepeyko, T. Blyznyuk, O. Myronova [et al.]; Simon Kuznets Kharkiv national university of economics. – Kh. : S. Kuznets KhNUE, 2018. – 153 p. – <http://repository.hneu.edu.ua/handle/123456789/20650>.
6. Malhotra N. Marketing Research: An Applied Approach / N. Malhotra. D. Nunan, D. Birks. 5 ed. Pearson, 2017. – 976 p.
7. Mescon M. H., Albert M., Khedouri F. (2006) Management. 3rd ed. New York : Harper & Row, Publishers : 665 p.

8. Principles of Management [Electronic resource] // Open textbook library. – Access mode: <https://open.umn.edu/opentextbooks/textbooks/34>.

9. Principles of Marketing [Electronic resource] // Open textbook library. – Access mode: <https://open.umn.edu/opentextbooks/textbooks/principles-of-marketing>.

10. Steve Blank, Bob Dorf The Startup Owner's Manual [Електронний ресурс]. – Режим доступу: [https://smeportal.unescwa.org/sites/default/files/2019-12/The Startup Owner's Manual-A%20step%20by%20step%20guide%20for%20building%20a%20great%20company.pdf](https://smeportal.unescwa.org/sites/default/files/2019-12/The%20Startup%20Owner%20s%20Manual-A%20step%20by%20step%20guide%20for%20building%20a%20great%20company.pdf)

11. Shir N., Nikolaev B. N. & Wincent, J. (2018). Entrepreneurship and well-being: The role of psychological autonomy, competence, and relatedness. Journal of Business [Електронний ресурс]. – Режим доступу: [https://www.researchgate.net/publication/325049358 Entrepreneurship and well-being The role of psychological autonomy competence and relatedness](https://www.researchgate.net/publication/325049358_Entrepreneurship_and_well-being_The_role_of_psychological_autonomy_competence_and_relatedness)

12. Wiklund, J., Yu, W. & Patzelt, H. (2018). 'Impulsivity and Entrepreneurial action'. Academy of Management Perspectives, No 32(3). – P. 379-403. [Електронний ресурс]. – Режим доступу: [https://www.researchgate.net/publication/317306957 Impulsivity and Entrepreneurial Action](https://www.researchgate.net/publication/317306957_Impulsivity_and_Entrepreneurial_Action).

Head of the Examination Board



Olena VEL YKA