

MINISTRY OF SCIENCE AND HIGHER EDUCATION
OF THE RUSSIAN FEDERATION
Federal State Autonomous Educational Institution
of Higher Education
"Kazan (Volga Region) Federal University"
Higher School of Business

APPROVED

Vice-Rector for educational
activities


E. A. Turilova
2023



ENTRANCE TEST PROGRAM

Direction of training: 38.04.02 Management

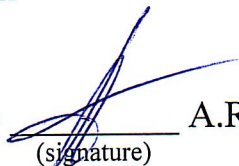
Training profile: Management (the program is implemented in English)

Form of study: full-time

Approval sheet for the entrance test program

Program developer: Professor I.A. Kirshin

Chairman of the Examination Committee



(signature)

A.R. Akhmetshina

(initials, surname)

The program of the entrance test was approved at the meeting of the Council
of the Higher School of Business, Protocol No. 1, September 24, 2023.

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Section 1. Introduction

This program is based on the requirements of the Federal State Educational Standard of higher education in the field of 38.04.02 Management (hereinafter referred to as the direction).

1.1 The purpose and objectives of the entrance tests

The entrance tests to the Master's program are aimed at identifying the degree of readiness of applicants for the program. The entrance tests evaluate both knowledge and skills in the field of management and the degree of formation of competencies important for successful training at the Master's degree program.

1.2 General requirements for the organization of entrance tests

The entrance tests are conducted in Russian or English in person or by means of remote technologies (Yandex platform. Teleconference).

Applicants are prohibited from using communication tools that are not intended for technical support of the entrance tests.

1.3 Description of the entrance tests

Entrance tests include:

1.3.1 Written examination (motivation letter);

1.3.2 Oral examination (interview according to the training direction of Master's program).

1.4 Duration of the entrance tests in minutes

The duration of the interview is no more than 20 minutes for each applicant.

1.5 Structure of the entrance tests

1.5.1 Motivation letter (essay)

The motivation letter should reflect the applicant's education and practical experience, professional plans for the future, the reasons why the applicant wants to undertake the program, and how the knowledge, skills and abilities acquired will be used in his (her) further professional activities.

1.5.2 The interview questions in the field of Management include the essence, functions, principles, goals and types of management, production

management issues, leadership, corporate planning and corporate culture knowledge.

The maximum possible final result is 100 points (motivation letter – 50 points; interview – 50 points).

The entrance test is considered passed if the applicant scores 40 or more points.

The entrance test is considered not passed if the applicant scores 39 or less points.

Section 2. Program content

Sample interview questions in the field of Management

Topic 1. Essence and functions of Management

Different approaches to the definition of Management; relation between concepts of 'managing' and 'administrating'; Management as a science, art, and type of activity; Management as a targeted impact; Management as a process of implementing functions; decision making process; informational activities and working with people; Management levels; typology of Management.

Topic 2. Management principles

Nature of Management principles and their theoretical and practical importance; different approaches to the composition of Management principles; the composition and content of basic principles of Management; the essence of Management principles formulated by various scientific schools; the composition and content of basic Management principles in modern organization.

Topic 3. Organization as an object of Management

The concept of systems and their features; features of socio-economic systems; an organization as an integral open socio-economic system; features of an organization.

The role of an organization in society; creation, functioning and development of an organization as an object of management; the life cycle of an organization; managing and managed systems in an organization; the principles of creation of an organization as a socio-economic system (the principles of consistency, feedback, hierarchy, and necessary diversity); internal environment of an organization (concept, factors, main characteristics, their interrelation and interdependence); external environment of an organization; main environmental factors and their mutual influence; direct and indirect impact environment; the relation between external and internal environment of an organization; classification of organizations; types and characteristics of organizations engaged in production, economic, and innovative activities.

Topic 4. Management goals

Concepts of 'goal' and 'goal setting'; the meaning of goal setting; mission, goals, and values of an organization; the importance of an organization's mission; mission requirements; goals of an organization, management goals, and managers' goals, their interrelation and interaction; goal as an integrating factor in management; the relation between goals and means in the management process; requirements for setting goals; classification of management goals; methodological foundations for determining management goals (modeling management goals). Goal structuring method, 'goal tree'; management by goals and results: the concept and characteristics of management systems by goals and results.

Topic 5. Management functions

The concept and nature of management functions, their role and place in theory and practice; classification of management functions; general functions of management (planning, organizing, coordinating, accounting, controlling, analyzing, and motivating); functions features, composition and content; the integrating role of general management functions; specific management functions; the relation between general and specific functions; the relation between functions at different levels of an organization management system; centralization and concentration of management functions; changes in the composition and content of management functions with the development of internal and external environment of an organization.

Topic 6. Strategic management as management concept

The reasons for the emergence and essence of the concept of strategic management; management strategy and tactics (concept, correlation and correspondence); strategy development and its coordination with the possibility of tactical solutions; defining the mission and goals of an organization; strategic analysis; the model of the "five forces" by M. Porter; SWOT analysis; development of strategic alternatives; varieties of strategy in management of an organization; formation of a strategy portfolio; main factors determining strategic alternatives; strategy implementation; strategic control.

Topic 7. Innovation management

Essence and content of innovation and innovation management; life cycle of innovation and the characteristics of the stages of the innovation process; state regulation and stimulation of innovation activity; incubators, technoparks, technopolises as organizational forms of stimulating innovation activity; small innovative enterprises and their role in the innovation process; venture financing of innovation activities; international cooperation in the field of innovation; developing an innovative product in the company and its organizational forms; research and technical policy of a company; evaluating the effectiveness of innovations and innovative projects in a company (basic principles and indicators); methods of evaluation of intellectual property objects.

Topic 8. Organizational management structures

The concept of 'organizational management structure'; main elements of the organizational management structure (links, steps and connections); requirements for the organizational management structure; centralization and decentralization of management; delegating authority and responsibility; management structure genesis; main types of organizational management structures, their characteristics and application; rigid and flexible organizational management structures, hierarchical and organic organizational management structures; factors influencing the formation and development of organizational management structures; analysis of the organizational management structure (goals, objectives and areas of analysis); designing the organizational management structure (order, methods and indicators used in the design, main criteria for the formation of structural units in the organizational management structure).

Topic 9. Management as a process

The concept of 'management process'; operations of management process; properties and characteristics of management process; content of management process; main stages of management process; interrelation and interaction of management stages (goal, situation, problem, solution); types of management process, their use and impact on the organization management; the relation between structure and management process.

Principles of organization and implementation of management process; ways to improve the management process.

Topic 10. Production management

Production management (essence and content); a systematic approach to production management; production structure of an enterprise; product and production process design; designing production facilities and enterprises; organizing production (essence and form); managing production development; operational production management (principles, organization, functions); features of production development management in US firms; features of production development management in Japan; assessment and factors for improving the efficiency of production and production activities; production process and its technological support; modern production systems; investment activity of an enterprise and production management; organizing foreign production activities.

Topic 11. Leadership and management style

The concept of 'leadership'; nature of leadership; leader (leader's qualities and functions); leadership and management; a manager and a leader; formal and informal leadership; the evolution of leadership theory; modern theories of leadership and their characteristics; the role of leadership in improving management efficiency; manifestation of leadership in management style; management style (concept and essence); typology of management styles; a continuum of leadership styles; factors influencing management style; manager's performance and management style; parameters for management style assessment.

Topic 12. Corporate planning

Planning methodology in market economy; corporate strategic planning; specifics of integrated planning system at an enterprise. The concept of planned changes in business development.

Topic 13 Corporate culture

Introduction to corporate culture; stages of development and functioning of corporate culture; typology of organizational cultures; corporate structure and culture; corporate culture in the system of management and subordination;

organizational culture and motivation; culture of business communication; manageability of corporate culture; content and indicators of organizational culture analysis; formation of corporate culture; development and change of corporate culture.

Section 3. Evaluation Resources

3.1. Instructions for performing the work

The volume of the text should be no more than 2 pages with 1.5 line spacing, printed on A4 sheets on one side. The font is Times New Roman. The font size is 14 pt.

Motivation letter structure

- Introduction
- Career goals of admission to the program
- Career plan: how the goals described above will be achieved
- Which of the qualities, skills and knowledge necessary for the described career plan do you have, which competencies do you need to develop?
- How the program you are applying for will help you develop the relevant qualities, skills and knowledge and achieve the career goals outlined above.
- Conclusion

The motivation letter must be sent to masters@mba-kazan.ru from the date on which the application was submitted to the admission committee to the date prior the day of the scheduled entrance test. Subject of the letter: "Applicant's full name_direction_motiv.letter".

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« » 20

Entrance Test Assessment System

№	Content of the assessment	Evaluation criteria and number of points		
		№	Criteria	Max. number of points for the criteria
1	Motivation letter	1	The author's position and attitude to professional activity are substantiated	0-10
		2	The motivation of admission to this particular training profile is justified with arguments	0-10
		3	The necessity of lifelong learning for personal and professional development and self-development is substantiated with arguments	0-10
		4	The professional profile vision and activity prospects for this profile are presented	0-10
		5	Logical, consistent and competent presentation	0-10
			Max. number of points	50
2	Interview on the professional block	1	Content and consistency of the response	0-10
		2	Fluency in management terminology, understanding of management phenomena and	0-10

			processes	
		3	Completeness and correctness of answers to questions	0-10
		4	Validity and reasonableness of the stated statements and conclusions	0-10
		5	Logical, consistent and competent presentation	0-10
			Max. number of points	50

Procedure for calculating the final score: the final score is calculated by adding up the points received by the applicant. The maximum number of points is 100.