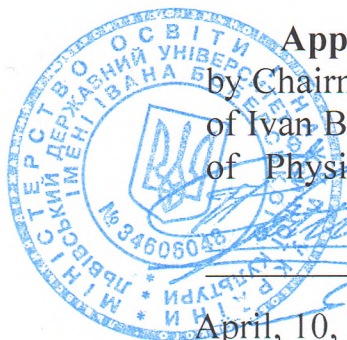


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
IVAN BOBERSKYI LVIV STATE UNIVERSITY OF PHYSICAL CULTURE



Approved

by Chairman of the Admissions Board
of Ivan Boberskyi Lviv State University
of Physical Culture

Yevhenii PRYSTUPA

April, 10, 2023



PROGRAMME

of professional entrance examination

in **Management**

for obtaining the second (Master's) level of higher education

in the subject area 073 "*Management*"

Considered and approved
at the meeting of the Admissions Board
of Ivan Boberskyi Lviv State University of
Physical Culture
record No 6, April, 10, 2023

Lviv – 2023

EXPLANATORY NOTE

The entrance exam includes testing the level of knowledge, skills, and abilities of the applicant in management, based on the results of which a protocol decision is made to provide the applicant with a recommendation for enrollment. The content of the exam includes tasks of the following disciplines: management, communication management, human resources management, strategic management, and organizational management.

The exam is the form of an oral speaking where the applicant is to reply to the question of the exam ticket. Grades are gained according to a 200-point scale. In case the applicant does not attend the exam or refuses to take the exam, he/she gains no points, and is deprived of the right to further participation in the entrance exam as well as competition for enrollment to Ivan Boberskiy Lviv State University of Physical Culture.

ASSESSMENT CRITERIA

Levels of competence	Grades	Criteria
I. Basic	0-69	When answering, the applicant did not demonstrate the knowledge of the main program material; he/she is not aware of program issues; does not know the basic literature.
	70-99	When answering the applicant shows significant gaps in awareness of the main program material; he/she is insufficient in the program issues; he/she has made fundamental mistakes; he/she has made mistakes when formulating the basic theses of the response; he/she has partially mastered the program material.
II. Average	100-135	When answering, the applicant has demonstrated knowledge of the basic program material but has made some mistakes while formulating the basic theses of the response; he/she has not fully mastered the program material.
III. Sufficient	136-149	The applicant demonstrated sufficient knowledge of the program material; he/she mastered the basic literature; he/she has made a few little mistakes when presenting the reply, he/she was inconsistent when presenting the material, he/she has not emphasized the key points.
	150-163	The applicant has demonstrated good knowledge of the program material; he/she has mastered the basic literature; he/she has formulated the reply correctly, but there have been a few logical inconsistencies when presenting the material, or he/she has not emphasized the key points.
IV. High	164-179	When answering, the applicant has demonstrated rather good knowledge of the program material; he/she has demonstrated the ability to analyze the key theses and awareness of the basic literature, as well as his /her acquaintance with supplementary sources of literature.
	180-200	When answering, the applicant has comprehensive, systematic, deep knowledge of the program material; he/she has demonstrated the ability to analyze creatively and summarize the key theses, he also has shown sufficient knowledge of the basic as well as supplementary sources of literature.

CONTENT OF THE CURRICULUM MANAGEMENT

The essence and content of the economic theory. Functions of economic theory. Formation of economic knowledge. Mercantilism, classical political economy, Marxist political economy.

The essence of economic need and economic interest as the main driving forces of economics. Components of production and types of basic production resources (factors). Production capacity and problems of economic choice. The sense and main features of production efficiency.

The essence of social production and social labor division. Forms of organization of social production and social exchange.

The origin, types, and role of the money. The essence of the market, its functions and conditions of effective operating. Market system and its infrastructure. Components of market supply and its factors. Interaction of supply and demand.

The essence of competition and its conditions. Types and methods of economic competition. Causes, nature, and main types of monopoly.

COMMUNICATIVE MANAGEMENT

Problems and practice of communication. Object and subject of communication. Methods to persuade and influence people. Three communication tools for success. Model of human behavior. Basic characteristics of personality types.

Methods of effective communication. Communication as a form of conversation. Components of the communication process. Communication structure.

Information and its place in the business environment. Classification and characteristics of different types of information. The essence of information security in an organization.

Ethics of business communication. Business etiquette. Principles of optimization of working relations.

HUMAN RESOURCES

HR. The structure of the human resources process of the organization.

Team building. Sources of replenishment of the organization's staff. Methods of collecting information and its analysis for candidates applying for vacant positions.

Basic approaches to understanding the concept of emotional intelligence. Models of emotional intelligence suggested by various authors.

The staff of personnel service. HR documentation. Nomenclature of cases on personnel records. The essence and main forms of labor mobility of employees. Characteristics of the main types of staff movement.

STRATEGIC MANAGEMENT

The external environment of the organization. Analysis of environmental factors. Analysis of organizational uncertainty in the environment. Management in conditions of environmental uncertainty.

Strategy implementation is the mission of the organization. Key goals and tasks of the organization. The nature of strategic solutions. Strategic decision making. Components of strategic management.

Structural analysis of the competitive environment of the organization. Power of customers and suppliers. Competitors' expenses analysis. Strategic group analysis. General competitive strategies.

Components of internal analysis. The strategic importance of key elements of the organization. Stages of assessment of advantages and disadvantages. Use of resources.

RECOMMENDED LITERATURE

1. Рульєв В.А. Менеджмент. Навчальний посібник./ В.А.Рульєв. – 2019.
2. Мошек Г.Є., Миколайчук І.П., Палеха Ю.І. Основи менеджменту. Теорія і практика: Навчальний посібник. Київ: Ліра-К. 2018. С. 528.
3. Основи менеджменту. Теорія і практика : навч. посіб. [колективне видання]; за заг. редакція Г.Є. Мошека. Київ : Ліра-К, 2017. 527 с
4. Менеджмент: навч. посіб. / М. М. Шкільняк, О. Ф. Овсянюк-Бердадіна, Ж. Л. Крисько, І. О. Демків. - Тернопіль : КРОК, 2017. - 252 с.