

MINISTRY OF HEALTH OF UKRAINE
ODESSA NATIONAL MEDICAL UNIVERSITY

«APPROVED»
by the Rector of ONMedU
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**PROGRAM
FOR AN ENTRANCE EXAMINATION IN MANAGEMENT AND
ADMINISTRATION
FOR FOREIGNERS AND STATELESS PERSONS**

**in the specialty D3 "Management"
in the field of knowledge D "Business, Administration and Law"**

Odesa
2025

GENERAL PROVISIONS

The organization and conduct of entrance examinations for the second (master's) level of higher education are carried out by the procedure specified in the Regulations on the Admissions Committee of Odesa National Medical University.

The purpose of the Unified Professional Entrance Examination in Management and Administration for admission to study for the second (master's) level of higher education in the specialty D3 "Management" is to determine the level of knowledge, skills, competencies in the compulsory academic disciplines of the professional training cycle, readiness to master the disciplines to be studied at the second (master's) level of higher education in the specialty **D3 "Management"**.

Requirements for the abilities and level of preparedness of applicants. Successful study for the second (master's) level of higher education in the specialty **D3 "Management"** requires a bachelor's degree to master theoretical knowledge and practical skills in the fields of socio-economic and professionally oriented disciplines.

The Unified Professional Entrance Examination in Management and Administration for the second (master's) level of higher education in the specialty **D3 "Management"** is integrated and involves knowledge of management and entrepreneurial categories.

The program was discussed and approved at the meeting of the Admissions Committee of Odesa National Medical University (Minutes No. 3 of March 19, 2025).

The program is approved by the order of the Rector of Odesa National Medical University № 159-0 of April 19, 2025 .

MANAGEMENT AND ADMINISTRATION

SINGLE PROFESSIONAL ENTRANCE TEST

Management section

Topic: "Theoretical foundations of management"

Management as a specialized type of human activity aimed at the purposeful influence of the subject on the object through the consistent implementation of general and special functions and the use of appropriate methods. Management subjects are a person or a group of people who can consciously define goals, develop and select means of influence and means of achieving the set goals, are able to exercise leadership, and determine the actual achievement of the organization's goals. Management process as a sequence of completed stages of activities to ensure the management influence of the management system on the managed system in order to achieve the organization's goals. Properties of the management process: continuity; unevenness, cyclicity, variability, sustainability.

Organization as an object of management, the concept of management and managed systems in an organization: management system as a set of elements covering subjects, functions, and methods of management and ensuring management processes in an organization through communication and leadership; managed system as a set of elements ensuring the direct process of production, economic and commercial activities in an organization.

Functional areas of management: operational, HR, financial, investment, innovation, marketing, and strategic.

The concept of "organization" as a social entity - a group of people whose activities are deliberately coordinated to achieve a common goal or common goals. General characteristics of an organization: openness as a system, dependence on the external environment and constant interaction with it; resources as a condition of existence; horizontal and vertical division of labor as the main condition for efficiency, which consists of dividing the total work into tasks sufficient for an individual employee to perform in accordance with his or her qualifications and abilities, and assigning them to managers; the need for management as a special type of activity that ensures the definition of the organization's goals and coordination of the work of all employees that

The internal environment of an organization as a set of situational elements that are formed and controlled by management and change under the influence of the external environment and processes within the organization. Elements of the internal environment of an organization, goals as a specific end state, a desired result that people strive to achieve by working together; structure of an organization, which is a logical relationship of management levels and functional areas, built in a form that makes it possible to achieve goals more efficiently; tasks of an organization and its employees as a certain work, a series of works or part of the work to be performed in a prescribed manner within a certain time frame; technology as a way of combining means, processes, operations, methods, qualified

The external environment of the organization as a set of objects and conditions with which the organization interacts directly or which it must take into account. Characteristics of the organization's external environment: interconnectedness of factors as the level of force with which a change in one factor affects other factors; complexity as the number of factors to which the organization must respond and the level of variability of each of them; mobility as the speed with which changes in the organization's environment occur; uncertainty as the amount of information the organization has about a particular factor and the confidence in that information.

Dividing the external environment of the organization into the direct environment (microenvironment) and the indirect environment (macroenvironment) Factors of the direct environment and their impact on the functioning: suppliers; consumers; competitors; government agencies. Factors of the indirect environment: scientific, technical, socio-cultural, political, and economic conditions.

Topic: "Levels of management in the organization. Methods of management. Essential characteristics of process, system and situational approaches in management"

Managerial labor as a specialized type of human activity to perform management functions in an organization, the purpose of which is to ensure purposeful and coordinated activities of employees to solve the tasks they face.

A manager is a specialist who holds a permanent managerial position in an organization, is vested with authority and makes decisions within their scope in certain activities (functional areas). Characteristics of a manager's activity: managing the work of one or more employees of the organization; managing part or all of the organization in which he or she works, obtaining certain powers and making decisions within them that will have consequences for other employees of the organization.

Levels of management in the organization (top, middle, and grassroots) and their tasks: top managers (president and vice presidents, director and deputy directors), who are responsible for formulating the organization's mission and goals, developing strategic plans, adapting the organization to the challenges and threats of the external environment, and establishing effective interaction between the organization and the external environment; middle managers - heads of production and functional units, who coordinate various forms of activity and efforts of different units of the entire organization.

Management methods as ways of influencing the management system on the managed system. Administrative methods of management: organizational and administrative methods that affect the management structure in the form of staff, regulations, management concepts; operational and administrative methods that determine the management process through agreements, orders, instructions; disciplinary methods (material liability and penalties, disciplinary liability and penalties, criminal liability). Economic methods of management: monetary (salary, bonus, allowance, surcharge), property (non-monetary: social insurance, benefits, company car). Socio- psychological methods of management: sociological methods aimed at groups of people and their interaction in the process of activity (external human world): increase of social and production activity, moral stimulation; social regulation, psychological methods aimed at the employee's personality (internal human world): humanization of work; psychological motivation; satisfaction of professional interests, recruitment of small groups based on psychological compatibility.

Essential characteristics of the process approach in management. Organization in the process approach as a system of interrelated processes. Process management as a series of continuous interrelated actions to achieve the goals of the organization. Management functions in the process approach: planning, organizing, motivating, controlling.

The essential characteristic of the systemic approach in management. The concept of a system as a set of interconnected and interacting elements that determine its character. An open system, characterized by interaction with the external environment, and a closed system, which has rigid, fixed boundaries, its actions are relatively independent of the external environment. The model of an organization as an open system that has "inputs" - resources from the external environment (human, informational, material, investment); the "processing" block (depending on the effectiveness of management in the organization) ensures the transformation of these resources into products or services, which are "outputs" - the organization's contribution to the external environment (profit, increase in market share, increase in sales, implementation of social responsibility, employee satisfaction, growth of the organization).

Essential characteristics of the situational approach to management. The focus of the situational approach on the relationship of specific management techniques and concepts with real-life situations to achieve the organization's goals in the most effective way. A situation is a specific set of circumstances that affect an organization over time. The main assumption of the situational approach is that universal theories cannot be applied to the activities of organizations due to their uniqueness.

Topic: "The function of organization in management"

Organizing function as the process of creating an organization structure that enables people

to work together to achieve its goals. The main processes of implementing the organization function are: creating a system of authority, dividing the organization into components (divisions). The main tasks of the manager arising from the organization function are: formation of the organizational structure, determination of forms and methods of influence on the objects of management, establishment of optimal relations between structural elements.

Organization and organizational activities. Forms of organization implementation: administrative, organizational and operational management. Components of organizational activity: differentiation, division of labor. Division of labor: functional, technological, qualification. Horizontal division of labor as the division of the organization's activities into constituent elements in accordance with the quantitative differentiation and specialization of the production process. Vertical division of labor as the division of activities in the organization in accordance with the hierarchical order of the management system.

Delegation of authority in management: concept, elements of the delegation process, types of authority (line, staff, functional). Authority as a formally sanctioned right to influence the behavior of subordinates and, at the same time, a limited right to use the organization's resources and direct the efforts of employees to perform certain tasks. Delegation of authority as a rational redistribution of managerial powers. The main elements of the delegation process: responsibility and organizational authority

Types of managerial responsibility: general (borne by the head of the organization) and partial (borne by the executor). Types of organizational powers: prescriptive, recommendation, control and reporting, coordination, .

Organizational structure as a result of organizational activity: levels of complexity, centralization and decentralization. Organizational structure as a coordinated set of interconnected and interdependent organizational units that have different process and functional load, subordination and provide interconnections. Stages of designing an organizational structure: dividing the organization into blocks at the horizontal level, determining the ratio of powers of different positions, defining job responsibilities. The main components of the organizational structure: degree of complexity, degree of formalization, degree of centralization. Centralization and decentralization as a way to concentrate organizational authority at top, middle and bottom management levels.

The main elements and composition of the organizational management structure. Departmentalization as a process of structural division of an organization into structural units, divisions, services, and headquarters according to certain characteristics. Types of departmentalization: functional, product, territorial. Job description as a document that certifies the rights, duties and responsibilities of each employee of an organization. Requirements to the organizational structure: adaptability, flexibility, adequacy, specialization, optimality, efficiency, cost-effectiveness. Organizational chart of the organizational structure of management as a schematic representation of interrelated elements (management bodies, departments, services) that are in interaction and subordination.

Types of organizational management structures: line, functional, line-functional, divisional, matrix, network. Line structure as an organizational management structure, between the elements of which there is only one - channel interaction, each subordinate has only one line manager who performs all administrative and other functions in the relevant unit. Functional structure as an organizational structure within which the organization is divided into separate elements with clear and specific tasks (production, marketing, finance). Line-functional structure is an organizational management structure based on the distribution of authority and responsibility for management and decision-making functions by vertical. Divisional structure is an organizational structure formed on the principles of grouping production units (divisions) by products, customer groups, and location. Matrix structure is an organizational management structure that provides for the creation of temporary project teams, which are formed from specialists of functional units and are engaged in the creation of new types of products (services), along with line managers and functional management apparatus. Network structure as an organizational management structure that involves the company transferring most of its main functions to independent organizations and coordinating

their activities through a small head organization.

Topic: "Motivation as a management function. Control as a management function"

Motivation as the process of encouraging oneself and others to act by using human motives to achieve personal or organizational goals. Key concepts of motivation: need, motive, inducement, incentive, reward, value. Need as an individual's internal state of conscious psychological or functional lack of something. Basic needs: primary and secondary; tangible and intangible; natural and social. Motive as a conscious internal impulse to behave in order to satisfy a need. Motivation as behavioral identification and awareness of needs and the need for purposeful actions to meet them. Stimulus as an external regulating influence on an individual (group) that encourages purposeful action. Reward is anything that is valuable to a person or may seem valuable to him or her. Value as the property of a certain object or phenomenon to satisfy human needs, desires, and interests.

Types of motivation: intrinsic motivation (a person's formation of motives based on internal needs, the desire to achieve a certain goal, the desire for knowledge, fear); extrinsic motivation (arising from external influence on an employee through remuneration, orders, and norms of behavior, when the motive for behavior is due to an external cause).

Content and process theories of motivation. Content theories of motivation as attempts to identify and classify people's needs that motivate people to act. Process theories of motivation and their main thesis that employee behavior is determined not only by needs but also by the employee's perception of a particular situation and the expectations associated with it, as well as by the assessment of possible consequences of the chosen type of behavior.

Control as a management function. Control as a process of identifying possible deviations from planned indicators, determining the causes of these deviations, and developing measures to eliminate them. Conditions for the need for control in management: uncertainty, prevention of crisis situations, support for achieving the organization's goals. Main types of control: preliminary, current, and final. Preliminary control as preventive measures (those that precede the actual start of work). The main means of preliminary control is the implementation of certain rules and procedures. Current control as the measurement of the actual results of the production and economic activity process. Use of feedback in the current control as a means of ensuring timely problem-solving. Final control as identifying the level of results achieved in the organization. Two functions of the final control: assessment of the correctness of the plan, and effective implementation of the motivation function. Stages of control progress: formation of controlled indicators, measurement of achieved results, regulation.

Topic: "Information and communication in management"

Management information as information about the state and processes in the internal and external environment of the organization for making management decisions. Types of information by functional purpose: planning, regulatory, accounting, reporting, mass, personal, reference and encyclopedic, and sociological.

Requirements for management information. Accuracy of information as a reliable unambiguous reflection of the necessary management data. Timeliness (efficiency) of information as a clear periodicity of information and its timely receipt by the consumer of information. Completeness of information as a characteristic of minimum sufficiency for assessing the situation and making a management decision. Usefulness of information as a characteristic of increasing the probability of solving a specific task. Accessibility of information for its consumer as an understandable form of information presentation that does not complicate the processes of making management decisions.

The concept of communication, its types and means. The concept of communication as the exchange of information through various forms of communication to achieve the goals of the organization. Types of communication: organizational (formal) communication: communication between the organization and the external environment, inter-level communication in the organization, horizontal communication, communication between the manager and subordinates, inter-personal (informal) communication: verbal and non-verbal communication. Means of

communication: verbal means of communication (presentation, negotiation), non-verbal means of communication (visual, tactile).

Interference in communications. Information filters as a means of eliminating redundant or unwanted information. Lack of trust as a false belief that the message sent is true based on the information provided. Noise in communication as any additional signals not provided by the source of information that distorts information or cause errors in its transmission. Lack of feedback as a timely reaction of the recipient of information to the message of the sender of information. Information leakage as disclosure, and unauthorized access to information. The communication process as an exchange of information between the sender and the recipient. Components of the classical model of the communication process. formulation of the message by the sender; encoding of the message and selection of the channel; decoding of information by the recipient; feedback.

Topic: "Management decisions in management"

Management decision as a choice of an alternative from a variety of options for achieving a specific goal in the management system. An alternative in making a management decision as a choice of one of two or more possible solutions.

Characteristics of management decisions: programmed managerial decisions and their focus on solving issues caused by standard (repeated) situations; unprogrammed managerial decisions as those that are not limited by rules and procedures, are not internally structured, or are associated with unknown factors, new situations; intuitive managerial decisions as those made on the basis of only a sense of the correctness of the choice of the person making it; managerial decisions based on judgments, as a choice caused by knowledge or accumulated experience; rational managerial decisions as those justified by the results of an objective analytical process and not depending on the accumulated experience.

Factors influencing the management decision-making process: personal assessments of the manager (age of the manager, his/her subjective assessment of the quality or benefits of the decision, value system); risk level (high, medium, low); time and changing environment: (speed of decision-making and decision-making environment as a set of external and internal factors); information constraints (inaccessibility, high cost and low quality of information) and behavioral constraints (way of exchanging information, work overload, personal preferences, loyalty to

Content of the main stages of management decision-making: problem diagnostics, formulation of constraints and decision-making criteria, identification of alternatives and their evaluation, and final choice. Problem diagnostics is the identification of a problem situation and the identification of a problem by its symptoms. Formulation of management decision-making constraints (lack of funds; lack of specialists with the necessary qualifications and experience; inability to purchase resources at affordable prices; need for technology that has not yet been developed or is expensive; intense competition; laws and ethical considerations) and management decision-making criteria (standards by which alternatives should be evaluated). Identification of alternatives as all possible actions to eliminate the cause of the problem and enable the achievement of the organization's goals. Evaluation of alternatives as an assessment of the advantages, disadvantages and possible overall consequences of each of them and the final choice as the selection of the alternative with the most favorable overall consequences.

Feedback as "a system of tracking and control necessary to ensure that actual results are consistent with those expected during the decision-making period" to provide data on what happened before and after the decision was implemented.

Topic: "Influence, power and leadership in management. Leadership styles"

Influence as any behavior of one person that changes the behavior, attitudes or feelings of another person. Forms of influence in management: persuasion (occurs through proof, by logical ordering of facts and conclusions, implies confidence in the rightness of one's own position, in the truth of one's knowledge, ethical justification of one's actions), suggestion (based on a person's faith, formed under the influence of authority, social position, attractiveness, intellectual and volitional superiority of the leader, the defining feature is the power of the example of a manager-

leader or informal leader, which causes conscious copying of behavior or unconscious imitation); influence through participation (occurs by

Power as a real opportunity to influence the behavior of other people, to change it in a certain direction, the ability to bend other people to one's will. Power in management: the power of the manager, the power of fellow managers, the power of subordinates. The balance of power in an organization.

Types of power in management: power of coercion; power of reward; legal (traditional) power; expert power; and reference power (power of example). The power of coercion and its source is the influence through fear based on the belief that the manager has the ability to punish in a way that will prevent the employee from meeting his or her vital needs. Reward power and its source - influence through positive reinforcement - the belief that the manager has the ability to satisfy the employee's life needs. Legitimate (traditional) power and its source - the belief that the manager has the right to give orders, and the employee's duty is to fulfill them. Expert power and its source is the belief that the manager has special knowledge that makes it possible to satisfy the employee's needs. Reference power (power of example) and its source - charismatic influence - the personal qualities of the leader as an example for employees to follow

Leadership as the ability to influence the behavior of individuals or groups of employees through personal qualities in the process of directing their activities toward achieving the organization's goals. Approaches to leadership: personal qualities approach as an attempt to determine the correlation between specific personal qualities and leadership effectiveness; behavioral approach, according to which leadership effectiveness is determined by the way the leader behaves; situational approach as determining the behavioral styles and personal qualities of the leader in accordance with a specific situation.

Leadership style as a habitual manner of behavior of a manager towards subordinates to influence them and encourage them to achieve the organization's goals. Classification of leadership styles: authoritarian, democratic, liberal. Characteristics of the authoritarian leadership style: centralization of authority in the hands of the manager; sole decision-making by the manager and communication in the form of order; suppression of initiative; uncommunicative and distance in communication with subordinates; directing communication flows from the top down. Characteristics of a democratic leadership style: distribution of responsibilities according to authority; decisions are made in consultation with subordinates and communicated in the form of proposals; initiative is encouraged and used in the interests of the business; sociability and a friendly attitude in dealing with subordinates; communication is active in both directions. Characteristics of the liberal leadership style: full transfer of responsibility to performers; decisions are made based on the results of instructions from above or the results of meetings (gatherings) and are communicated through requests or persuasion; the leader contacts subordinates only on their initiative; communications are mainly horizontal.

Section "Marketing"

Topic: "Theoretical foundations of marketing"

Definition of marketing. Basic concepts of marketing: need, demand, product, exchange, transaction, market. Typologization of the market: seller's market, buyer's market; market of industrial goods, consumer market. Typologization of demand: negative, absent, hidden, declining, irregular, full, excessive, irrational.

Classification of marketing by the type of demand: conversion, stimulating, developing, remarketing, synchronized marketing, supporting, demarketing, counteracting. Classification of marketing by the presence of market segmentation: mass, product-differentiated, targeted. Classification of marketing by the strategy of selecting target market segments: undifferentiated, differentiated, concentrated. Classification of marketing by the level of distribution channel: direct, indirect.

Approaches of commercial organizations to marketing management. Concepts: production improvement, product improvement, intensification of commercial marketing efforts, social and

ethical marketing. Objectives of the marketing system: achieving the highest possible consumption, achieving maximum consumer satisfaction, providing the widest possible choice, maximizing the quality of life.

Consumer behavior. A detailed model of consumer behavior: marketing drivers (product, cost, distribution methods, sales promotion); other stimuli (economic, scientific, technical, political, cultural); "black box" of the buyer's mind (buyer characteristics, the process of making a purchase decision); consumer response (product choice, brand choice, choice of time of purchase, choice of object of purchase). Factors of consumer behavior in the industrial market: environment, organization, interpersonal relations, individual characteristics of the personality. The process of making a purchase decision. Factors of consumer behavior in the consumer market: cultural, social, personal, psychological. Stages of the purchase decision-making process.

Topic: "The concept of marketing environment"

Micro - marketing environment: the company, competitors, consumers, suppliers, intermediaries, contact audiences. Macro - marketing environment: factors of demographic, economic, natural, scientific, technical, political and cultural nature.

Market capacity and market share of an enterprise: essence, definition and basic methods of measurement. Market segmentation: segment, signs and criteria of segmentation, selection of the target market segment. Target market: concept. Positioning in the market. Scheme of product positioning. Market opportunities. Models: deeper market penetration; expanding market boundaries; product development, diversification. Marketing opportunity: essence and definition. The mechanism of emergence of marketing opportunities of the enterprise.

Marketing information system. Classification of subsystems: internal reporting subsystem, external information collection subsystem, marketing research subsystem, marketing information analysis subsystem.

Marketing research scheme: identification of the problem and formulation of the research objective, selection of information sources, collection of information, analysis of the collected information, presentation of the results.

Marketing information: its essence, types, sources. Primary marketing data: definition and sources. Secondary marketing data: definition and sources.

Methods of marketing research: observation, survey, experiment. Focus group interview as a method of collecting primary marketing information. Research tools: questionnaire, technical means. Ways to communicate with audiences in the survey process: telephone, mail, personal contact.

List of types of marketing service organization systems: functional organization, organization by geography, product organization, organization by market.

Topic: "Marketing product and pricing policy"

Classification of goods. Classification of goods by the nature of consumption: consumer goods, goods for production and technical purposes; durable goods, short-term goods, services. Classification of goods by the level of realization of the concept of goods (levels of goods in marketing): goods by design, goods in actual performance, goods with reinforcement. Classification of consumer goods: everyday goods (basic goods of constant demand, impulse goods, goods for emergencies), pre-selected goods, goods of special demand, and passive demand goods. Product nomenclature indicators: width, depth, saturation, harmony.

The concept of the product life cycle. Product life cycle: introduction, growth, maturity, decline. Types of product life cycle curves (repeated cycle, comb, traditional, fashion).

Product development. Classification of goods according to the level of realization of the product concept: goods by design, goods in actual performance, goods with support. Trademark: brand name, trademark, trademark. Product packaging: packaging functions, packaging, labeling.

Pricing process. Stages of pricing: setting pricing objectives, determining demand, estimating costs, analyzing prices and competitors' products, choosing a pricing method, and setting the final price. Pricing objectives: maximizing current profit, gaining leadership in terms of market share, gaining leadership in terms of product quality. Pricing factors: seller's goal, cost, competitors' prices. elasticity of demand (elastic and inelastic demand). Methods of marketing pricing: "average cost plus profit"; breakeven and target profit, perceived value of the product; based on the level of current

prices, based on closed bidding. Approaches to pricing. Main approaches to pricing: prices for a new product, within the product range, for complementary products, for mandatory affiliation, by geography; with discounts and credits, to stimulate sales, discriminatory prices.

Topic: "Marketing policy of distribution and communications"

Identification of distribution channels. Functions of distribution channels: sales promotion, establishing contacts, tailoring goods, negotiating, organizing goods movement, financing, risk-taking. Levels of distribution channels: zero, one-level, two-level, three-level channels

Indicators of distribution channels: length, width. Determination of the distribution strategy: intensive marketing, selective penetration, wide penetration, and passive marketing.

Marketing communications mix: concept and structure (advertising, public relations, sales promotion, personal selling). Characterization of the components of marketing communications mix: advertising, public relations, sales promotion, personal selling

Characteristics of the model of an effective appeal to the target audience: the appeal should attract attention, retain interest, arouse desire, and encourage action

Types of communication channels: personal communication channels and non-personal communication channels.

Factors that determine the structure of the incentive package: type of product or market; type of product promotion strategy and strategy for attracting consumers to the product; degree of customer readiness; stage of the product life cycle.

Section "Entrepreneurship"

Topic: "Theoretical foundations of entrepreneurship"

The essence of entrepreneurship. Definition of entrepreneurship in the Commercial Code of Ukraine. Goals of entrepreneurship: the main goal (stimulation and satisfaction of society's demand for specific needs of its members (region, country). Classification of entrepreneurship goals: by the scale of coverage (global goals, local goals); by the nature of the activity (development goals, functioning goals, support goals, goals of ensuring recovery from the crisis); by the direction of actions (external, internal).

Entrepreneurs: individuals - citizens of Ukraine, foreigners, and stateless persons who carry out business activities and are registered as entrepreneurs in accordance with the law; legal entities - business organizations of all forms of ownership that carry out business activities and are registered in accordance with the procedure established by law.

Objects of business activity: property, goods (services), money and securities, information and results of intellectual activity (works of science, literature, art, databases, industrial designs, production secrets (know-how)).

Signs of entrepreneurship, independent activity; initiative and creative activity; systematic activity; activity carried out at one's own risk; achievement of economic and/or social results.

Basic principles and functions of entrepreneurial activity Basic principles of entrepreneurial activity: free choice of types of entrepreneurial activity; independent formation by the entrepreneur of the program of his/her activity, list of suppliers and consumers of his/her products, sources of attraction of resources, etc.; independent setting of prices for products (goods, services); free hiring of employees by the entrepreneur; commercial settlement and own commercial risk; free disposal of profits remaining with the entrepreneur after payment of taxes, fees and other charges.

Functions of entrepreneurial activity: innovative (creative), social, environmental, resource, stimulating, organizational.

Topic: "Types of entrepreneurship"

Types of manufacturing entrepreneurship by focus: traditional (classical) (focused on

creating a traditional product that has been on the market for a relatively long time), innovative (focused on creating a fundamentally new product with extensive use of innovation), partially innovative (focused on producing traditional products with the use of innovation).

Types of production entrepreneurship by nature: main (production entrepreneurship, the result of which is the production of a product ready for consumption); auxiliary (production entrepreneurship, which consists in servicing and supporting the main production (innovation, scientific and technical activities, design activities, etc.).

Types of trade (commercial) entrepreneurship depending on the market within which goods are circulated: foreign trade (a specific sector of the economy of a particular state, the subjects of which are business entities related to the sale of goods (services, ideas) in foreign markets and a part of foreign goods in the national market), domestic trade (conducted exclusively within a particular country). Types of trade (commercial) entrepreneurship depending on the links of the goods: wholesale trade (activities related to the purchase of goods in batches for their further sale to retailers and other business entities), retail trade (activities related to the sale of goods to end consumers for their personal use).

Entrepreneurship in the service sector. A service is an activity aimed at providing a tangible or intangible benefit to another person to meet his or her personal needs. The main types of services by purpose are: production (leasing, equipment maintenance), distribution (trade, transportation), professional (financial, insurance, information), consumer (hairdressing, laundry, shoe repair, individual tailoring, repair of equipment); public (telecommunications, educational, healthcare, tourism, art).

Topic: "Enterprise as a form of business organization. Types of enterprises"

Types of enterprises according to the method of establishment (foundation) and formation of authorized capital: unitary enterprises (established by one founder who allocates the necessary property, forms the authorized capital not divided into shares (units) in accordance with the law, approves the charter, distributes income, directly or through the manager appointed by him, manages the enterprise and forms its staff on the basis of labor employment, decides on the reorganization and liquidation of the enterprise), corporate enterprises (established, as a rule, by two or more founders). Basic features: number of founders, owner of property, distribution of income.

Types of enterprises by form of property ownership: private enterprises (operating on the basis of private ownership of citizens or a business entity (legal entity), collective enterprises (operating on the basis of collective ownership (collective ownership enterprises); communal enterprises (operating on the basis of communal ownership of a territorial community), state enterprises (operating on the basis of state ownership); enterprises based on a mixed form of ownership (operating on the basis of a combination of property of different forms of ownership).

Types of enterprises by nationality of capital: national enterprises (capital belongs to domestic entrepreneurs), foreign enterprises (capital is owned by foreign entrepreneurs in full or in the part that provides them with the necessary control), mixed enterprises (capital belongs to entrepreneurs from two or more countries), including joint ventures (the purpose of a mixed enterprise is joint entrepreneurial activity).

Types of enterprises by technological integrity and degree of subordination: head (parent) enterprises (controlling the activities of subsidiaries through a controlling stake), subsidiaries (independently conducting commercial operations, preparing financial statements under the control of the parent enterprise); associated enterprises (formally independent enterprises that depend on the parent enterprise and are subject to its strategic goals); branches of the enterprise (do not have legal and economic independence, operate

Types of enterprises by size: large enterprises; medium-sized enterprises; small enterprises; microenterprises. Basic characteristics: number of employees and annual income.

Justification and selection of an entrepreneurial idea. An entrepreneurial idea as knowledge about the feasibility and possibility of engaging in a certain type of entrepreneurial activity with a clear understanding of the goal and ways to achieve it. Choosing a field of activity, production, trade, services. Choosing the form of business organization: sole proprietorship, partnership

(company).

Topic: "Resource support of entrepreneurial activity"

Material resources as means and objects of labor used in business activities. Types of material resources (fixed assets, material and raw materials). Fixed assets, their types by functional purpose (buildings, structures, machinery and equipment, transmission devices, vehicles, tools, production inventory, household inventory). Material and raw material resources and their composition (raw materials, materials, components, semi-finished products, fuel, energy resources, inventories).

Intangible resources as a part of the company's resources that do not have a material basis for generating income and an uncertain amount of future profit from their use. The main types of intangible resources are: industrial property objects, such as inventions, industrial designs, utility models, trademarks, and service marks; copyright and related rights objects, such as computer programs, databases, works in science, literature, and art; and non-traditional intangible resources, such as know-how, trade secrets, and goodwill.

Labor resources. Categories of personnel (managers, specialists, employees, workers). Forms of remuneration in business (hourly and piecework) and their systems. The main systems of hourly remuneration: direct hourly, hourly bonus. The main systems of piecework remuneration: direct piecework, piecework-premium, piecework-progressive.

Financial resources as cash income and receipts at the disposal of an enterprise and intended to fulfill certain financial obligations and conduct business activities. Types of financial resources: own financial resources, sources (authorized capital, profit, depreciation fund); borrowed financial resources, sources (current debt on settlements from advances received, settlements with the budget, etc.); borrowed resources, sources (bank loans, commodity (commercial) loans).

Investments in entrepreneurial activity. Types of investments by the object of investment: real and financial. Real investments as capital investments in business activities for the purpose of reproduction of real assets of the enterprise. Main types of real investments (investments in construction, reconstruction, re-equipment of enterprises). Financial investments as investments in the acquisition of securities and other financial assets to generate income. Main types of financial investments (shares, bonds, other securities). Main types of investments by the form of capital ownership: public, private. Public investments are state capital investments and/or credits (loans) for business activities. Private investments are savings of the population or private enterprises that are directed to investment objects (securities, property, property rights, rights to the results of intellectual activity).

**MANAGEMENT AND ADMINISTRATION
SINGLE PROFESSIONAL ENTRANCE TEST**

1. The essence and functional areas of
2. Organization as an object of management, the concept of management and managed systems in an organization
3. Organization and its environment in management
4. Levels of management in the organization
5. Management methods: administrative; economic; social and psychological
6. Essential characteristics of the process approach in management
7. Essential characteristics of the systematic approach in management
8. Essential characteristics of the situational approach in management
9. Planning function in management
10. Definition and functional purpose of strategic planning
11. The function of organization and its place in the management system
12. Delegation of authority in management: concept, elements, types
13. Organizational structure as a result of organizational activity
14. Main elements and composition of the organizational management structure
15. Types of organizational management structures
16. The main concepts of motivation in the management system
17. Types of motivation in the management system
18. Control as a management function
19. Information in the management system
20. Communications in management, the concept of communication
21. Types, means and obstacles in management communications
22. Management decisions in management
23. Influence and power in the management system
24. Leadership in the management system
25. Leadership styles in the management system
26. Basic concepts and classification of marketing
27. Approaches of commercial organizations to marketing management
28. Consumer behavior in the marketing system
29. The concept of marketing environment
30. Marketing information system
31. Marketing complex and marketing service organization system
32. Marketing product policy
33. Marketing pricing policy
34. Marketing policy of distribution
35. Marketing communications policy
36. Essence, basic principles, functions of entrepreneurial activity
37. Types of manufacturing business
38. Types of trade (commercial) entrepreneurship
39. Entrepreneurship in the service sector
40. Enterprise as a form of business organization
41. Organization of entrepreneurial activity
42. Justification and selection of an entrepreneurial idea
43. Business planning
44. Resource support for entrepreneurial activity
45. Investments in business activities

LIST OF RECOMMENDED SOURCES

Legislative and regulatory documents

1. Fundamentals of Ukrainian legislation on health care: Law of Ukraine of 19.11.1992, No. 2801-XII. URL: <http://zakon3.rada.gov.ua/laws/show/2801-12>.
2. On state financial guarantees of medical care for the population: Law of Ukraine of 19.10.2017 No. 2168-VIII. URL: <http://zakon3.rada.gov.ua/laws/show/2168-19>.
3. On Amendments to Certain Legislative Acts of Ukraine on Improving Legislation on the Activities of Healthcare Institutions: Law of Ukraine № 2002 - VIII of 06.04.2017. URL: <http://zakon5.rada.gov.ua/laws/show/2002-19>.
4. On Medicinal Products: Law of Ukraine № 123/96-BP of 04.04.1996 URL: <https://zakon.rada.gov.ua/laws/show/123/96-%D0%B2%D1%80>.
5. License conditions for conducting business activities in medical practice: Resolution of the Cabinet of Ministers of Ukraine dated 02.03.2016 No. 285. URL: <https://zakon.rada.gov.ua/laws/show/285-2016-%D0%BF#Text>.
6. On approval of the Regulation on the Ministry of Health of Ukraine: Resolution of the Cabinet of Ministers of Ukraine of 25.03.2015 No. 267. URL: <http://zakon4.rada.gov.ua/laws/show/267-2015-%D0%BF>.
7. On Establishment of the Council on Healthcare System Functioning: Resolution of the Cabinet of Ministers of Ukraine of October 12, 2011, No. 1051. URL: <http://zakon1.rada.gov.ua/laws/show/1051-2011-%D0%BF>.
8. On the establishment of the National Health Service of Ukraine: Resolution of the Cabinet of Ministers of Ukraine dated 27.12.2017 No. 1101. URL: <https://www.kmu.gov.ua/ua/npas/pro-utvorenniya-nacionalnoyi-sluzhbi-zdorovya-ukrayini>.
9. On approval of the Program for providing citizens with state-guaranteed free medical care: Resolution of the Cabinet of Ministers of Ukraine of 11.07.2002, No. 955. URL: <http://zakon2.rada.gov.ua/laws/show/955-2002-%D0%BF>.
10. Concept of the Healthcare Financing Reform in Ukraine: Order of the Cabinet of Ministers of Ukraine of November 30, 2016, No. 1013-p. URL: <http://zakon2.rada.gov.ua/laws/show/1013-2016-%D1%80>.

Main educational, methodological and scientific literature

1. Akhlamov A.G., Kusk N.L. Economics and financing of health care: a textbook. Odesa: ORIDU NAPA under the President of Ukraine, 2011. 134 c.
2. Bayeva O.V., Cheban V.I. Economics and entrepreneurship in health care: a textbook. Chernivtsi: BSMU, 2013. 360
3. Business planning in health care: a study guide for managers of health care institutions in the specialty "Organization and management of health care" / Y.V. Voronenko, V.M. Pashchenko; edited by Y.V. Voronenko. Kyiv: Genesis, 2016. 334 c.
4. Bochko O.Y. Fundamentals of planning the activities of non-production enterprises: a textbook. Kyiv: Lira, 2017. 218 c.
5. State policy in the field of health care: a collective monograph: part 2 / ed. by Prof. Y.F. Radysh; foreword and general editorship by Prof. M.M. Bilynska, Prof. Y.F. Radysh. Kyiv: NAPA, 2013. 484 c.
6. Public health management in Ukraine: genesis and prospects of development: a collective monograph / ed. by Prof. Y.F. Radysh, foreword by T.D. Bakhtieva; under the guidance of Prof. M.M. Bilynska, Prof. Y.F. Radysh. Kyiv: NAPA, 2013. 424 c.
7. Zhdan V.M., Holovanova I.A., Krasnova O.I. Health care economics: a textbook. Poltava, 2017. 114 c.
8. Kicha D.I., Fomina A.V. Fundamentals of health care economics and financing. URL: <http://medbib.in.ua/osnovyiekonomiki-finansirovaniya.html>.
9. Concept of the Ministry of Health of Ukraine "Concept of Healthcare Reform in the Context of Decentralization Processes". URL: <http://trigger.in.ua/wp-content/uploads/2015/08/Health->

Reform-and- Decentralization_policy-note-for-RPR.docx.

10. Kusiak N.L. Chapter 10. Reforming the health care financing system in the context of the national economy transformation / Transformation processes in the economy: competitiveness and institutional framework of management at different levels of the hierarchy: monograph / edited by V. Nitsenko Odesa: Publishing house LLC "Leradruk", 2016. 507 c.
11. Kusiak NL, Guz D.O., Buslaeva G.V. Chapter 26. Healthcare industry: international experience in creating medical tourism clusters / Innovative economy: theoretical and practical aspects: monograph. Issue 4 / edited by L.O. Voloshchuk, E.I. Maslennikova. Kherson: ALDI-PLUS, 2019. 524 c.
12. Lekhan V.M., Nadutyi K.O., Shevchenko M.V. Tool for monitoring the modernization of the health care sector at the level of the region and a separate territory using a comprehensive system of indicators. Kyiv, 2014. 61 c.
13. Management and marketing in health care: a textbook / V.I. Borshch, O.V. Rudinska, N.L. Kusiak. Kherson: Aldi+, 2022. 264 c.
14. National Strategy for Reforming the Healthcare System in Ukraine for the Period 2015-2020. URL: <http://www.apteka.ua/article/327094>.
15. Fundamentals of management and marketing in medicine: a textbook. Eroshkina T.V., Tatarovsky O.P., Polishko T.M., Borysenko S.S. Donetsk: RVV DNU, 2012. 64 c.
16. Fundamentals of management and marketing in medicine: a textbook / V.G. Shuturminsky, N.L. Kusiak, O.V. Rudinskaya. Odesa: Helvetica Publishing House, 2020. 176 c.
17. Healthcare of Ukraine: state, problems, prospects: specialized edition / V.V. Lazoryshynets, N.O. Lisnevska, L.Y. Kovalchuk et al. Kyiv, 2014. 608 c.
18. Policy and public administration in the field of health care: a textbook / M.M. Bilinska, N.O. Vasyuk, L.I. Zhalilo et al. Kyiv: NAPA, 2017. Vol. 1. 284 p.
19. Reforming the health care sector in Ukraine: organizational, regulatory, financial and economic support: analytical report. Kyiv: NISS, 2012. 96 c.
20. Spivak M.V. State policy of health-preservation: world experience and Ukraine: monograph. Kyiv: V.M. Koretsky Institute of State and Law of the National Academy of Sciences of Ukraine, 2016. 536 c.

Additional educational and scientific literature

1. Avramenko N.V. Public administration of the health care system at the regional level: current state, ways of improvement: monograph. Zaporizhzhia: KPU, 2010. 196 c.
2. Baieva O.V. Fundamentals of health care management: a study guide. Kyiv: IAPM, 2007. 328 c.
3. Bayeva O.V. Management in the field of health care: a textbook. Kyiv: Center for Educational Literature, 2008. 640 c.
4. Priorities of change management in the health care sector of Ukraine. Kyiv: European Union Project "Health Care Financing and Management in Ukraine", 2006. 56 c.
5. Borshch V.I. Managerial capital in the health care system: theory and methodology: PhD thesis: specialty 08.00.03 "Economics and management of the national economy" / V.I. Borshch; National University "Chernihiv Polytechnic". Chernihiv, 2020. 529 c.
6. Dmytrenko LA, Zavadzka NP, Kosyachenko NM Management and marketing in pharmacy: a textbook. Kyiv: Medicine, 2010. 144 c.
7. Mattila U., Guk A., Halayda V. European experience in health care financing: lessons for Ukraine. Kyiv: European Commission, Tacis BISTRO project. 101 c.
8. Mnushko Z.M., Musienko N.M., Olkhovska A.B. Workshop on management and marketing in pharmacy: a textbook. Kharkiv: Golden pages, 2002. 144 c.
9. State regulation of the medical services market in Ukraine: a monograph. Zaporizhzhia: KPU, 2008. 296 c.
10. Rudinskaya O.V., Yaromich S.A. Corporate management: a textbook. Kyiv: KNT, Elga-N, 2008. 416 c.
11. Social medicine and health care organization: textbook / I.S. Vardinets, V.S. Tarasyuk, M.P.

- Semkiv, G.K. Kozakov; edited by Prof. O.M. Golyachenko. Ternopil: Lileia, 2002. 152 c.
12. Management of entrepreneurial activity in the field of health care: monograph / O.V. Bayeva, M.M. Bilinska, L.I. Zhalilo et al. Kyiv: IAPM, 2007. 376 c.

Information resources

1. World Health Organization. URL: www.who.int.
2. State Institution "Center for Medical Statistics of the Ministry of Health of Ukraine": official website. URL: <http://medstat.gov.ua/ukr/main.html>.
3. Department of Management and Quality Control of Medical Services of the Ministry of Health of Ukraine: official website. URL: <https://moz.gov.ua/en/struktura>.
4. The European Health for All Database. URL: <http://medstat.gov.ua/ukr/statreports.html>.
5. World Health Organization Regional Office for Europe. URL: www.euro.who.int.
6. Medical information system: official website of the company Med-Expert. URL: <http://medexpert.ua/ua/medichnij-zaklad/31-medichnij-zaklad/pro-rynku-v-iznoho-medychnoho-turyzmu-v-ukraini>.
7. Ministry of Health of Ukraine: official website. URL: <https://moz.gov.ua/>.
8. National Health Service of Ukraine: official website. URL: <https://nszu.gov.ua/pro-nszu>.
9. National Academy of Medical Sciences of Ukraine. URL: www.amnu.gov.ua.
10. Ukrainian medical journal: medical journal. URL: www.umj.com.ua.

EXAMPLE OF AN EXAMINATION CARD

The first task:

1. The essence and functional areas of
2. Types, means and obstacles in management communications
3. Marketing complex and marketing service organization system

Second task:

1. The properties of the management process include:

- A) continuity; unevenness, cyclicalness, variability, permanence
- B) free choice of business activities, free hiring of employees, free disposal of profits remaining after making payments
- C) efficiency, generality of taxation, uniformity, convenience
- D) humanism, democracy, rule of law, legality, justice

2. A manager is:

- A) a specialist who holds a permanent managerial position in an organization, is vested with authority and makes decisions within their limits on certain types of activities
- B) an employee of a trading or manufacturing company who acts as an intermediary in concluding agreements with owners of retail outlets in a certain territory
- C) an employee who works in an institution that delivers business papers or a company that hires to deliver messages, letters, other correspondence, as well as small goods
- D) a specialist who is professionally engaged in the delivery of goods, their warehousing, and develops the most profitable supply chain

3. The purpose of marketing is:

- A) attract new customers and retain existing ones
- B) improve the HR management function
- C) develop the organizational structure of the medical institution
- D) there is no correct answer

4. Organizational structure formed on the principles of grouping production units (divisions) by products, by consumer groups, by location, is:

- A) linear
- B) functional
- C) linear-functional
- D) divisional

5. The basic concepts of marketing are:

- A) planning, organization, motivation, control
- B) primary, second, and third levels of medical care
- C) need, demand, commodity, exchange, transaction, market
- D) conversion, stimulating, developing, remarketing

CHARACTERISTICS AND EVALUATION CRITERIA FOR THE SINGLE PROFESSIONAL ENTRANCE TEST MANAGEMENT AND ADMINISTRATION

The content of the Unified Professional Entrance Exam is determined on the basis of the Program for the Management and Administration of the Unified Professional Entrance Exam for admission to the second (master's) level of higher education on the basis of basic higher education.

Characteristics of the Unified Professional Entrance Exam in Management and Administration.

The form of the Unified Professional Entrance Exam in Management and Administration is an interview.

The entrance exam is 60 minutes (including 30 minutes for preparation).

The total number of tasks is 2.

The first task is 3 (three) open questions from the Program in Management and Administration of the Unified Professional Entrance Exam to be submitted for the interview.

The second task consists of five (5) closed-ended test questions with only one correct answer. Each test question contains four answer options (A, B, C, D), of which only one option is correct. A test question is considered completed if the applicant has chosen the correct answer.

Assessment of the Unified Professional Entrance Exam in Management and Administration.

The result of the Unified Professional Entrance Exam in Management and Administration is scored on a scale from 0 to 200 points.

First task. The maximum number of points that can be scored by correctly answering all three open questions from the Program in Management and Administration of the Unified Professional Entrance Examination that are submitted for the interview is 150 points (50 points for each question).

The second task. The maximum number of points that can be scored by correctly answering closed test questions is 50 points

A multiple-choice question is worth 0 or 10 test points:

- 10 points for the correct answer;
- 0 points if an incorrect answer is given, or more than one answer is given, or no answer is given.

The use of electronic devices, textbooks, study guides, and other materials is not allowed during the Unified Entrance Exam unless provided for by the decision of the Admissions Committee.

If an applicant uses unauthorized sources of information (including hints) during the entrance examination, he or she is suspended from participation in the examination, and an act is drawn up in which the commission indicates the reason for the suspension and the time. In case of using prohibited sources, the applicant, at the request of a member of the commission, leaves the classroom and receives a total score of zero.

Applicants who fail to appear for the entrance test without valid reasons at the time specified in the schedule are not allowed to participate in further tests and the competition.

Executive Secretary
of the admission committee

Elina Mokriienko