

MINISTRY OF EDUCATION AND SCIENCE OF THE RUSSIAN FEDERATION  
Federal State Budgetary Educational Institution of Higher Education

**«Vyatka State University»**  
FSBEI HE «VyatSU»



APPROVED  
Chair of the Admissions Committee,  
Chancellor of VyatSU

V.N. Pugach

Admission record  
Dated 12.10.2020 No 21

ENTRANCE EXAMINATION CONTENT  
FOR THE MASTER'S DEGREE PROGRAM  
«Management. Strategic Management»  
38.04.02

## **1. The Aim of the Entrance Examination**

The aim of the entrance examination is to test the necessary knowledge level of the applicants to enroll in a Master's Degree Program in Management, code 38.04.02. The entrance examination is assessing the basic knowledge of students in the disciplines of BA's degree and the required efficient skills. It is conducted in written form. In addition, it could contain additional questions related to the chosen program.

## **2. Entrance Examination Structure**

The examination in the major field of study includes two tasks:

1. General questions belong to the following thematic fields:

- Marketing
- Management

2. Specialization questions according the Master's program

The tests include questions, that relates to one of the following disciplines

## **3. Examination Content Outline**

### **3.1. General Questions**

#### **A– Marketing**

Topic 1 – Fundamentals of Marketing:

Definition of marketing. Marketing functions. Marketing types. Marketing tools, Marketing methods, Market segmentation, Strategic planning, Matrix method, Competitiveness, Horizontal and vertical marketing systems.

Topic 2 – Marketing Research:

Concept and types of information. Marketing information system. Marketing research concept. Stages of marketing research. Types of marketing research. Marketing research methods. The concept and methods of calculating the capacity and market share.

Topic 3 – Commodity Policy:

Concept, classification, and product life cycle. Product packaging. Brand policy. The essence and features of the commodity policy. A new product development.

Topic 4 – Price Policy:

Pricing methods. Price marketing strategies. Discount types.

Topic 5 – Sales (Distribution) Policy:

Concepts, types, and directions of sales policy. Distribution channels. Logistic service.

Topic 6 – Marketing Communications:

Basic concepts. Advertising. Sales promotion. Personal sale. Direct marketing. Public relations.

## **B– Management**

### **Topic 1 – The Essence, Content, Evolution of Management:**

The concept of management as a science and art, as a type of activity and decision making. Types of management: organizational, industrial, financial, innovative, marketing, personnel management. Key categories of management: control system and mechanism, subject, object and process of management, levels, elements, feedback. The evolution of management thought. Schools of management thoughts: scientific management school, management process school, human behaviors of human relation school, system approach school, decision theory school, quantitative school.

### **Topic 2 – Firm as an Object and a Subject of Management:**

The concept of a firm as an object of management. Firm life cycle. Internal environment and its variables: goals, structure, objectives, technology, people, results. Organizational culture: concept, elements, functions, types. Brand and firm's image. External environment: factors of direct and indirect impact.

### **Topic 3 – Management Functions:**

Classification of management functions. Planning. Strategic and tactical planning and their relationship. Organizing. Staffing. Leading. Controlling. Controllability standards. Responsibility and its types. Delegation of authority and responsibility: principles, scope, requirements, benefits, resistance. Centralization and decentralization: advantages and disadvantages. The essence and types of organizational structures: linear, functional, headquarters, divisional, matrix. Designing organizational structures: approaches, tasks, requirements, principles.

### **Topic 4 – Elements and Methods of Management:**

Organizational culture. Principles and methods of forming and maintaining organizational culture. The influence of organizational culture on the effectiveness of the organization. Organizational behavior. Communicative behavior in the organization. Formation of group behavior in the organization. Motivation and stimulation. Elements and principles of the motivational mechanism. Types and stages of control. Feedback. Concept, types and factors that determine the effectiveness of management decisions. Leadership styles. Management efficiency indicators and their definition.

### **Topic 5 – Modern Management:**

System approach in modern management. SWOT analysis and other types of systems analysis. The new types of organizational structures. Structural problems. Informal structures in the organization. The process of goal setting in the organization. Mission of the organization.

## **3.2. Specialization Questions**

### **A – Strategic Management**

Topic 1 – Basic Concepts of Strategic Management:

General concept and main direction of development of strategic management. The role and reasons for the formation and development of strategic management. Strategy and strategic management. Components of strategic management. Objects, subjects, levels and principles of strategic management. Modern strategic management theory. Stages of strategic management development.

Topic 2 – Strategic Planning:

Concepts and advantages of strategic planning. Features of strategic planning at the firm level. Advantages and disadvantages of strategic planning. Technology for developing a strategic program of a firm. Defining the mission and goals of a firm.

Topic 3 – Analysis and Assessment of the External and Internal Environment of the Firm:

Analytical phase of strategic planning. Assessment and analysis of the external environment. STEP analysis. Assessment and analysis of the internal environment: goals, principles and methods of analysis. SWOT analysis matrix. Analysis of strategic alternatives. Assessment of the current strategy. Formation of a strategy for the firm or its business units. General corporate strategies. Basic development strategies. Diversification strategy: goals, motives, benefits, types. Competitive strategies. Growth strategies. Functional strategies. Choosing a strategy. Models for choosing alternative strategies. Ansoff matrix. Product life cycle model. ADL model. McKinsey model. 7C Model. Thompson and Strickland model. PIMS business analysis model. Porter's five forces. Assessment of the strategy choice. Implementing the strategy.

Topic 4 – Strategic Planning and Strategy Implementation:

Planning in strategic management. Building a strategic plan. Structuring of work. Strategy levels and strategic plans. The composition and structure of the Strategy document. The main components of the strategy implementation process. Capable management team selection and staff development. Monitoring the implementation of the strategy. Analysis of the deviation causes. Managing the changes in the strategy.

### **B – Management in industries**

Marketing in the industries. The interaction of the internal and external environment of the firm. Analysis and forecasting of the industries markets development. Improving the position of the firm in the competition. Industrial management. Agricultural management. Management in trade and services. Management of educational services. Information technology as a special type of service. The role of fairs and exhibitions in organizing the sale of goods and services.

## **4. Entrance Examination Format, Timing, and Assessment Criteria**

The entrance examination for the master's degree program is conducted in written form.

Examination results are assessed according to a 100-point scale.

The minimum points required for admission is 40 points.

The total test time is 45 minutes.

## 5. Recommended Literature

### Essentials Readings:

1. Avery, G. C. (2005). *Understanding Leadership*. London: Sage Publications
2. Stephen P. Robbins, coulter. *Fundamentals Of Management*.
3. Seyed Hadi Razavi, Omid Attarnezhad (January 2013). *Management Of Organizational Innovation*. *International Journal of Business and Social Science* Vol. 4 No. 1.
4. John Donaldson, Irene Fafaliou. *Business ethics, corporate social responsibility and corporate governance: a review and summary critique*.
5. Raymond E. Miles, Berkeley harles c. Snow, Alan D. Meyer, Milwaukee Henr. *Organizational strategy, structure, and process*.
6. Mintzberg, H. 1987. *The strategy concept I: Five Ps for strategy*. *California Management Review*, 30(1), 11–24.
7. Porter, M. E. 1996, November–December. *What is strategy?* *Harvard Business Review*, 61–79.
8. Bracker, J. 1980. *The historical development of the strategic management concept*. *Academy of Management Review*, 5(2), 219–224.
9. Quigley, J. V. 1994. *Vision: How leaders develop it, share it, and sustain it*. *Business Horizons*, 37(5), 37–41.
10. Mintzberg, H. (1973). *The nature of managerial work*. New York: Harper and Row.

### Additional Readings:

1. Mark McCormack. *What They Don't Teach You at Harvard Business School: Notes from a Street-smart Executive*.
2. Ben Horowitz. *The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers*.
3. Phil Jackson. *Eleven Rings: The Soul of Success*
4. John S. Hammond, Ralph L. Keeney, and Howard Raiffa (2002). *Smart Choices: A Practical Guide to Making Better Life Decisions*.
5. Simon Sinek. *Leaders Eat Last*.
6. Daniel Kahneman. *Thinking, Fast & Slow*.
7. Kaplan, R., & Norton, D. (1996). *The Balanced Scorecard*. Boston: Harvard Business School Press.
8. Huselid, M., Becker, B., & Beatty, D. (2005). *The workforce scorecard: Managing human capital to execute strategy*. Boston: Harvard Business School Press.
9. Becker, B., & Huselid, M. (2006). *Strategic human resources management: Where do we go from here?* *Journal of Management*, 32, 898–925.
10. Huselid, M.A., Beatty, R.W., & Becker, B.E (2005, December). *“A players” or “A positions”?* *The strategic logic of workforce management*. *Harvard Business Review*.
11. Thomas Pugel. *International Economics (Mcgraw-hill Series in Economics)*

### Procedure for conducting the entrance test

The entrance test is conducted in the following forms:

- in the form of a written test form;
- in the form of testing using remote technologies with mandatory identification of the applicant.

The rating scale is 100 points.

The minimum number of points confirming successful completion of the entrance test is 40.

Working time with the test is 45 minutes.