

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

NATIONAL TECHNICAL UNIVERSITY  
«KHARKIV POLYTECHNIC INSTITUTE»

Educational and Scientific Institute of Economics, Management and International  
Business

APPROVED

Vice Rector

\_\_\_\_\_ Ruslan MIGUSCHENKO

« » \_\_\_\_\_ 2022

PROGRAM

for conducting state certification (qualification exam)  
at the educational qualification level «bachelor» in the specialty 073

**Management**

of educational programs:

**Management of organizations and administration;**

**Business administration;**

**International business**

Director of the Institute

\_\_\_\_\_ Nataliia KRASNOKUTSKA

Kharkiv 2022

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## ANNOTATION

State certification is a verification of compliance with state requirements for obtaining a bachelor's degree of knowledge, skills and abilities of a person in academic disciplines under the program of higher education.

Attestation of candidates for the educational qualification level «bachelor» in the form of an attestation exam is carried out on the principles of openness, transparency and objectivity. Requirements for the attestation exam are based on normative forms of state attestation of persons studying at higher educational institutions.

Area of manager's professional activity is the organization of entrepreneurial activity and rational management, in particular: strategic management, economic justification of management decisions based on analysis of external and internal environment, organization of enterprise's activity, motivation of personnel, control of enterprise's activity, formation of information support for enterprise management. Management specialists must be trained for managerial work at enterprises and organizations, perform the specified professional work in accordance with the Classifier of Professions DK 003 : 2010 (adopted and entered into force: order of Derzhspozhyvstandart of Ukraine of July 28, 2010, № 327) and hold primary positions according to directory of qualification characteristics of employees' professions: heads of enterprises, institutions and organizations, heads of production and other functional units, etc.

The subject area is aimed at ensuring integrated competence – the ability to solve complex specialized problems and practical problems, characterized by complex and uncertain conditions in the field of management, which involves the application of theories and methods of social and behavioral sciences.

The attestation exam is conducted remotely and contains two parts: theoretical and practical. The theoretical part contains 60 closed test questions, from which the student is asked to choose one correct answer. The practical part consists in solving 5 problems (cases).

The content of the attestation exam includes two parts: general (75%) and specialized (25%). The general part consists of questions and tasks from the courses Management, Marketing, Economics and Entrepreneurship. The specialized part contains questions and tasks corresponding to the profile of the educational program: Management of organizations and administration, Business administration, International business, Management of enterprises and organizations. A list of recommended literature is attached to each section.

# 1 PROGRAM CONTENT: GENERAL PART

## 1.1 Management

Management as a specialized type of human activity. Entities and objects of management. Management process. Properties of the management process. Organization as a management object. Control and managed systems in the organization. Functional areas of management. The concept of organization as a social entity. General characteristics of organizations. Horizontal and vertical division of labor.

The internal environment of the organization. Elements of the organization's internal environment. The structure of the organization. Goals and objectives of the organization. Technology as an element of the organization's internal environment. People (staff) as an element of the organization's internal environment.

The concept of the external environment of the organization. Indications of the organization's external environment. Direct action environment (microenvironment) and its factors. Indirect action environment (macroenvironment) and its factors.

Management work as a specialized type of activities. Indications of the manager's activity. Management levels in the organization. Components of organizational activity. Division of labor. Methods of management: administrative, economic, socio-psychological.

Approaches in management: process, system, situational. Management functions in the process approach. The concept and characteristics of the system. Model of organization as an open system. Essential characteristics of the situational approach. Planning function in management. Definition of planning and its tasks. Characteristics of the strategic plan. Characteristics of the tactical plan. Characteristics of the operational plan.

Definition of strategic planning. Stages of strategic planning. The mission of the organization. The goals of the organization and their formulation according to SMART principles. External environment analysis in strategic planning. Internal environment analysis in strategic planning. Methods of assessing the organization's environment in strategic planning: SWOT-analysis, PEST-analysis. Analysis of strategic alternatives (Boston Consulting Group (BCG) matrix). Factors of strategy choice. Strategic plan implementation management: procedures, rules, tactics, policy, budget.

Analysis of the competitive environment. Industry analysis of competition taking into account the scale of competition. Porter's Five Forces Model of Competition. Maps of strategic groups.

Organizing function in the management system. The main processes of the organizing function implementation. Forms of organizing implementation.

Delegation of authority in management. Elements of the delegation process. Types of managerial responsibility. Designing the organizational structure. The main components of the organizational structure. Centralization and decentralization of management structures. The main elements and composition of the organizational management structure. Types of organizational structures. Linear, functional, divisional, matrix, network organizational structures.

Motivation as a function of management. Need, motive, motivation, incentive, reward. Types of motivation. Substantive motivation theories: A. Maslow's Hierarchy of Needs theory, F. Herzberg's two-factor theory, McClelland's theory. Process motivation theories: W. Vroom's expectancy theory, S. Adams equity theory, Porter-Lawler theory.

Control as a function of management. Conditions of control necessity. The main types of control. Stages of control.

Management information: concepts and requirements for it. The concept of communication: types and means. Communication barriers. Communication process and its components.

Management decisions. Types. Characteristics, factors of influence. The main stages of rational decision making. Methods of substantiation and management decision making.

Power and leadership. Forms of influence. Types of power in management. Approaches to leadership. Classification of management styles.

#### Recommended literature

1. Griffin, R. (2021). Fundamentals of management. Cengage Learning. <https://cutt.ly/5ELB5J5>
2. Kumar, P& Sachdeva, A. (2012) Fundamentals of management. Chand and company <https://cutt.ly/2ELNOVn>
3. Pathak, J.P. (2015) Fundamentals of management. Vikas Publishing <https://cutt.ly/yELBZRh>
4. Prabhu T.L. (2020) Principals of Management: Functions and fundamentals of effective management. Nestfame <https://cutt.ly/eEL0exu>
5. Samson, D., Daft, R. L., & Donnet, T. (2017). Fundamentals of Management with Online Study Tools 12 Months. Cengage AU. <https://cutt.ly/KELNdJG>
6. Білорус Т.В. Практикум з менеджменту: навчальний посібник. – К.: Київський національний університет імені Тараса Шевченка, 2020. – 185 с.
7. Краснокутська Н.С. [та ін.] Менеджмент: навчальний посібник – Харків: Друкарня «Мадрид», 2019
8. Лінькова О.Ю. Менеджмент організацій – Харків, НТУ «ХПІ», 2012
9. Мазаракі А.А. [та ін.] Основи менеджменту. Підручник – Харків: Фоліо, 2014

10. Менеджмент : навч. посіб. / Муромець Н.Є., Мирошниченко Ю.В., Корсаков Д. О.; Харків. торг.- екон. ін-т Київ. нац. торг-екон. ун-ту. Харків: Мезіна В.В., 2017. 322 с.

11. Мескон М.Х. Основы менеджмента/ М.Х.Мескон, М.Альберт, Ф. Хедоури. – М.: Диалектика, 2020. – 672 с.

12. Палеха Ю, Мошек Г., Миколайчук І. Основи менеджменту. Теорія і практика: навч. посіб. К.: Ліра-К, 2018. 528 с.

## 1.2 Marketing

Basic concepts and classification of marketing. Approaches of commercial organizations to marketing management. Consumer behavior. The concept of marketing environment. Marketing information system. Marketing complex. Marketing product policy. Marketing pricing policy. Marketing distribution policy. Marketing communications.

### Recommended literature

1. David A. Aaker [et al.]. Marketing research. 11th ed. New York, John Wiley & Sons, Inc., 2013, ISBN 978-1-118-15663-6

2. Geoff Lancaster and Lester Massingham. Essentials of Marketing Management. Second edition. New York, Taylor & Francis Group, 2018, ISBN: 978-1-138-03888-2

3. Kotler, Philip and Armstrong, Gary. Marketing: An Introduction Twelfth Edition – Harlow, Pearson Education Limited, 2015, ISBN 10: 1-292-01678-7

4. Kotler, Philip and Armstrong, Gary. Principles of Marketing. Pearson, Prentice Hall, New Jersey, 2007, ISBN 978-0-13-239002-6, ISBN 0-13-239002-7

5. Гаркавенко С.С. Маркетинг: підручник / С.С. Гаркавенко. - [7-е изд.]. - Київ: Лібра, 2010. - 720 с.

6. Котлер Ф., Амстронг Г., Сондерс Д., Вонг В. Основы маркетингу (пер. з англ.-друге европ.изд.) До.; М.; СПб: издат.дом Вільямс ", 1998.

7. Маркетинг: [навч.] / [В. Руделіус, А.Н. Азарян, А.А. Виноградов та ін.] - М.: Учеб. центр "Консорціум із удоскон. менеджмент-освіти в Україні", 2005. - 422 с.

8. Маркетинг: бакалаврський курс: підручник / під заг. ред. д.е.н., проф. С.М. Ільяшенко. - Суми: Університетська книга, 2009. - 1134 с.

9. Навчальний посібник «Маркетингова діяльність підприємства», по заг.ред.Косенко А.П., - Харків, НТУ «ХП», 2018. - 1008с.

### 1.3 Economics and Entrepreneurship

The essence of entrepreneurship. Types of enterprises by purpose and nature. Types of enterprises by method of the authorized capital formation. Ways to start a business. Business planning. Business resource provision. Efficiency and effectiveness of entrepreneurial activity. Social responsibility in business.

#### Recommended literature

1. Brannback, M., & Carsrud, A. (2016) *Fundamentals for Becoming a Successful Entrepreneur: From Business Idea to Launch and Management*, Pearson Education, Inc.
2. Burdus, E. (2010) *Fundamentals of Entrepreneurship*. *Review of International Comparative Management*, 11(1), 33-42.
3. Hitesh, S.V. (2014) *Fundamentals of Entrepreneurship*, Aph Publishing Corporation.
4. Sangram, K.M. (2006) *Fundamentals of Entrepreneurship*, PHI Learning Pvt. Ltd.
5. Білецька Л.В., Білецький О.В., Савич В.І. Економічна теорія: політекономія, мікроекономіка, макроекономіка. Підручник. 2-ге вид. перероб. та доп. – К.: Центр учбової літератури, 2019. - 688 с.
6. Галушка З.І., Поченчук Г.М. Економіка: теорія і практика. Підручник. / З.І. Галушка, Г.М. Поченчук – Чернівці: Чернів. нац. ун-т, 2020. – 232 с.
7. Гонtareва І.В. Підприємництво: опорний конспект. URL: <http://www.ikt.hneu.edu.ua>.
8. Економічна теорія: навч. посібник для студентів спеціальностей 051 Економіка, 071 Облік і оподаткування, 073 Менеджмент, 075 Маркетинг, 076 Підприємство, торгівля та біржова діяльність / За ред. С.І. Архієреєва. - Харків: НТУ «ХП», 2020. – 230 с.
9. Коваленко О.В. Підприємництво та його організаційно-правові засади: навч. посіб. для студ. II та III курсів економічних спец. Денної та заочної форми навчання. Луганськ: ВДЗ "ЛНУ ім. Т. Шевченка", 2013. 400 с.
10. Основи підприємництва: підручник / Біляк Т.О., Бірюченко С.Ю., Бужимська К.О., та ін. ; під заг. ред. Н.В. Валінкевич. Житомир: ЖДТУ, 2019. 493 с.
11. Основи підприємництва: теорія і практикум: навч. посіб. / Воронкова В.Г. та ін. Львів : ВД "Магнолія", 2009. 454 с.

## 2 PROGRAM CONTENT: SPECIALIZED PART

### 2.1 Management of organizations and administration

Fundamentals of power in management. Legitimate, referent, expert, power based on coercion and reward. Leadership and its importance in management.

Constructive conflict resolution. Elements of effective team work: meeting the needs of individual membership; successful team interaction; solving the tasks assigned to the team.

Stages of team work organization: preparation; creation of working conditions; forming a team; facilitating the work.

Operational cycle. Operational efficiency. Expected beneficial effect. The cost of resources to achieve a beneficial effect. Probability of effect achievement. Dispatch functions. Operational strategy and its levels.

Performance management. Performance management elements.

Management decisions. Approaches to decision making. Decision making models. Making individual and group decisions. Advantages and disadvantages of individual and group decision making. Decision making according to several criteria. Hierarchy analysis matrix.

Uncertainty, certainty and risk. Concept, essence and content of risk management. Quantitative assessment of entrepreneurial risks.

#### Recommended literature

1. A Handbook for Measuring Employee Performance : Aligning Employee Performance Plans with Organizational Goals. [Washington, D.C.] :U.S. Office of Personnel Management, Performance Management and Incentive Awards Division, 2017.
2. Armstrong, M., (2009). Armstrong's Essential Human Resource Management Practice: A Guide to People Management. London ; Philadelphia : Kogan Page.
3. Bishop, J., Scott, K.D., Maynard-Patrick, S., & Wang, L. (2014). Teams, Team Process, and Team Building.
4. Caldwell, C.M., (2002) Performance Management: EBook Edition. S. 1.: American Management Association
5. El-Saharty, S., Kheyfets, I., & Herbst, C. H. M. I. (2020). The human capital project. Manila, Philippines: World Bank. 460 p.
6. Армстронг М. (2018) Управление результативностью. Система оценки результатов в действии / М. Армстронг, А. Бэррон. Альпина Паблишер, 2018. 248 с. <https://kniga.biz.ua/pdf/1195-upravleniye-rezultativnosty.pdf>
7. Гевко І.Б. Операційний менеджмент : навч. посіб. / І.Б. Гевко. - К. : Кондор, 2005. - 228 с.



8. Гребін'як Л.Дж. (2006) Як змусити працювати вашу стратегію: Ефективна реалізація стратегії та впровадження змін / Л.Дж. Гребін'як; [пер. з англ.]. Дніпропетровськ: Баланс Бізнес Букс, 352 с.
9. Дяків О. П., Островерхов В. М. Управління персоналом : навчально-методичний посібник (видання друге, переробл. і доповнено). Тернопіль : ТНЕУ, 2018. 288 с.
10. Каплан Р. (2014) Сбалансированная система показателей. От стратегии к действию / Р. Каплан, Д. Нортон; [пер. с англ. М. Павловой]. [2-е изд., испр. и доп.]. М.: Олимп-Бизнес, 314 с.
11. Комарова Е.В., Редина Н.И. Управление командами : учебное пособие, Днепропетровск: Днепропетровская государственная финансовая академия, 2014. 212 с.
12. Микитенко Н.В. Операційний менеджмент. Практикум : навч. посіб. / Н.В. Микитенко. -К. :КНТЕУ, 2009.-197 с.
13. Психологія тимбілдингу: навчальний посібник / Романовський О.Г., Шаполова В.В., Квасник О.В., Гура Т.В. ; за заг. ред. Романовського О.Г., Калашникової С.В. Харків : «Друкарня Мадрид», 2017. 92 с.
14. Гевко І.Б. Методи прийняття управлінських рішень: підручник. – К.: Кондор, 2009. – 187 с.
15. Pownall I. Effective Management Decision Making: An Introduction / Ian Pownall & bookboon.com, 2012. - 236 p.

## **2.2 Business administration**

The essence and purpose of business planning: justification of a new business idea; involvement of investors and partners; planning and further control of business project implementation.

The structure of the business plan: summary; description of the business idea (product or service); marketing plan; operational plan (production plan); organizational plan; financial plan.

Business model Canvas: value proposition, consumers and relationships with them, distribution channels and sources of income, key actions, resources and partners, cost structure).

Marketing plan: market analysis; marketing research and determination of the target consumer segment; advertising and promotion of products / services; forecasting sales of products / services.

Operational plan: location; basic operations; key resources (people; equipment; raw materials, materials, components, premises); operating costs and production volumes.

Organizational plan: organizational form and taxation system, owners,

managers, management structure, staff requirements, personnel policy.

Financial plan: calculation of required investments, sources of funding; income and expenditure plan, profit determination, project performance indicators (net present value, payback period, profitability index, break-even point).

Management decisions. Approaches to decision making. Decision making models. Making individual and group decisions. Advantages and disadvantages of individual and group decision making. Decision making according to several criteria. Hierarchy analysis matrix.

Uncertainty, certainty and risk. Concept, essence and content of risk management. Quantitative assessment of entrepreneurial risks. Features of external and internal risk management. Use of economic statistics methods in risk management. Decision making in conditions of uncertainty. The practice of using different criteria for decision making in conditions of uncertainty. Decision making in conditions of risk. The practice of using decision trees. Utility theory and attitude to risk.

#### Recommended literature

1. Abrams, R. M. (2014). *Successful business plan: secrets & strategies*. 6th ed. Palo Alto, Calif.: Planning Shop.
2. Albright C.S., Winston W. L. *Data Analysis and Decision Making*. 5<sup>th</sup> Ed. / Cengage Learning, 2015. – 990 p.
3. Bonanno G. *Decision Making*, 2017. [http://faculty.econ.ucdavis.edu/faculty/bonanno/PDF/DM\\_book.pdf](http://faculty.econ.ucdavis.edu/faculty/bonanno/PDF/DM_book.pdf)
4. Burns, P., & Dewhurst, J. (Eds.). (2016). *Small business and entrepreneurship*. Macmillan International Higher Education.
5. Entrepreneur Media (2015). *Write Your Business Plan: Get Your Plan in Place and Your Business off the Ground*. Entrepreneur Press
6. Finch, B. (2013). *How to write a business plan* (Vol. 35). Kogan Page Publishers.
7. Hiduke, G., & Ryan, J. D. (2013). *Small business: an entrepreneur's business plan*. Cengage Learning.
8. McKeever, M. (2017). *How to Write a Business Plan*. 13d ed. NOLO.
9. Mu E., Pereyra-Rojas M. *Practical Decision Making: An Introduction to the Analytic Hierarchy Process / Springer Briefs in Operations Research*. / Springer, 2017. <https://link.springer.com/content/pdf/bbm%3A978-3-319-33861-3%2F1.pdf>
10. Pownall I. *Effective Management Decision Making: An Introduction* / Ian Pownall & bookboon.com, 2012. - 236 p.
11. Sahlman, W. A. (2008). *How to write a great business plan*. Harvard Business Press.

12. Turban E., Meredith J. R. *Fundamentals of Management Science* / McGraw-Hill, 1998. – 914 p.
13. Williams, K. (2010). *Brilliant Business Plan*. Pearson Canada.
14. Гевко І.Б. *Методи прийняття управлінських рішень: підручник*. – К.: Кондор, 2009. – 187 с.
15. *Прийняття управлінських рішень : навчальний посібник* / [Ю.Є.Петруня, Б. В. Літовченко, Т. О. Пасічник та ін.] ; за ред. Ю.Є. Петруні. – [3- те вид., переробл. і доп. ]. – Дніпропетровськ : Університет митної справи та фінансів, 2015. – 209 с.
16. Файнзільберг О.А. *Теорія прийняття рішень : підручник* / Л.С. Файнзільберг, О.А. Жуковська, В.С. Якимчук. – Київ : Освіта України, 2018. – 246 с.

### **2.3 International business**

The concept of international business. Reasons for doing international business and its characteristics. Internationalization, globalization and integration as factors of international business development. The impact of globalization on international business development. The reasons for the significant expansion of international business.

Investigation of the external environment of international business. Organization of international environment research. International business environment model. PEST analysis. Porter's Five Forces Model.

Forms of international business. Activities of multinational corporations (MNCs). Practice of carrying out various types of activity in international business. International trade. World goods market. Commodity market players. Features of the export and import activities organization. Characteristics of the main trade and intermediary operations. Types of intermediaries and their role in international business. International Interpretation Rules Incoterms-2020. The order and main stages of preparation, organization and implementation of export-import operations. Offer (business proposal), its types. Acceptance.

Customs regulation. Tariff and non-tariff regulation of international trade. Ukrainian Classification of Goods for Foreign Economic Activity (UCGFEA) in the Customs Regulation System of Ukraine. Content and structure of the Customs Tariff of Ukraine. Tariff preferences. Country of origin of goods. Customs value of goods. Methods of determining the customs value of goods. Taxation of foreign economic transactions in Ukraine. Customs duties. Calculation of customs duties. Privileges and preferences for payment of customs duties.

Strategic decisions in international business. International investments. Classification and features of international investments. Vertical and horizontal

integration of enterprises. Government regulation of international investment in Ukraine. Investment attractiveness of the country. Investment climate. International rankings.

Financial instruments and investment resources in international business. Determining the return on financial instruments. Cost estimation of investment resources. Sources of investment in international investment projects. Management of international financial investments. Investment risk management in international business.

International economic integration and international organizations. United Nations (UN) system. Modern system of monetary financial institutions: International Monetary Fund (IMF); World Bank Group; European Bank for Reconstruction and Development (EBRD); regional development banks; Bank for International Settlements (BIS); regional banks and development funds. Regional integration groups in Europe, Asia, North and South America, Africa. Ukraine's activity in international organizations.

Management of functional operations of international business. The concept of international logistics. Management of international supply chains. The purpose of supply chain management. The principle of operation of logistics systems CANBAN, Just in Time, MRP (resource planning), Lean Production.

#### Recommended literature

1. Білоцерківський О. Б. Логістика : навч. посіб. / О. Б. Білоцерківський, П. В. Брінь, О. О. Замула, Н. В. Ширяєва. – Харків : НТУ «ХПІ», 2010. – 152 с.
2. Інвестиційний менеджмент : підручник [Текст] / В. М. Гриньова, В. О. Коюда, Т. І. Лепейко, О. П. Коюда, Ю. М. Великий. – Х. : ІНЖЕК, 2011. – 544 с.
3. Козак Ю. Г. Міжнародна економіка: в питаннях та відповідях [текст] підруч. / Ю. Г. Козак. – К.: Центр учбової літератури, 2017. – 228 с.
4. Майорова Т.В. Інвестування: практикум. / Т.В. Майорова, В.І. Максимович, С.В. Урванцева. — К.: ХНЕУ, 2012. — 577.
5. Матюшенко І. Ю. Міжнародний інвестиційний менеджмент : навчальний посібник для студентів спеціальностей 8.03050301 "Міжнародна економіка", 8.03060104 "Менеджмент зовнішньоекономічної діяльності" / І. Ю. Матюшенко. – Х. : Вид. ХНЕУ ім. С. Кузнеця, 2014. – 520 с.
6. Митний кодекс України, Закон України № 4495-VI від 13.03.12 г.
7. Міжнародний бізнес : навчальний посібник / О. М. Файчук, С. В. Сидоренко. – К. : НУБіП України, 2016. – 236 с.
8. Мокій А.І., Яхно Т.П., Бабець І.Г. Міжнародні організації: Навч. посібник – К., 2011. – 280 с.

9. Сисоєв В. В. Практикум з логістики : навч. посіб. / В. В. Сисоєв, Д. В. Сисоєв. – Харків : НТУ «ХПІ», 2011. – 144 с.
10. Чарлз В.Л. Гіл. Міжнародний бізнес. Пер. з англ. Київ, 2004.-850с.
11. Чекмасова І. А. Митна справа : навч. посібник / І.А.Чекмасова, В.А Міщенко.– Харків : НТУ «ХПІ», 2017. – 220 с.

### 3 EVALUATION CRITERIA

The attestation exam is conducted remotely and contains two parts: theoretical and practical. The theoretical part contains 60 closed test questions, from which the student is asked to choose one correct answer. Each correct answer is evaluated in 1 (one) point. Thus, the maximum number of points for the theoretical part is 60 (sixty).

The practical part consists of solving 5 problems (cases), which also contain answer options. Each correct answer is evaluated in 8 (eight) points. Thus, the maximum number of points for the practical part is 40 (forty).

The maximum number of points for both parts of the exam is 100 (one hundred), which corresponds to the score:

Number of points	National scale score	ECTS scale score
90-100	excellent	A
82-89	good	B
75-81		C
64-74	satisfactory	D
60-63		E
35-59	unsatisfactory	FX
"1-34"		F