

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

APPROVED

Deputy Chairman of the Admissions Committee
Vice-Rector for Research and Teaching of
V.N. Karazin Kharkiv National University

Oleksandr HOLOVKO

PROGRAM
of the professional entrance examination in Management
according to the educational and professional program
"Management of Organizations and Business Communication"
(specialty D3 "Management")
second (master's) level of higher education

Kharkiv 2025



ДОКУМЕНТ СЕД АСКОД
Сертифікат 28F70C0800
Підписувач САМОРОДОВ БОРИС ВАДИМОВИЧ
Дійсний з 10.12.2024 13:09:15 по 09.12.2026 23:59:59

Харківський національний університет імені В. Н. Каразіна



4601-18 від 26.03.2025

MODULE 1. MACRO- AND MICROECONOMICS

TOPIC 1. Economic Needs and Production Resources

Economic needs as the basis of motivation of human activity. Classification and development of economic needs. Endless needs. Needs and economic interests. Classification and interaction of economic interests. A consumer good as a means of satisfying needs. Consumer behavior. User evaluation of usefulness. The law of diminishing marginal utility. Economic resources. Limited resources. Technological methods of production. Economic growth. The problem of "what, how, for whom to produce." Production possibilities curve. Opportunity cost. The behavior of the producer in the market. The law of diminishing returns.

TOPIC 2. General Basics of Functioning of the Market Mechanism

The essence of 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. The essence of demand. Law of demand. Price and non-price determinants of demand. Law of supply. Price and non-price determinants of supply. Market equilibrium. Elasticity of supply and demand. The essence and types of competition. The causes and essence of monopolies. Monopolistic competition. Oligopoly: characteristic features, types. Competition in the conditions of a regulated market economy. Antimonopoly legislation.

TOPIC 3. Analysis of Consumer Behavior

The concept of utility. Cumulative and marginal utility. The law of diminishing marginal utility of a good. Consumer equilibrium from cardinalist positions. The concept of "equilibrium of the consumer. The equimarginal principle of achieving rational choice and consumer equilibrium. Peculiarities of utility function analysis from ordinalist positions. Indifference curves Marginal rate of substitution of goods. Budget line. Consumer equilibrium: economic, algebraic, graphic interpretations. The consumer's reaction to a change in his income. The "income – consumption" line. The concept of "full value" and "incomplete" goods. Engel's laws. The "price – consumption" line

TOPIC 4. Microeconomic Model of the Enterprise and Production Costs

The concept of an enterprise. Forms and types of enterprises. Organisational and legal forms of enterprises. Parameters of the enterprise as a microeconomic model. The concept and parameters of the production function. Total, average and marginal products. Costs of production. Total, average and marginal costs. The concept of total (aggregate, gross), average and marginal revenue. Profit as the final result of the enterprise. Production function with one variable factor. The rule of decreasing returns (productivity) of a variable factor of production.

Production function with two variable factors. The isoquant. Interchangeability of production factors. Marginal rate of technical substitution. The effect of scale. Constant (constant), declining and increasing returns to scale. Causes of positive and negative economies of scale. The producer's optimum. Selection of a combination of production factors according to

the criteria of minimising costs or maximising output. Isocost. Producer's equilibrium: graphical, algebraic, economic interpretation.

TOPIC 5. Markets of Perfect and Imperfect Competition

Signs and conditions of perfect competition. Market behavior of the enterprise in the short- and long-term period. Determination of optimal output volumes. The model of "pure monopoly" and its characteristics. Monopoly market in the short and long term. Equilibrium of a monopolist firm in the short run. Price discrimination and its types. Main features of oligopoly. Theoretical models of oligopoly. Signs of monopolistic competition. Market behavior of a monopolistic competitor. Determining the optimal volume of sales and the firm's pricing policy in the short term.

TOPIC 6. Markets of Production Factors

Derived demand. Demand for labor under conditions of a perfectly competitive resource market. Formation of individual, industry and market demand for labor. Market supply of labor in a perfectly competitive market Equilibrium in the labor market. Capital as a resource of long-term use; forms of capital. Capital markets. Capital movement and capital funds. Equilibrium in the capital market. Formation of the interest rate as the equilibrium price of capital. Land market. Features of land as a factor of production. Features of formation of land supply and demand for land. Factors influencing the demand for land. Rent. The price of land as a capitalized rent.

TOPIC 7. Macroeconomic Dynamics and Economic Development

Economic growth and economic development. Types of economic growth. Economic growth and economic fluctuations. Economic imbalance. Economic crises and their causes. Theories of cycles: controversial issues. Peculiarities of economic development in Ukraine. Unemployment as a result of imbalance in the labor market. Assessment of the level of unemployment. Types of unemployment: frictional structural, cyclical (conjunctural). Full employment and natural unemployment. Explanation of unemployment on Keynesian and neoclassical bases. The consequences of unemployment for the economy and society. Estimation of unemployment losses according to Oaken's law. Means of limiting unemployment. Inflation as a result of the imbalance of the commodity market. Assessment of the inflation rate. Price index and inflation rate. Types of inflation based on pace and expectations. Inflation according to the main cause of occurrence: demand, costs, money. Consequences of unexpected inflation. Anti-inflation measures.

TOPIC 8. Macroeconomic Policy

The possibility of 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. External debt of the country. The essence of monetary (monetary) policy. Demand for money and supply of money. The central bank and its functions. Monetary policy tools: reserve ratio, discount rate, open market operations. Peculiarities of the macroeconomic policy of Ukraine.

TOPIC 9. World Economy

Basic forms of international economic relations. International division of labor and its factors. Specialization of countries. International trade. Trade balance. Absolute advantage. The theory of comparative advantage. Foreign trade of Ukraine. International organizations for the regulation of foreign trade. Foreign trade policy. Protectionism and liberalism. Trade restrictions: duties, quotas, non-customs barriers. Currency relations. Currency convertibility. Exchange rate and its types. Floating exchange rate. Currency supply and demand. The international monetary system and its evolution. The gold standard. Gold dollar standard. Jamaican currency system. International monetary and financial organizations. IMF. The World Bank. International economic integration. Leading international regional economic associations. European Union. Integration of Ukraine into the world economy.

MODULE 2. MARKETING

TOPIC 1. The Essence of Marketing and Its Modern Concept

Content, tasks and structure of the "Marketing" training course, its theoretical and methodological foundations. Historical prerequisites for the emergence of marketing as a method of effective management of activities. Examples of application of marketing approaches to business.

Theoretical foundations of marketing and their practical application in the functioning of enterprises. The essence of marketing, the evolution of its definition. Concepts of enterprise activity on the market: improvement of production, improvement of goods, intensification of commercial efforts, marketing, social and ethical marketing. Trends in the development of the modern concept of marketing. Types of marketing depending on the orientation of marketing activities. Marketing on the foreign market (export, foreign economic, international, global).

TOPIC 2. System and Characteristics of Modern Marketing

Principles of marketing. Postulates of marketing. Objectives and goals of marketing. Principles, tasks (strategic, tactical and operational) of marketing. Marketing functions: analytical, planning and management, production and sales, control. The system of marketing tools and their structure (the concept of "4P"). The concept of "marketing mix". The concept of the marketing environment. Internal environment of the enterprise: management concept, financial resources, information support, structure of the enterprise management apparatus, corporate culture, goals and marketing mix. External macro- and micro-environment of the enterprise.

TOPIC 3. Formation of a Marketing Information System Based on Marketing Research

Value of information for making marketing decisions. Classification of marketing information. The essence of marketing research, the practice of conducting it on foreign and domestic markets. Marketing research of needs, customer behavior, products, market, goods, competitors, advertising. Toolkit used during marketing research. Content of stages of marketing research. The basic concepts of the study of demand and supply in the market of goods and services and

in its individual segments, market capacity, price level and price elasticity of demand and supply, degree and conditions of market competition. Conjunctural review: features and trends in the development of the market of goods and services, analysis of cause-and-effect relationships, micro- and macro-indicators, their dynamics. Neuromarketing as a modern method of marketing research.

TOPIC 4. Study of Consumer Needs and Behavior. Selection of Target Segments

Needs and demand of market subjects: essence, classification, measurement of needs, methods of researching demand. Relationship and difference between demand and needs, classification of demand. Modeling customer behavior. Types of buyers, their characteristics and features. The process of making a decision regarding the purchase of goods for production and non-production purposes, choosing a product to meet an existing need. The main factors that determine the process of making a purchase decision: the economic and political situation in the country, the state of the market, infrastructure and features of the enterprise, interpersonal relations and features of the character of the person responsible for the purchase. Factors affecting the behavior of buyers. Stages of decision-making on the purchase of consumer goods. The essence and signs of market segmentation. Approaches to market segmentation. Marketing strategies for market segmentation. Typology of consumers: concepts and approaches to its implementation. Panel studies as a source of information for the development of consumer typologies.

TOPIC 5. Marketing Product Policy

The essence, goals and objectives of the company's product policy. Concept of product and product unit in marketing theory. Concept of product life cycle. The essence and role of innovations in the marketing activity of the enterprise. The main stages of new product development. Trademark, its components, requirements for vintage goods. Concept and meaning of branding, problems of creating corporate symbols, brands. Criteria for assessing the level of service development. The concept of product quality. The value of the product certification system in increasing the level of their quality. The concept of product competitiveness. Product positioning on the market. Factors affecting the formation of product competitiveness and criteria for its evaluation. Methods of determining the competitiveness of products. Marketing tasks to ensure the competitiveness of products (goods, services).

TOPIC 6. Marketing Price Policy

The essence and task of the price policy in the marketing system of the enterprise. Determining factors affecting the formation of the company's pricing policy. Types of price strategies: strategies of high, low prices, prices for fundamentally new goods, prices for imitation goods, non-rounded prices; uniform prices, flexible prices, strategies within the range of goods (price lines, prices for complementary goods, for complementary goods). Price discrimination. Pricing methods. Price structure. Setting the price taking into account the quality of products, studying consumer demand, economic and psychological capabilities of buyers, calculating costs, comparing with prices for similar products of competitors, determining the stage of the product life cycle, the price ratio between products and their modifications, the season and region of product sales. Dependence of prices on

relations between partners. Types of discounts, mark-ups, allowances. Choosing an economically justified price.

TOPIC 7. Marketing Policy of Distribution

The meaning, goals, tasks and place of distribution policy in the marketing system. The concept of distribution system and its constituent elements. Types of distribution marketing systems (traditional, multi-channel, horizontal, vertical). Marketing decisions regarding the structure of the distribution channel and the scheme of their adoption. Characteristics of intensive, selective and exclusive distribution. Types of wholesale and retail trade enterprises. Methods of distribution of services. Types and features of intermediaries in production and non-production industries. Marketing logistics approach in the organization of product distribution. Rules and modern techniques of selling goods. Effective telemarketing (rules and algorithm of working with clients, telemarketing techniques and taboos).

TOPIC 8. Marketing Policy of Communications

The value, place, goals, tasks of the marketing communications system in the marketing complex. Characteristic features of the elements of the marketing communications system. Factors determining the structure of communication activities. The role of advertising. The concept of "brand style". Public relations and their role in increasing trust in goods, services and enterprises. Traditional and new tools of public relations activities. Areas of sales promotion. Peculiarities of using sales promotion tools. Personal selling process. The structure of the communication budget and factors determining its size. Evaluation of the effectiveness of the communication program (psychological and commercial effectiveness). International Code of Advertising. Restrictions on advertising activities according to domestic legislation. Basic rules and an algorithm for working with clients in the sales process. Psychological aspects in business negotiations. Client typology and managers' actions during sales and negotiations.

MODULE 3. MANAGEMENT

TOPIC 1. The Role, Essence and Models of Management in Organizations

Organization as an object of management. The concept of "organization". Signs and general features of organizations. External and internal environment of the organization. Basic organization models and corresponding management concepts. Evolution of views on the essence of management. An empirical approach to management. Management functions. Management cycle. Modern interpretation of the role and essence of management. Signs of manager activity. Distribution of managerial work. Fields of management. Management levels. Qualities needed by managers. A promising model of a manager. Integrated management approaches. Common features of integrated approaches. Essential characteristics of process, system and situational approaches to management: basic ideas, contribution to the development of management science, practical application. Modern trends in the development of management science. Humanization of management. Uniting the

interests of business, society and people in the conditions of globalization.

TOPIC 2. Organization and Organizational Activity in the Management System

Concepts of "organization" and "organizational activity". The main components of organizational activity. Organizational structure as a result of organizational activity: degree of complexity, degree of formalization, degree of centralization. The concept of "management organizational structure scheme". A situational approach in organizational theory: the main results of research on the influence of technologies, organizational dimensions, external environment and strategy on the organizational structure. Modern directions of development of organization theory. Essential characteristic of designing works in the organization. Methods of designing and re-designing works in the organization. Delegation of authority: concepts, elements of the delegation process, types of authority (line, staff, functional). Centralization and decentralization. Control range and factors affecting its value. High and flat organizational structures. Mechanisms of vertical and horizontal coordination of work and activities in the organization. Types of organizational management structures. Advantages and disadvantages of different types of organizational structures. Factors in the formation of the organizational structure of management. Methods of choosing the type of organizational structure. organizational changes. General characteristics of the organizational change process. Reasons for resistance to organizational change. Strategies for overcoming resistance to change. Selection of organizational change tactics.

TOPIC 3. Motivation of Personnel of Organizations

Concept and essence of motivation. Motivation as a factor in ensuring the success of the organization. Internal and external rewards. The essence of motivation. The content of the main stages and the sequence of their implementation in the model of the motivation process. Theories of the content of motivation. The essence of the content approach to the study of motivation. Basic provisions of key theories of the content of motivation: A. Maslow's hierarchy of needs theory, K. Alderfer's ERG theory, D. McClelland's theory of acquired needs, F. Herzberg's "motivational hygiene" theory. The method of labor enrichment. Comparative analysis of theories of the content of motivation. Theories of the motivation process. The concept of a processional approach to the study of motivation. Essential characteristics of the main theories of the motivation process: V. Vroom's theory of expectations, S. Adams' theory of justice, Porter-Lawler's complex theory of motivation. The practical value of theories of the motivation process. Problems of motivation in modern management practice.

TOPIC 4. Management Control

The concept and process of control. The concept of "control" and its place in the management system. Stages of the control process: measuring the processes of comparing actual performance with standards, evaluation and reaction. Control process model. Types of management control: preliminary, current, final. Classification of management control tools. Financial control and its main

components. The essence and components of operational control. Control of employee behavior: model, methods of evaluating real performance, direct managerial control, substitutes for direct managerial control. Effectiveness of control. The main characteristics of an effective control system. The dysfunctional effect of the control system and methods of overcoming it.

TOPIC 5. Communications in the Management of Organizations

The concept of "communication" and its role in the organization's management system. Elements of communication (sender, recipient, message, communication channel, communication obstacles). A model of the communication process. The content of the main stages of the communication process. Interpersonal and organizational communications. Concepts of "interpersonal" and "organizational" communications. Lengel-Daft's situational model of media selection. Formal and informal organizational communications. Types of formal communications: downward, upward, horizontal. The role of informal communications in the management system. The concept of "communication network". Types of communication networks in groups. Centralized and decentralized communication networks. A model for choosing the type of communication network in a group. Networks of informal communication. Open communications and dialogue. Management of organizational communications. Individual obstacles to effective communication. Organizational communication barriers. Ways to overcome obstacles to effective communication. A model of choosing a communication style. Development of individual communication skills.

TOPIC 6. Anti-Crisis Management

The main signs, types and causes of the enterprise crisis. Characteristics of crises in the organization. Emergence of crisis situations and local crises. Concept of normal and crisis situation. The crisis state of the environment and its impact on the company's activities. The need to study factors that negatively affect the organization's activities. Peculiarities of crisis phenomena at enterprises of various types and mechanisms of their occurrence. Symptoms, causes, sources and levels of manifestation of crisis phenomena at enterprises of Ukraine. Possibilities of preliminary diagnosis and methods of identifying crisis phenomena of different depth in the conditions of Ukrainian enterprises: approaches, models, indicators, technologies for obtaining and using information. Weaknesses of the enterprise as a basis for determining "crisis points".

TOPIC 7. Innovative Management

The essence of the concept of "innovation". Classification of innovations, innovative processes, innovations. Modern aspects of innovations and development of competition. Innovation management as a set of principles, methods and forms of management of innovative processes and innovative activities. Innovative process and innovative activity. Peculiarities of decision-making in innovation management. Innovations in theories of economic development. Formation of the theory of innovation and its modern concepts. The basics of the concept of "innovation management". The main sources for financing innovative activities. Innovative project: concepts, main stages of development and implementation. Innovation project management as a process of making and implementing managerial decisions.

The procedure for developing an innovative project.

TOPIC 8. Effectiveness of Management of Organizations

Effectiveness of the organization. The concept of "organizational efficiency". Classification of organizational efficiency by type: individual, group, general organizational. Peculiarities of evaluating organizational efficiency. Concepts of determining the effectiveness of management: target, systemic, based on achieving a balance of interests, functional and compositional. Criteria for the effectiveness of management of the organization according to the specified concepts. Approaches to management efficiency assessment: integral, level and time. Criteria for the effectiveness of managerial activity according to different approaches to the assessment of management effectiveness. Directions for increasing the efficiency of organization management.

RECOMMENDED LITERATURE

Module 1. Macro- and Microeconomics

1. Analytical economics: macroeconomics and microeconomics: Study guide: In 2 books. / Auth. col.: S. Panchyshyn, P. Ostroverkh, H. Steblii and others. Book 2: Microeconomics. K.: Znannia, 2013. 437 p.
2. Introduction to analytical economics. Macroeconomics / Ed. S. Panchyshyn and P. Ostroverkha. 5th ed., ed. and additional K.: Znannia, 2013. 723 p.
3. Tools of micro- and macroeconomics in public administration: teaching. manual / E. Khodakovskiy, V. Yakobchuk, I. Lytvynchuk. K.: Lira, 2021. 406 p.
4. Microeconomics: practicum: Teaching manual / Ed. Bazilevich V.D. K.: Znannia, 2010. 491 p.
5. Microeconomics / M. Rudy, V. Rudy. K.: Center of educational literature. 2012. 360 p.
6. Microeconomics / O. Kalinichenko, L. Berezina. K.: Center of educational literature. 2012. 432 p.
7. Macroeconomics. Microeconomics: workshop / Kibyk O. M., Redina E. V., Khaiminova Yu. V., Kotlubai V. O., Primachenko I. F., Kalmykova N. Yu. Odesa. 2020. 76 p.
8. Economic theory: Political economy: textbook; under the editorship V. D. Bazilevich. 8th ed., revision. and additional K.: Znannia, 2012. 702 p.
9. Galchynskiy A. Political neo-economics: beginnings of the renewed paradigm of economic knowledge / Anatoly Galchynskiy. K.: Lybid, 2013. 472 p.
10. Mankiw, N. Gregory. Principles of Economics, 5th edition. South-Western Cengage Learning, 2011.

Module 2. Marketing

1. Senyshyn O. S., Kryveshko O. V. Marketing: teaching. manual. Lviv: Lviv Ivan Franko National University, 2020. 347 p.
2. Enterprise marketing. Tutorial. Balabanova L.V. TSU, 2019. 612 p.
3. Marketing. Study guide / Starostina A.O., Kravchenko V.A., Prygara O.Yu.,

Yarosh-Dmytrenko L.O. / By general editor Prof. Starostina A.O. K.: "NVP "Interservice", 2018. 216 p.

4. Oklander M. A., Chukurna O. P. Marketing price policy, 2020. 284 p.

5. Oklander M. A., Kirnosova M. V. Marketing product policy, 2020. 246 p.

6. Karpenko N.V. Marketing activities of enterprises: modern content, 2019. 252 p.

7. Zozulyov, O. V. Marketing: theoretical foundations of marketing. Educational and methodological complex [Electronic resource]: study guide for students of specialty 075 "Marketing" / Zozulyov O. V., Tsaryova T. O. ; KPI named after Igor Sikorsky. Electronic text data (1 file: 2.46 MB). Kyiv: KPI named after Igor Sikorsky, 2021. – 100 p.

8. Marketing: distance course URL:
<https://dist.karazin.ua/moodle/course/view.php?id=3665#section-4>

Module 3. Management

1. Anti-crisis management [Electronic resource]: training. manual / A. P. Grinko, T. S. Pichugina, L. I. Bezginova. Kh.: KhDUHT, 2018, 184 p.

2. V. I. Borzenko Anti-crisis management: training. manual / V. I. Borzenko. – Kharkiv: I. S. Ivanchenko Publishing House, 2016. 231 p.

3. Vasylenko V.O. Shostka V.I., Kleimenov O.M. Situational management: Education. manual. K.: Center of Educational Literature, 2015. 372 p.

4. Varava L.M. etc. Manager's work organization: Study guide / Varava L.M., Maksymchuk A.G., Varava A.A., Aratyunyan A.R. Kryvyi Rih: Kryvyi Rih Technical University, 2011. 477 p.

5. Production management: a textbook for universities / general. ed. Butka M.P.; Ministry of Education and Science of Ukraine, Chernihiv. national technologist. Univ. - K.: Center for Education. lit., 2015. 424 p.

6. Butko M. P. Production management: textbook / M. P. Butko. K.: TsUL, 2015. 400 p.

7. Herbert A., Simon G. Administrative behavior: A study of decision-making processes in organizations performing administrative functions: Trans. from English Kind. processed and additional /AND. Herbert, G. Simon. K.: ArtEk, 2001. 392 p.

8. Grynko P.L. Management of innovative business development in the digital economy: theory, methodology, practice: monograph. Kh.: I. S. Ivanchenko Publishing House, 2020. 342 p.

9. Didenko V. M. Management: Textbook / V. M. Didenko. Kyiv: Condor, 2014. 544 p.

10. Mechanisms for ensuring the quality of decisions regarding the reengineering of bank business processes: monograph / author. col.; in general ed. Dr. Econ. Sciences, Prof. AHEM. Azarenkova. K.: UBS NBU, 2012. 334 p.

11. Management of the organization: Education. manual / O.O. Gutorova H.: Hark. national agrarian Univ. Kh.: Khnau, 2017. 267 p.

12. Personnel management: Education. manual / In general ed. Doctor of Economics, Prof. V. Ya. Brycha. Ternopil: TNEU, 2012. 520 c

13. Nazarchuk T. V. Management of organizations: teaching. guide for

universities / T. V. Nazarchuk, O. M. Kosiyuk; Ministry of Education and Science of Ukraine. K.: Center of Education. lit., 2016. 560 p.

14. Organizational culture and corporate image of the enterprise: training. manual / T.O. Dyachenko, L. I. Skibitska. K.: Education of Ukraine, 2011. 248p.

15. Modern concepts of management: Education. guide/ Ed. L.I. Fedulova. - Kyiv: TsUL, 2013. 536 p.

16. Osovska G. V. Management: Textbook / G. V. Osovska, O. A. Osovskyi. K.: Condor Publishing House, 2015. 563 p.

17. Skibytska L.I. Anti-crisis management: study guide / L.I. Skibytska, V.V. Matveev, V.I. Shchelkunov, S.M. Undercut K.: Center of Educational Literature, 2014. 584 p.

18. Svidruk I.I., Mironov Yu.B., Kundytskyi O.O. Theory of organization: Textbook. Lviv: Novy Svit-2000, 2016. 175 p.

19. Theory of organization [Text]: teaching. manual / V. V. Prykhodko, V. I. Prokopenko, V. V. Maly, etc. Under the editorship I.V. Sheremetyeva. D.: National Mining University, 2016. 258 p.

20. Theory of organization: sub. / G.L. Monastic.Ternopil: TNEU,2017.288 p.

INFORMATION RESOURCES ON THE INTERNET

1. Official website of the Association of Ukrainian Banks. [Electronic resource]. – Access mode:<http://aub.org.ua>

2. Official website of the Verkhovna Rada of Ukraine [Electronic resource]. – Access mode:<http://portal.rada.gov.ua/>.

3. Official website of the State Audit Officeservices of Ukraine [Electronic resource]. – Access mode:<http://www.dkrs.gov.ua>.

4. Official website of the State Statistics Service of Ukraine. [Electronic resource]. – Access mode:<http://www.ukrstat.gov.ua/>

5. Official website of the State Fiscal Service of Ukraine [Electronic resource]. – Access mode:<http://sfs.gov.ua/>

6. Official website of the Cabinet of Ministers of Ukraine [Electronic resource]. – Access mode:<http://www.kmu.gov.ua/control/>.

7. Official site Ministries economic development and tradeof Ukraine [Electronic resource]. – Access mode:<http://www.me.gov.ua/>.

8. Official website of the Ministry of Finance of Ukraine [Electronic resource]. – Access mode:<http://minfin.kmu.gov.ua/>

9. Official website of the National Bank of Ukraine [Electronic resource]. – Access mode:<http://www.bank.gov.ua/>.

10. Official website of the National Securities and Stock Market Commission [Electronic resource]. – Access mode:<http://www.nssmc.gov.ua/>.

11. Official website of the President of Ukraine [Electronic resource]. – Access mode:<http://www.prezident.gov.ua/>

12. League-Law portal. – Legislation of Ukraine [Electronic resource]. – Access mode:<http://search.ligazakon.ua>.

13. NAU-Online portal. – Legislation of Ukraine [Electronic resource]. – Access mode:<http://zakon.nau.ua>.

ASSESSMENT CRITERIA
for the professional entrance examination for the second (master's) level of
higher education in the specialty 073 "Management"

The test of knowledge in the specialty discipline is based on the answers of applicants to a certain number of questions.

Each variant of the task of the professional entrance examination for the competitive selection of applicants for the second (master's) level of higher education in the specialty D3 "Management" consists of two parts:

1. Theoretical task, which includes 14 tests.
2. Two calculation and analytical tasks.

Correct answers in the tasks of the professional entrance examination are subject to crossing out in the answer sheet.

Each test of the theoretical task is a closed form with multiple choice (several correct answers).

Each test of the theoretical task is graded as follows:

- 1) full correct answer (i.e., all correct answers are marked and no incorrect answers are indicated) - 10 points;
- 2) an incomplete correct answer (more correct answers than incorrect ones are marked) - 8 points;
- 3) the number of correct answers is equal to the number of incorrect answers - 6 points;
- 4) incomplete incorrect answer (there are more incorrect answers than correct answers) - 4 points;
- 5) completely wrong answer (all answers are wrong or no answers to the test are marked) - 0 points.

If all answer options to test questions are crossed out, this is equivalent to 0 points.

Calculation and analytical tasks contain only one correct answer. Each task is worth 30 points. If the answer is incorrect, the task is worth 0 points.

Type of task (subject)	Number of questions	Maximum number of points for one correct answer	Total amount of points
Tests (theoretical tasks)	14	10	140
Calculation and analytical task 1	1	30	30
Calculation and analytical task 2	1	30	30
Total	3		200

The maximum total number of points gained by an applicant is 200 points. An applicant is allowed to participate in the competitive selection for enrollment if the score of the professional exam is at least 100 points.

Head of the field attestation commission



Nadiia MOROZOVA

Approved at a meeting of the
Admissions Committee of V.N.
Karazin Kharkiv National University
Protocol No. 2 dated April 20, 2025

Responsible Secretary of the Admissions Committee

Hanna ZUBENKO