

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
STATE HIGHER EDUCATIONAL INSTITUTION  
"BANKING UNIVERSITY"**

APPROVED

Head of the Admission Committee,  
Rector of the Banking University



\_\_\_\_\_ A. Kuznetsova

March 11, 2020

**PROGRAMME  
OF ENTRANCE TESTING  
for competitive selection of foreign citizens and stateless persons  
to obtain Master's Degree  
in the program subject area 073 "Management"  
(full-time and part-time forms of studies)**

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Considered and agreed at the meeting of Department of Management and Humanities of the Kharkiv educational-scientific institute of the Banking University, February 21, 2020 (Minutes № 7)

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## INTRODUCTION

The entrance examination programme covers a range of issues that specify the requirements for the knowledge and skills of a person applying for the Master's programme at the University of Banking in order to obtain an academic master's degree in program subject area 073 "Management".

The programme is compiled on the basis of the disciplines of the cycle of professional training of bachelors in management, economics and entrepreneurship, provided by the corresponding educational and professional programmes of preparation of bachelors. At the same time, the programme contains the questions that must have been covered by the cycle of disciplines of general economic preparation, particularly the economic theory (micro and macroeconomics).

The exam programme in the specialty has an interdisciplinary synthetic character, and is organised according to the modular principle:

Module 1. Economic theory.

Module 2. Economics of enterprise.

Module 3. Management.

Modules of the programme reflect the individual aspects of economic and managerial activities and combine knowledge of certain disciplines. At the same time, theoretical and practical questions and materials of an operational character are organically combined there that allows to reveal the knowledge and ability to use categorical apparatus, analytical thinking, methods of substantiation and calculation of certain functions of management of economic activity of an enterprise in the conditions of domestic and international economies.

The test consists of fifty tasks. Each task has four variants of answers, where the only one is correct. Each correct answer carries 4 points. Each wrong answer carries 0 points. The maximum number of points is 200.

The test is deemed passed on condition that a test taker has scored at least 100 points.

# PROGRAMME

## 1. ECONOMIC THEORY

**1.1. Economics as a science.** The origin and the main stages of the development of the economic theory. Modern economic theories. Development of the economic thought in Ukraine. The subject of the economic theory. Methods of studying of economic processes. Peculiarities of micro and macroeconomic analysis. Economic theory and justification of economic policy.

**1.2. Economic needs and production resources.** Economic needs as a basis for motivating human activity. Classification and development of economic needs. Infinity of needs. Needs and economic interests. Consumer good as a means of meeting needs. Consumer behavior. Consumer assessment of utility. The law of decreasing marginal utility. Economic resources. Limited resources. The issue "what, how, for whom to produce". The process of production. Factors of production. Technological methods of production. Production Opportunity Curve. Opportunity cost.

**1.3. Commodity production and money circulation.** The essence of the natural and commodity economy. The product and its properties. The emergence and development of monetary relations. The essence and functions of money. Money circulation and its laws.

**1.4. Microeconomic theory of supply and demand.** The essence of demand. The law of demand. Price and non-price determinants of demand. The law of supply. Price and non-price determinants of supply. Market equilibrium. Elasticity of supply and demand. The essence and types of competition. Perfect (pure) competition and its features. Reasons for the emergence and essence of the monopolies. Monopolistic competition. Oligopoly: characteristic features and types. Antimonopoly legislation.

**1.5. Microeconomic model of enterprise and production costs.** The concept of enterprise. Forms and types of enterprises. Organizational and legal forms of enterprises. The essence and functions of entrepreneurship. Essence and types of production costs. Economic and accounting costs and their structure. Gross, average and marginal costs. Income of the firm. Profit of the firm, its types.

**1.6. Markets of factors of production.** Derived demand. The economic nature and types of capital. Circulation of capital. Capital turnover. Accumulation of capital. Investment. Capital markets. Lease relations and forms of land rent. Land price. Hired labor. Demand and supply on the labor market.

**1.7. Macroeconomic dynamics and economic development.** Economic growth and economic development. Types of economic growth. Economic growth and economic fluctuations. Structural changes in economic development. Economic crises and their causes and types. Theories of cycles: discussion problems. Features of economic development in Ukraine.

**1.8. Unemployment and inflation as a consequence of the general economic disequilibrium.** Unemployment as a result of a disequilibrium on the labor market. Estimation of unemployment rate. Types of unemployment: frictional, structural, cyclical (conjunctural). Full employment and natural unemployment. Keynesian and neoclassical theories of unemployment. Consequences of unemployment for the economy and society. Okun's law. Tools for limiting unemployment. The essence and

causes of inflation. Types of inflation according to different criteria. Estimation of the inflation rate. Consequences of inflation. Interconnection of unemployment and inflation. Stagflation. Anti-inflationary measures.

**1.9. Macroeconomic policy.** Plausibility of the government influence on the general state of the economy. The essence, tasks and types of macroeconomic policy. Fiscal policy and its main tools. Budget deficit. Conceptual approaches to budget balancing. Types of fiscal policy and its effectiveness. State debt and its types. The essence of monetary policy. The Central Bank and its functions. Monetary policy tools: cash reserve ratio, discount rate, open market operations. Peculiarities of macroeconomic policy in Ukraine.

**1.10. World economy.** The main stages and features of the world economy. International division of labor and its factors. The main forms of international economic relations. International trade. The theory of absolute and comparative advantages. Foreign trade policy. Protectionism and liberalism. Trade restrictions: tariffs, quotas, non-tariff barriers. International migration of capital and its forms. Migration of labor force and its consequences. Foreign exchange relations. Convertible currency. Exchange rate and its types. International monetary system and its evolution. International monetary and financial organizations. International economic integration. Leading international regional economic associations. Integration of Ukraine into the world economy.

#### RECOMMENDED READINGS:

1. Analitichna ekonomika: makroekonomika i mikroekonomika [pidruchnyk] / Panchyshyn Stepan, Ostroverkh Petro, Hrabynska Iryna. – K. Apriori, 2017. – 567 s.

2. Ekonomichna teoriia: Politekonomiia: pidruchnyk ; za red. V. D. Bazylevycha. – 10-e vyd., pererob. i dop. – K. : Znannia, 2015. – 702 s.

3. Kozak Yu. H. Mizhnarodna ekonomika: v pytanniakh ta vidpovidiakh [tekst] pidruch. / Yu. H. Kozak. – K.: Tsentr uchbovoi literatury, 2017. – 228 s.

4. Politicheskaya ekonomiya: proshloe, nastoyashee, budushee: monografiya / pod red. V.M.Geytsa, V.N.Tarasevicha. – K.: TsUD., 2014. – 566 s. (I i II chasty).

5. Makroekonomika: Uchebnik dlya vuzov. 5-e izd. Standart tretego pokoleniya / Vechkanov G.S., Vechkanova G.R. -Izdatelskiy dom «Piter». -2016. – 448 s.

## 2. ECONOMICS OF ENTERPRISE

**2.1. The theory of enterprises and the basis of entrepreneurship.** The enterprise as an organizationally separate and economically independent primary branch of the production sphere. Enterprise as a business entity. Legal basis for the functioning of enterprises. Entrepreneurial activity: principles of implementation, forms, types and models. Contractual provision of entrepreneurship.

**2.2. Types of enterprises, their ownership structures and legal forms.** Classification of enterprises and its practical significance. Essential characteristic of the structure of the enterprise. Production structure of the enterprise: nature and types. Factors of formation and change of the enterprise production structure. General

structure of the enterprise (organization). Integration forms of enterprises and organizations.

**2.3. Enterprise structure and management.** Management features as a system. Objective necessity and concept of management by subjects of management. Planning, organization, motivation and control as the main functions of management of enterprises and organizations. The concept and theoretical and methodological basis for the classification of management methods. The essence and parameters of the organizational structure of enterprise management. The main types of organizational management structures.

**2.4. Planning of enterprise activity.** Principal basis of planning. Planning as a dominant management function. Specific planning principles. System of the enterprise plans. Methods of enterprise planning and development. Essence and main stages of strategic planning at the enterprise. Business planning: essence and purpose. Tactical and operational planning of the company's activities.

**2.5. Enterprise staff, productivity and payroll.** The concept of staff in the context of economic concepts of labor, staff, labor potential, etc. Categories of company staff (managers, specialists, employees, workers). Division of staff by occupation and qualification. Factors that need to be taken into account in the process of calculating the required number of staff of the firm. Calculations of the number of certain categories of workers for production enterprises. Labor productivity as an economic category. Methodical approaches to the calculation of labor productivity at manufacturing enterprises. Factors of productivity growth. Motivation as a process of stimulating people to work effectively. The concept of remuneration. Basic salary and additional wages. Functions of wages and their realization. Forms and systems of labor remuneration of workers.

**2.6. Enterprise capital.** Characteristic of capital and production assets. Classification and depreciation of fixed assets. Efficiency of reproduction and use of fixed assets. Concepts and types of intangible resources of the enterprise, their characteristics. Essential characteristic of working capital. Standardization of working capital. Key indicators of the level of use of working capital.

**2.7. Financial and economic results of the enterprise activity.** Essence and forms of financial activity of the enterprise. Revenue and profit. Types of profit and the method of their calculation. The essence, importance and methodical approaches to the assessment of the overall financial and economic position of the enterprise. Groups of indicator for assessment of the financial condition of the enterprise.

#### RECOMMENDED READINGS:

1. Iarkina N. M. *Ekonomika pidpryemstva : navch. posib.* / N. M. Yarkina. – Kyiv: Lira-K, 2015. – 498 s.
2. *Ekonomika pidpryemstva: pidruchnyk* / I. M. Boichyk. – K.: Kondor-Vydavnytstvo, 2016.– 378 s.
3. *Ekonomika pidpryemstva: navch. posib.* / uklad. Mishenin Э.О., Balatskyi Ye.O., Dutchenko O.M., Shamota H.M., Huz M.M., Dutchenko O.O. - Kharkiv: «Dysa Plus», – 2015, - 336 s.
4. Boltianska L.O. *Ekonomika pidpryemstva: navch. posib.* / L.O.Boltianska, L.O.Andrieieva, O.I. Lysak. - Kherson: OLDI-PLIuS, 2015. - 668 s.

5. Kapital pidpriumstva: otsinka ta analiz: navch. posib. / ukl. Ye.V. Mishenin, O.M.Kovaleva. – Sumy: VVP «Mriia», 2016. – 387 s.

### 3. BASICS OF MANAGEMENT

**3.1. The essence of management and the role of manager in the organization.** Management: essence, levels and key principles. The role of the manager as the subject of management. Management functions. Roles of the manager. Management styles. Key management skills.

**3.2. The function of planning in the system of management.** The place and role of planning in the management cycle. Classification of the goals of the organization. Requirements for correctly formulated goals. The use of the "decision tree" method for the optimal variant selection of the organization's action plan. Types of plans in the organization: strategic and operational, short- and long-term plans, objectives and benchmarks. The essence of the management concept according to the purposes. The algorithm of the management process according to the purposes, its advantages and disadvantages.

**3.3. The function of organization in the system of management.** General characteristics of the organization functions. Typology of organizational structures and principles of the organization functions. Areas of application of different types of organizational structures.

**3.4. The function of motivation in the system of management.** The essence of motivation and its types. Model of motivation process. Classification of the needs of employees of the organization according to theories of motivation. The main factors of motivation according to the process approach. Wage functions. Basic principles of formation of a staff reward system in the organization.

**3.5. The function of control in the system of management.** The role and place of control in the management system. Stages of the control. Model of control. Types of managerial control: preliminary; current; final. Classification of tools of managerial control.

#### RECOMMENDED READINGS:

1. Armstrong, Maykl. Menedzhment: metody i priYomyi : Per. s 3-go angl. izd. / M. Armstrong. - KiYiv : Znannya-Pres, 2006. - 876 s. - (Evropeyskiy menedzhment)

2. Didenko, V. M. Menedzhment [Tekst]: pidruchnyk/ V. M. Didenko. - Kyiv : Kondor, 2014. - 544 s.

3. Kotler F. Strategicheskyy menedzhment po Kotleru. – M.: Alpina Palibsher, 2016. – 143 s.

4. Menedzhment : teoriia i praktyka [Tekst]: navchalnyi posibntk / A.A. Mazaraki, H.Ie. Moshek, L.A. Homba ta in; Red. H.Ie. Moshek. - Kyiv : ATIKA, 2011.- 584 s.

5. Tompson ml. A.A. Strategicheskyy menedzhment. – M.: Dialektika, 2016. – 800 s.