

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SUMY NATIONAL AGRICULTURAL UNIVERSITY

**APPROVED**

Chairman of the enrollment commission

  
«     »  V.I. Ladyka  
2021 year

**PROGRAM**

entrance test

for entrants to study in the educational program  
in the specialty *073 Management*  
at the third (educational and scientific) level of higher education

The program of the entrance exam in the specialty **073 Management** at the third (educational and scientific) level of higher education, - 2021. - 19 p.

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The program of the entrance exam in the specialty 073 Management at the third (educational and scientific) level of higher education was considered and approved at the meeting of the Department of Management on January 25, 2021, minutes № 7.

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## 1. Explanatory note

The development of market relations in Ukraine forms new requirements for highly qualified personnel, freelance teachers, and the management elite. The need for highly qualified top managers is especially growing in conditions of competition, which is increasing in domestic and foreign markets and due to existing labor market needs for professionals who can manage modern enterprises and institutions using the best foreign technologies and tools, but in the Ukrainian economic situation.

*The idea of the educational-scientific program* is purposeful training of highly qualified specialists for educational institutions and scientific institutions, establishments and business structures, the purpose of which is aimed at ensuring effective management of organizations, providing independent decisions, solving complex, interfunctional management tasks at strategic and operational levels of government.

*The main requirements for entrants* to obtain the third educational and scientific level and successful mastering of the educational and scientific program of training a doctor of philosophy are: the presence of a master's degree (or educational and qualification level of a specialist); ability to master the knowledge, skills and abilities to solve managerial tasks within the scientific field.

*The purpose of the entrance test in the specialty* - to comprehensively assess the level of fundamental and applied knowledge and skills, abilities and readiness of entrants to conduct research in the field of management and administration; to select the most suitable for postgraduate study based on the results of competitive selection. Prerequisites for achieving efficiency in mastering the educational and scientific program in "Management" is the selection of motivated and capable applicants who are able to think systematically and innovatively, to make economically sound effective decisions.

*The program of entrance examination in the specialty 073 "Management"* reflects the general range of qualification requirements for the knowledge of applicants, which form their ability to diversify management activities and mastery of innovative management technologies. Exam tickets are formed on the basis of the program.

The organization of the entrance exam is carried out in accordance with the Rules of admission to Sumy National Agrarian University in 2021.

## **2. Contents of the program of introductory professional testing**

### **Module 1. Management of organizations and administration**

#### **Topic 1: The essence, evolution, significance and types of management**

The role, essence and significance of management as a specific area of human activity. Evolution and formation of the classical school of management (F. Taylor, A. Fayol, M. Weber and others). The concept of object and subject of management, Delimitation of the essence of categories: management, management, business. Management as a science, practice and art. Types of management in the organization: by levels of management (higher, middle, lower), the essence of activity (production, investment, innovation, personnel, financial, strategic, tactical, operational, etc.).

#### **Topic 2. Goals, principles and functions of management**

The essence of goals and management, their types (strategic, tactical, operational), the mechanism of formation (mission of the enterprise, goals of the highest order, sub-goals to achieve higher goals). The essence of the types of management activities. Types of management functions (planning, organization, coordination, accounting, control, motivation). Organization of management functions and their regulation. Regulatory documents in production and personnel management. Scientific principles of management and their evolution. Basic principles of management (division of labor, responsibility, discipline, unity of power, centralization and delegation, objectivity and scientific decisions, unity of interests of employees and enterprises, efficiency and optimality, fairness, initiative, motivation, proper selection and placement of staff, providing feedback communication).

#### **Topic 3. Management in modern enterprises and the external environment**

The essence and characteristics of the external environment. The environment of direct influence and its constituent elements (competitors, suppliers, consumers). Environment of side effects (government, state institutions, cultural factors, etc.). The relationship and interdependence of its internal elements and environmental factors. Interaction of the management of the enterprises with elements of external environment. The impact of external challenges on the organization of business management.

#### **Topic 4. The system of management technologies in organizations**

Business administration in organizations. Organizational measures in the management of business structures. Organizational and operational-administrative influence. Legal support of management processes. Economic management mechanism (concept and structure, components of economic management methods and their improvement).

Economic levers. Economic sanctions. Socio-psychological mechanism of management (essence and features, psychology of the leader). Formation of the art of management.

### **Topic 5 Communications in the management of organizations**

The concept and role of communication in management. Types of communication (verbal and nonverbal, formal and informal, horizontal, diagonal and vertical, ascending and descending). The process of communication in management. Stages of communications in management: coding, transmission, decoding. Barriers and barriers to business and personal communication and industrial communications.

### **Topic 6 Power and leadership in management**

The concept of influence and power in management. Power balance. The power of the organization's leadership. The power of subordinates in management. Characteristics of types of power. Reference power, traditional power. The power of coercion. Power stimulus. Charismatic power. The essence and types of leadership in the team. Characteristics of the main types of leadership. Foreign theories of leadership. R. Blake-J. Mouton theory. Formation of an effective leadership style in business management. Management styles: essence, characteristics, formation. Authoritarian management style. Democratic, liberal, paternalistic management styles. Transformation of management styles in the conditions of democratization of society, development of information technologies, in the conditions of knowledge economy. Building a model of an ideal leader.

### **Topic 7. Content and organization of management activities**

Management in business structures as a component of labor activity: essence and features. The main differences of management. Design of management structures in enterprises. Organization of production management. Organization of managerial work: preconditions and factors of efficiency (cooperation, distribution, delimitation, regulation, rationing). Indicators of the level of management organization in enterprises. Information support of management activities.

### **Topic 8. Organization of management decisions**

Models, technologies, methods of substantiation of managerial decisions. Intuitive and rational decision-making technology. Possibilities and areas of application of analytical, statistical, theoretical and game methods and methods of mathematical programming. Tools for substantiation of management decisions. Justification of decisions in conditions of uncertainty. Theoretical and game methods of making managerial decisions.

### **Topic 9. Regional and sectoral management**

The essence, functions and tasks of regional management in terms of administrative-territorial reform. Competitiveness management of socio-economic systems. Features of management in various organizational and legal forms of agricultural formations.

Resource potential of agricultural enterprises. Combination of branch and territorial management in rural areas: essence, functions and tasks in the conditions of land reform. Components of the agricultural market and its infrastructure. TQM (Total Quality Management) as a modern concept of quality management, implementation of the principles of TQM in the activities of agricultural enterprises.

**Tentative questions for the introductory professional test**

1. The essence of management as a specific area of human activity.
2. Management as a science, practice and art.
3. Types of management in the organization.
4. Management goals: essence, types, mechanism of formation.
5. The essence, types and regulation of management functions
6. Scientific principles and patterns of management.
7. The essence and characteristics of production management in animal husbandry.
8. The external environment and the constituent elements of direct and indirect effects.
9. The impact of external challenges on the organization of business management.
10. Business administration in organizations.
11. Economic management mechanism.
12. Socio-psychological mechanism of management.
13. The concept and role of communication in management. Types of communication.
14. The process of communication in management.
15. Barriers and barriers to business communications.
16. The concept of influence and power in management. Power balance.
17. The essence and types of power in the team. Foreign theories of leadership.
18. Management styles: essence, characteristics, formation.
19. Management as a component of labor activity: essence and features
20. Organization of management work: prerequisites and factors of efficiency
21. Information support of management activities.
22. Models, technologies, methods of substantiation of management decisions. Justification of decisions in conditions of uncertainty.
23. The essence, functions and tasks of regional management in terms of administrative-territorial reform.
24. Features of management in various organizational and legal forms of agricultural formations
25. Combination of sectoral and territorial management in rural areas: essence, functions and tasks in terms of land reform.

**List of recommended reading:**

1. David S. Bright. Principles of Management. Open Stax - 2019, -607 p.

2. David S. Bright, Anastasia H. Cortes. Principles of Management. Openstax, 2019. 673 p. <https://openstax.org/details/books/principles-management?Book%20details>.
3. Gemmy Allen and Warren Plunkett/ Management (Meeting and Exceeding Customer Expectations), Wessex Inc., 11th Edition, 2016, - 702 p.
4. James Sagner. Management and Organizational Behavior: The Fast Track Series Paperback – 2018, - 294 p.
5. Keith Ord, Robert Fildes, Nikos Kourentzes. Principles of Business Forecasting--2nd ed., Wessex, inc., 2017, - 588 p.
6. Mathias Weske: Business Process Management: Concepts, Languages, Architectures 2nd ed., Springer-Verlag Berlin Heidelberg, 2012. 403 p.
7. Saponaro, Margaret Zarnosky, Evans, G. Edward. Collection Management Basics, 7th Edition (Library and Information Science Text) 7th Ed., 2019. 250 p.
8. Susan Quinn. Management Basics. 2010. 75 p. <https://vulms.vu.edu.pk/Courses/MGMT622/Downloads/management-basics.pdf>.

## **Module 2. Strategic management**

### **Topic 1. The essence, purpose and objectives of strategic management.**

The concept of strategic management. Strategic management as a system. Strategy in form and content. Classification of strategies (corporate, functional, business, competition). The sequence, relationship and cyclical stages of the process of developing and implementing enterprise strategy. Features of enterprise strategy development for a new enterprise.

### **Topic 2. Strategic planning.**

Special strategies depending on the life cycle of the enterprise and their characteristics. Models and methods of strategic planning. Characteristics of goal formation. SWOT-analysis as a stage of strategic planning.

### **Topic 3. Strategies of organizations**

The concept of strategic business unit and strategic direction of activity. Principles of allocation and signs of definition of strategic directions of activity. The sequence of stages of strategic segmentation of the enterprise.

### **Topic 4. Information support of strategic management**

Monitoring in the strategic management system. The concept of strategic information. Using basic strategic approaches to justify strategic alternatives for enterprise development. The essence, purpose and methods of formation of "strategic databases" (BSD). Strategic elements of information systems of enterprises and the formation of the subsystem of strategic monitoring.

### **Topic 5. Formation of strategies for the development of organizations.**

Choice of development strategy. Formation of a strategic program. Monitoring and evaluation of strategies as a stage of strategic planning. Technological, organizational and



managerial prerequisites for achieving positive competitive differentiation. Relationship of differentiation and diversification strategies.

**Topic 6. Development strategies in a crisis.**

Risks associated with the implementation of the strategy. Strategic analysis as a basis for forecasting the strategic position of the enterprise. Strategic directions of organization development: growth, stabilization, reduction. Preconditions and reasons for diversification as a direction of growth, strategies of synergistic and conglomerate diversification (according to I. Ansof).

**Topic 7. Development of enterprise behavior strategy in the foreign market.**

The process of strategic planning of the organization's behavior in the foreign market. Assessment of the attractiveness of strategic management areas. Models of strategic management and their choice in conditions of instability of the external environment. Adaptation and adjustment of the organization's strategy according to crisis situations.

**Topic 8. Strategic management in the agricultural sector of the economy.**

The essence, tasks and features of strategic management in the agricultural sector of the economy. Territorial and sectoral strategies for the development of socio-economic systems. Strategic management of agricultural formations in conditions of uncertainty. Factors influencing the formation and implementation of strategies for the development of agricultural enterprises.

**Tentative questions for the entrance professional test**

1. The essence, purpose and objectives of strategic management
2. Classification of strategies (corporate, functional, business, competition).
3. The sequence, relationship and cyclical stages of the process of developing and implementing enterprise strategy.
4. Models and methods of strategic planning.
5. Characteristics of goal formation in strategic management.
6. SWOT-analysis as a stage of strategic planning. The concept of strategic business unit and strategic direction of activity.
7. Principles of allocation and signs of definition of strategic directions of activity.
8. The sequence of stages of strategic segmentation of the enterprise.
9. Information support of strategic management
10. The use of basic strategic approaches to justify strategic alternatives for enterprise development.
11. The essence, purpose and methods of forming "strategic databases" (BSD).
12. Strategic elements of information systems of enterprises and the formation of the subsystem of strategic monitoring.

13. Choice of development strategy and formation of strategic program.
14. Monitoring and evaluation of strategies as a stage of strategic planning.
15. Technological, organizational and managerial prerequisites for achieving positive competitive differentiation.
16. Development strategies in a crisis. Risks associated with the implementation of the strategy.
17. Strategic analysis as a basis for forecasting the strategic position of the enterprise.
18. Strategic directions of development of the organization: growth, stabilization, reduction.
19. The process of strategic planning of the organization's behavior in the foreign market.
20. Assessment of the attractiveness of strategic management areas.
21. Models of strategic management and their choice in conditions of environmental instability.
22. The essence, objectives and features of strategic management in the agricultural sector of the economy.
23. Territorial and sectoral strategies for the development of socio-economic systems.
24. Strategic management of agricultural formations in conditions of uncertainty.
25. Factors influencing the formation and implementation of strategies for the development of agricultural enterprises.

#### **List of recommended reading:**

1. C. Carter, "The age of strategy: strategy, organizations and society," Business History, vol. 55, no. 7, 2013 750p.
2. M. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors, Simon and Schuster, New York, NY, USA, 2018
3. R. Whittington, What is Strategy - and Does it Matter?, Cengage Learning EMEA, Andover, UK, 2010.
4. J.C. Spender Business Strategy: Managing Uncertainty, Opportunity, and Enterprise Oxford University Press. 2014 y. 450 p.
5. Robert Kaplan, David Norton The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment Oxford University Press. 2016 y. 650 p.

### **Module 3. Investment management**

#### **Topic 1. Theoretical foundations of investment management**

The concept of investment and investment activity. Signs of investment classification. The essence of investment management. Development of strategic directions of investment activity. The state as a subject of investment activity. Methods of state regulation of investment processes.

**Topic 2. The system of organizational, informational and methodological support of investment management**

Organizational support of investment management. Information support of investment management. Methodical tools of investment management. The concept of changing the value of money over time.

**Topic 3. Investment market**

Entities of the investment market. Characteristics of the investment market. Investment climate. Investment risk: nature, classification, valuation methods. Principles of investment calculations in terms of inflation.

**Topic 4. Financial investment management**

Characteristics of financial investments. Types of financial instruments. Securities Market. The main participants in the securities market. The concept of investment portfolio and its types.

**Topic 5. Real investment management**

The concept and essence of real investment. Forms of realization of real investments. Valuation of real investment objects. Characteristics of investment resources. Methods of formation of investment resources. Optimization of the real investment program. Operational management of the investment process. Justification of the need to close the project and reinvest capital.

**Topic 6. Fixed capital investment**

Investments at macro and macro levels. Stages of formation of real investment management policy. Types of investments depending on the sources of financing, on the form of ownership, on regional aspects, on the objects of investment, on the nature of capital use, on the nature of participation in the affairs of the enterprise.

**Topic 7. Innovation as an object of investment activity**

The economic essence of innovation and innovation process. Objects of innovation. Innovators and their functions. Financial support of innovation activity. State regulation of innovation in Ukraine.

**Topic 8. Investment design management**

The essence and types of investment projects. Investment project development. Business plan of the investment project. Evaluation of the effectiveness of investment projects. Net present value, internal rate of return, payback period (simple and discounted), profitability index. Organization of interaction of participants of investment projects.

**Topic 9. International investment activities**

Characteristics of foreign investment. International investment activity. International

financial and credit institutions. Special economic zones. Investment attractiveness, investment climate of business entities.

### **Topic 10. Formation of investment resources in the agricultural sector**

The essence, purpose and objectives of investment management in agricultural enterprises. Features of investment management of agricultural enterprises. Methodical tools for assessing the investment climate in the agricultural sector. Strategy of investment activity of agricultural enterprises. Achieving long-term strategic goals of agricultural enterprises. Management of investment and innovation development of rural areas.

#### **Tentative questions for the introductory professional test**

1. The essence of investment, investment activities, investment resources and investment management.
2. The state as a subject of investment activity. Methods of state regulation of investment processes.
3. Organizational and information support of investment management.
4. Investment market entities and their characteristics.
5. Investment risk: nature, classification, valuation methods.
6. Principles of investment calculations in terms of inflation. The concept of changing the value of money over time.
7. Characteristics of financial investments. Types and features of financial instruments.
8. Securities market. The main participants in the securities market.
9. The concept and essence of real investment; forms of their implementation.
10. Characteristics of investment resources and methods of their formation.
11. Justification of the need to close the project and reinvest capital.
12. Stages of formation of real investment management policy.
13. Types of investments depending on sources of financing, on the form of ownership, on regional aspects, on objects of investment, on character of use of the capital.
14. Investment management at the macro and micro levels.
15. Innovation as an object of investment activity. The economic essence of innovation and innovation process.
16. Financial support of innovation.
17. Business plan of the investment project: essence, tasks, structure.
18. Evaluation of the effectiveness of investment projects: indicators and methods of determination.
19. Characteristics of foreign investment. International investment activity.
20. International financial and credit institutions.
21. Investment attractiveness, investment climate of subjects management: factors of formation, evaluation indicators.
22. The essence, purpose and objectives of investment management in agriculture enterprises.
23. Methodical tools for assessing the investment climate in agriculture sector.
24. Strategy of investment activity of agricultural enterprises.

25. Management of investment and innovation development of rural areas.

**List of recommended reading:**

1. Introduction to Financial Economics / Edition 1 by Frank J. Fabozzi, Ted Neave, Guofu Zhou. ISBN: 0470596201. Pub. Date: November 2011. Publisher: Wiley, John & Sons, Incorporated.
2. Donald P. Haider-Markel (2016). The Oxford Handbook of State and Local Government.
3. Kerzner, Harold. Project management : best practices : achieving global excellence / Harold Kerzner. —2nd ed. , 2017, - 707p.
4. Managerial Economics: Foundations of Business Analysis and Strategy / Edition 11 by Christopher Thomas, S. Charles Maurice. ISBN: 0078021715. Pub. Date: October 2012. Publisher: McGraw-Hill Higher Education
5. Richard G. Niemi, Joshua J. Dyck (2013). Guide to State Politics and Policy. ISBN: 9781452219967

**Module 4. Personnel management**

**Topic 1. The evolution of personnel management in the management system of organizations**

The role and importance of personnel management as a science. Formation of views on personnel management. Formation of scientific views on human resource management. Modern theories in personnel management. Man as an object of personnel work in the organization. The main stages of the organization of work with the personnel.

**Topic 2. Staff composition and structure; personnel policy of the organization**

The staff of the enterprise, its main features and characteristics. Classification of personnel involved in the management and production process. Personnel structure by professions, specialties, qualifications, educational level. Personnel policy and personnel strategy in the organization. National and regional human resources management bodies.

**Topic 3. Personnel planning in organizations. Organization of personnel selection and selection**

Personnel planning at the enterprise. Types of planning and methods of determining staffing needs. Formation of staffs of the organization abroad. Basic documents regulating the activities of personnel management services and persons (regulations on the personnel department and job descriptions). The content of the recruitment and hiring process. Models and methods of personnel selection. Organization of a competition of specialists. Methodical approaches to planning the needs of the enterprise in personnel.

**Topic 4. Human resources management. Reserve in personnel management**

The process of forming management staff. Regulation of managers' payment. Advanced training and retraining of managerial staff. Acquaintance with different types of critical assessments of labor behavior of employees. The concept and purpose of forming a reserve of staff. Stages and principles of personnel reserve formation. Methods of

selection of candidates for the reserve. Organization of work with the reserve. Planning and preparation of personnel reserve.

**Topic 5. Evaluation of personnel in organizations**

The essence, tasks and methods of personnel evaluation. Socio-psychological assessment of managers and specialists. Certification as a form of personnel evaluation. Introduction to the main components of a comprehensive assessment of managers and specialists of enterprises. Organization and documentation of personnel certification.

**Topic 6. Management of development and movement of personnel**

The essence and objectives of professional development of staff. Types and methods of staff training. Organizational and methodological support of training. Personnel development and investment of the human team of organizations. Development of a plan for training and retraining of the organization's staff. The essence of the concept of career and career growth. Career planning and development. Professional Career Management System for Business Career Management. Career planning for employees of the organization.

**Topic 7. The system of compensation and remuneration in personnel management**

Criteria and organization for determining rewards. Determination of compensations and benefits. Methods of determining staff remuneration Features and main components of motivation of different categories of staff. Mastering the methods of determining the motivation of the organization's staff.

**Topic 8. Formation of the team of the organization**

The concept and importance of the team in personnel management. The structure and stages of team development. "Teambuilding" as a factor of effective personnel management in the information society. Socio-psychological climate and factors of its regulation. Conflict management in the team. Management of team development (stages, structure) and labor productivity.

**Topic 9. Personnel management of agricultural enterprises**

Personnel as the main resource of the agricultural enterprise and the object of partnership. Productivity management and methodological approaches to its definition. Features of labor motivation in agricultural enterprises. Control of personnel activity in agricultural formations.

**Tentative questions for the entrance professional test**

1. Man as an object of personnel management in the organization.
2. Personnel of the enterprise, its main features and characteristics. The main stages of personnel management.
3. The essence and objectives of professional development of staff. Types and methods of staff training.

4. The concept of career and business career management of staff.
5. The essence, objectives and methods of personnel evaluation. Certification as a form of personnel evaluation.
6. Socio-psychological assessment of managers and specialists.
7. Requirements for professional, business and personal qualities of the personnel manager.
8. Criteria and organization of determining remuneration in personnel management.
9. The concept and importance of the team in personnel management.
10. The structure and stages of team development. Functions and tasks of the team in staff development.
11. Socio-psychological climate and factors of its regulation.
12. Conflict management in the team. Characteristics of existing approaches to conflict resolution in the field of production management
13. Basic requirements for the organization of personnel services.
14. Documentary support of personnel management. Organization of accounting and reporting on personnel.
15. The essence of basic ethical principles in personnel management.
16. Regulations on functional service and job descriptions in personnel management.
17. The evolution of personnel management. Modern theories in personnel management
18. System of continuous staff training. Types and methods of staff training.
19. The system of professional relocation of employees in the career of employees.
20. The essence and objectives of personnel evaluation. Methods of personnel evaluation by the form of expression of the final result.
21. The concept, functions and main features of personnel management in agricultural enterprises.
22. The evolution of the theory of motivation in management. Needs and rewards in the system of motivation to work.
23. Formation of an effective system of motivation in modern enterprises.
24. The essence of corporate social responsibility and its importance for staff development.
25. Tasks of forming a reserve of personnel; work with reserve.

**List of recommended reading:**

1. Guide on employment policy and International Labor Standards / International Labor office, International Labor Standards Department, Employment policy Department. Geneva : ILO, 2013. 64 p.

2. Cappelli, P., "HR Implications of Healthcare Reform," *Human Resource Executive Online*, March 29, 2010, accessed August 18, 2011, <http://www.hreonline.com/HRE/story.jsp?storyId=379096509>.

3. "Facebook Use Cuts Productivity at Work," *Economic Times*, July 25, 2009, accessed October 4, 2010, <http://economictimes.indiatimes.com/tech/internet/Facebook-use-cuts-productivity-at-work-Study/articleshow/4818848.cms>.

4. de Kok, J. and Lorraine M. Uhlaner, "Organization Context and Human Resource Management in the Small Firm" (Tinbergen Institute Discussion Papers 01-038/3, Tinbergen Institute, 2001), accessed August 13, 2011, <http://ideas.repec.org/s/dgr/uvatin.html>.

5. Kaufman, G., "How to Fix HR," *Harvard Business Review*, September 2006, accessed July 11, 2011, <http://hbr.org/2006/09/how-to-fix-hr/ar/1>.

6. Ulrich, D., "Evaluating the Ulrich Model," Acerta, 2011, accessed July 11, 2011, [http://www.goingforhr.be/extras/web-specials/hr-according-to-dave-ulrich#ppt\\_2135261](http://www.goingforhr.be/extras/web-specials/hr-according-to-dave-ulrich#ppt_2135261).

7. Steil, L., Larry Barker, and Kattie Watson, "SIER Hierarchy of Active Listening," Provenmodels, accessed August 1, 2011, <http://www.provenmodels.com/554>.

### 3. Requirements for the preparation of entrants

Entrants have the right to obtain the third (educational and scientific) degree, provided they have the educational and qualification level of specialist or master, without age restrictions. Preference is given to individuals who have experience in conducting research, published research papers, leadership skills to work in business, who have developed the ability to make correct and progressive decisions regarding management situations; who seek to continue research at the doctoral level both in Ukraine and abroad.

### 4. The structure of the tasks of professional testing and evaluation criteria

The examination ticket for the professional entrance exam consists of four theoretical tasks, in accordance with the Program of the professional test for admission to graduate school at Sumy National Agrarian University, specialty 073 "Management".

The professional test is conducted in writing, during which the entrant provides answers, which are evaluated in points (maximum number - 200 points, minimum number of credits - 100 points). Each correct answer to a single question is worth 50 points.

Final assessments			Criteria for assessing knowledge
1	2	3	4
A «Excellent»	Excellent	180-200	The graduate student showed a comprehensive, systematic and in-depth knowledge of the academic material of the disciplines provided by the program; acquired knowledge of the literature recommended by the program; showed creative abilities in understanding, logical, concise and clear



			interpretation of educational material; mastered the relationship of the basic concepts of the discipline, their significance for further professional activity.
B «Very good»	Very good	164-179	The graduate student showed systematic and in-depth knowledge of the educational material of disciplines above the average level; demonstrated the ability to freely perform the tasks provided by the program; mastered the literature recommended by the program; mastered the relationship of basic concepts of disciplines, their significance for further professional activity.
C «Fine»	Fine	140-163	The graduate student showed generally good knowledge of the academic material of the disciplines in performing the tasks provided by the program, but made a number of notable mistakes; mastered the literature recommended by the program; showed the systemic nature of knowledge in disciplines; able to independently use and replenish acquired knowledge in the process of further educational work and professional activities.
D «Satisfactorily»	Satisfactorily	120-139	The graduate student showed knowledge of the educational material of the disciplines to the extent necessary for further study and future professional activity; coped with the tasks provided by the program; got acquainted with the literature recommended by the program; assumed a significant number of errors or shortcomings in the answers to questions when performing tasks, etc.
E «Enough»	Enough	100-119	The graduate student showed knowledge of the basic educational material of the discipline in the minimum amount necessary for further study and future professional activity; mainly performed the tasks provided by the program; got acquainted with the literature recommended by the program; made mistakes in the answers when performing tasks, etc., which can be eliminated only under the guidance and with the help of a teacher.
FX «Unsatisfactorily »	Unsatisfactorily	45-99	The entrant to graduate school has significant gaps in knowledge of the basic educational material of disciplines; made fundamental mistakes in performing the exercises provided by the program.
F «Unsatisfactorily »	Unsatisfactorily	0-44	The graduate student had no knowledge of much of the study material; made fundamental mistakes in performing most of the tasks provided by the program; unable to master the program material on their own.

**Guarantor of the program**  
**Doctor of Economics, Professor,**  
**Professor of the management Department**

**L.I. Mykhailova**