

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION  
 Federal state autonomous educational institution  
 higher education  
 "Ural Federal University named after the first President of Russia B.N. Yeltsin"



APPROVED BY  
 Deputy vice-rector for academic affairs  
 E.S. Avramenko  
 2024

**PROGRAM OF MAGISTRACY ADMISSION EXAMINATIONS**

The types of data on the program of magistracy admission examinations	The data
<b>Educational direction</b> Management	Code of the educational direction and the degree 38.04.02
<b>Educational programmes (implemented in English)</b>  International Management Energy Business	All EP's codes  38.04.02/33.06 38.04.02/33.01
<b>Degree</b> Master	
<b>SEES UrFU in the educational area "Social sciences"</b>	Adopted at a meeting of the Academic Council of the University Protocol № 7 from 28.09.2020 Approved by rector of UrFU, order №832/03 from 13.10.2020

**The program of magistracy admission examinations was prepared by the authors:**

<b>№</b>	<b>Full name</b>	<b>Scientific degree, academic title</b>	<b>Position</b>	<b>Department</b>
1	Ruzhanskaya Liudmila Stanislavovna	Doctor of Economics, Associate Professor	Head of Department	Department of International Economics and Management

**The program is approved by:**

**Educational and methodical council of GSEM**

Protocol № 39 from 20.03.2024

Chairman of EMC of GSEM



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**SUMMARY:**

The program is compiled in accordance with the requirements of the UrFU Educational Standard for the development and implementation of Master's programs in the field of «Sciences of Society» in the direction 38.04.02 Management.

**The purpose of entrance examinations** — to provide persons applying for admission to the UrFU to the educational program of magistracy, equal conditions, regardless of the previous document on higher education.

**The objective of entrance examinations** — to assess the preparedness of the applicants to study in the magistracy in terms of their information and communication competence that should not be lower than the basic level as well as their knowledge of the basics of the subjects of specialization.

**CONTENT OF ENTRANCE EXAMINATION IN THE MASTER'S DEGREE  
IN THE DIRECTION OF TRAINING**

38.04.02 Management

**1. The structure of the content of the entrance exam includes 3 sections**

№	Section	Form of testing, timing	Points
1.	Testing to determine the presence of developed communicative competence in English (work with the text of a scientific publication)	Computer testing 30 minutes	0 - 20
2.	<p><b>Multidisciplinary test to assess the formation of general professional competencies using banks of independent test control tasks</b></p> <p><b>Field of study:</b> Identification of the level of competence formation in the basic economic disciplines «Economics of Business» and «Economics».</p> <p><b>Type of test tasks:</b> tasks with choice of answer; answers to questions for the test with the choice of one correct answer from several proposed in the basic economic disciplines «Economics of Business», « Economics».</p> <p>For the solution, tasks are proposed in the form of a test consisting of 10–20 questions for knowledge / recognition of the most important concepts, laws, concepts, solution of standard problems.</p>	Computer testing 30 minutes	0 – 30 points
3.	<p><b>Multidisciplinary test to assess the formation of professional competencies</b></p> <p><b>Field of study:</b> Identification the level of competence formation in the profile disciplines of the «Management» direction «Fundamentals of Management», «Strategic Management», «Organizational Behavior», «Fundamentals of Marketing», «Financial Management». For the solution, tasks are proposed in the form of a test consisting of 20 questions on knowledge of fundamental concepts, laws, concepts, solving problems in the direction of «Management».</p> <p><b>Type of test tasks:</b> tasks with choice of answer; answers to questions for the test with the choice of one correct answer from several suggested in the profile disciplines: «Fundamentals of Management», «Strategic Management», «Organizational Behavior», «Fundamentals of Marketing», «Financial Management».</p>	Computer testing 60 minutes	0 – 50 points
<b>Maximum total score</b>			<b>100</b>

**2. CONTENTS of the test, revealing the presence of developed communicative competence in English (work with the text of a scientific publication)**

What is communication? [From *MOOC Introduction to Communication Science* by Rutger de Graaf (University of Amsterdam)].

The simplest definition is that communication is each act of transmitting information. Information in the broadest sense of the word: including thoughts, ideas and emotions. Giving someone a bouquet of flowers is communicating a certain message. Adding to that gift a verbal compliment (you're pretty) is another separate act of communication. Blushing because you have just received flowers and a compliment is again another form of communication. As social animals we communicate day in day out with spoken words, nonverbal gestures, signs and symbols. Sometimes we use media to communicate a message. Media are the channels that we use to communicate. Scholars don't really agree on the definition of the word media. Television, Internet, Radio, Mobile Phones, the soapbox we stand on to give a speech. They are all technical media in a way. Things we constructed to amplify our communication. In the broader definitions, we can include our hands, voice and eyes, that we all use to communicate somehow, in the list of communication channels, of media. In general, however, whenever we discuss mediated communication, or THE mass media, we only mean the first category. Over the years scientists from different scientific disciplines have studied these channels for communication and all these different forms of communication. The results of their studies have formed the basis of the relatively new science of communication. Even today, many scholars in other disciplines study the exact same communication phenomena as we do. We share theories and models and often use the same methods to analyze and describe our field. It is therefore useful to be aware of how these other disciplines are connected with ours. To get an idea of the different levels of communication and how they are connected to other scientific disciplines, we can look at the so-called pyramid of communication. On the highest level of this pyramid we find societal communication, which is by its very nature aimed at a large mass audience. Therefore, mainly historians, political scientists and sociologists studied this perspective. Under that is the level of institutional communication that is performed by political parties, organized religions, large corporations and such. Then comes the level of group communication. Groups are audiences that feel a high level of group identification, for instance a family or a fan club. Both institutional and group communication are in the field sociologists and cultural anthropologists. We have now arrived to the level of interpersonal communication, basically the communication between two or more people. Both sociologists and psychologists investigate this level. Finally, there is the level of intrapersonal communication. This would be the communication you have with yourself. With this we mean all information processing, thinking, internalizing information and the process of giving meaning to the world around us. Of course this approach leans heavily on the discipline of psychology.

Questions:

1. According the text common definition of communication is ... information.
2. What example does author give to show difference between communication acts?
3. What level of "pyramid of communications" goes beyond communication in a family or a fan club? It is ... communication.
4. In what order are the levels of the "pyramid of communications"?
5. In intrapersonal communication person communicates with ....

**Task for revealing the presence of developed communicative competence in a foreign language**

Read the article about a man who opened a restaurant, and choose the best variant in each gap.

#### OPENING A RESTAURANT

Twelve months ago Robin Parker left his job at an insurance company. He now runs a restaurant which is doing very well since it opened four months ago.

Opening a restaurant was a big change for Robin. He loves travelling and all his favourite television programmes are about cooking. One day, he read in a newspaper about a doctor who left her job and moved to Italy to start a restaurant. He thought, "I can do that!" His wife wasn't very happy about the idea, and neither was his father. But his brother, a bank manager, gave him lots of good ideas.

Robin lived in Oxford and had a job in London. He thought both places would be difficult to open a restaurant in, so he chose Manchester because he knew the city from his years at university. He found an empty building in a beautiful old street. It was old and needed a lot of repairs, but all the other buildings were expensive and he didn't have much money.

Robin loves his new work. It's difficult being the boss, but he has found an excellent chef. He says he enjoys talking to customers and some of them have become his good friends. He gets up at 6pm and often goes to bed after midnight. It's a long day but he only starts to feel really tired when he takes time off at the weekends.

Robin's restaurant is doing so well that he could take a long holiday. But he's busy with his new idea to open a supermarket selling food from around the world. He's already found a building near his restaurant.

1. Robin decided to open a restaurant after he  ▾

2. Who helped Robin open his restaurant?  ▾

3. Where is Robin's restaurant?  ▾

4. Robin chose the building his restaurant is in because  ▾

5. Robin likes  ▾

6. Robin feels most tired  ▾

7. Next, Robin wants to  ▾

### 3. CONTENTS OF THE POLYDISCIPLINARY TEST TO ASSESS THE FORMATION OF GENERAL PROFESSIONAL COMPETENCIES USING BANKS OF TASKS OF INDEPENDENT TEST CONTROL

#### 3.1. Enterprise economy

##### 3.1.1. Enterprise in the field of market relations

Enterprise as a subject and object of entrepreneurial activity. Classification of enterprises. Enterprise operating environment: external and internal. Enterprise development factors: extensive and intensive. The production process and principles of its organization, types, forms and methods of organizing production. The production structure of the enterprise, its infrastructure.

##### 3.1.2. Fixed assets of the enterprise

Fixed assets, their classification and structure. Methods for assessing and accounting for fixed assets. Depreciation of fixed assets: physical and moral. Depreciation of fixed assets. Useful life of an item of property, plant and equipment. Reproduction of fixed assets: significance, objectives, sources. Indicators of the enterprise's reproductive policy. Indicators of the efficiency of using fixed assets.

##### 3.1.3. Current assets of the enterprise

The economic content of current assets, their composition and structure. Rationing of current assets. Indicators of the use of current assets of the enterprise. The efficiency of accelerating the turnover of current assets. Ways to improve the efficiency of using current assets.

#### *3.1.4. Personnel, labor productivity, wages*

Enterprise personnel: composition and structure. The movement of the personnel of the enterprise. The concept and measures of labor productivity. Indicators of production, labor intensity, methods of their calculation. Reserves and factors for increasing labor productivity. Organization of labor remuneration. Wage structure. Forms and systems of remuneration.

#### *3.1.5. Production cost of the enterprise*

The concept, types and structure of the cost of products (works, services). The composition of the costs included in the cost price. Classification of costs by economic elements. Costing types. Calculation methods: at full costs and at variable costs. Critical volume of production and sales (break-even point). Financial safety margin.

#### *3.1.6 Profit and profitability of the enterprise*

Economic content and sources of profit. The concept of gross and net profit. Indicators of the level of profitability of products and production. Formation of financial results of the enterprise. Financial resources of the enterprise: own and borrowed. Income and expenses of the enterprise. Analytical activity of the enterprise.

#### *3.1.7. Pricing*

Essence and functions of prices in a market economy. Pricing policy of the enterprise. Stages of pricing. The main methods of market pricing. Approaches to pricing. Accounting for inflation in prices.

### **3.2. Economic Theory**

#### *3.2.1. Supply and demand theory*

Demand: concept, factors. Demand law. Offer: concept, factors. Supply law. Equilibrium in the food market and its disruption. Market price. The mechanism for achieving balance. Consumer and producer surpluses as tools for studying the benefits and losses resulting from market exchanges. The influence of the state on market equilibrium.

Elasticity. Elasticity concept. Arc and point methods for calculating elasticity. Elasticity of demand and its types. Price elasticity of supply and factors determining it.

#### *3.2.2. Marginal utility theory and consumer behavior analysis*

Consumer preferences and utility function, budget constraint. The concept of «marginal utility». Utility function. Marginal utility as a derivative of the utility function. The law of diminishing marginal utility. Consumer choice in conditions of certainty. Consumer behavior model. Maximizing overall utility. Budget constraint. Optimal consumer set. Graphical analysis of consumer behavior.

#### *3.2.3. Theory of manufacturer behavior in the context of various market structures*

Characteristics of the production process. Uniform production functions and production scale. Characteristics of the results of the firm's activities in the field of exchange. Cost minimization. Costs in the short run. Long-term costs. The problem of maximizing profits and choosing the optimal volume of output. Opportunity costs and alternative choices. Production Capability Curve.

#### *3.2.4. Market structures*

Essence, functions and types of competition. The concept and types of competitive market structures: perfect competition, pure monopoly, monopolistic competition, oligopoly. Perfect competition and production efficiency. Antitrust regulation.

#### *3.2.5 Input Markets*

Labor market. Monopsony in the market for factors of production. Discrimination in the labor market, and the task of the discriminating monopsonist. Labor unions in the labor market. The trade union model is a monopolist. State regulation of the labor market. The ratio of wages and the value of the marginal product of labor, the problem of unemployment depending on the level of the minimum wage.

Capital market and land market. Investment, savings and capital market. Multi-period manufacturing solutions; supply and demand for borrowed resources, equilibrium interest rate. Land market. Supply and demand in the land market. Rent.

### 3.2.6. *System of National Accounts (SNA) and Macroeconomic Indicators*

Main macroeconomic indicators, methods of their calculation and their role in economic development.

### 3.2.7. *Consumption, saving and investment*

Consumption function: classical and Keynesian analyzes. Income-dependent consumption. The marginal propensity to consume and the basic psychological law. Consumption and savings. Interdependence of income-consumption and income-saving. The marginal propensity to save and consume: interconnection and dependence. Investment concept. Investment directions. Expected rate of return. Real interest rate. Investment demand curve. Keynesian investment concept. Multiplier effect. Imbalance between investment and savings. Consequences of the violation: inflationary gap and deflationary gap. The paradox of frugality.

### 3.2.8. *Financial system and financial policy*

Financial and monetary systems of the state. The financial system of the Russian Federation. The concept of the monetary system and its elements. The budgetary system of the country. Fundamentals of the formation of the state budget. State tax system. Public debt and ways to repay it.

### 3.2.9. *Inflation and anti-inflationary policy.*

Inflation and its types. Reasons, calculation methods. Demand inflation in the short and long run. Socio-economic consequences of inflation.

### 3.2.10. *Unemployment.*

Concepts, types, methods of calculating unemployment. The level and duration of unemployment. The natural norm. Unemployment and inflation. The economic costs of unemployment. Phillips curve. A. Okun's law.

## **Literature for preparation**

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4. Мочаева, Т.В. Экономика и организация производства на предприятии : учебное пособие : [16+] / Т.В. Мочаева, К.А. Кудрявцев ; Поволжский государственный технологический университет. – Йошкар-Ола: Поволжский государственный технологический университет, 2020. – 82 с. : ил., табл., схем. – Режим доступа: по подписке. – URL: <https://biblioclub.ru/index.php?page=book&id=612083> (дата обращения: 15.03.2021). – Библиогр. в кн. – ISBN 978-5-8158-2186-6. – Текст: электронный.

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URL: <https://biblioclub.ru/index.php?page=book&id=573188> – Библиогр. в кн. – ISBN 978-5-394-03492-3. – Текст : электронный.

6. Рыбина, З.В. Экономика: учебное пособие : [16+] / З.В. Рыбина. – 3-е изд. – Москва ; Берлин : Директ-Медиа, 2021. – 464 с. : ил., табл. – Режим доступа: по подписке. – URL: <https://biblioclub.ru/index.php?page=book&id=602446> – ISBN 978-5-4499-1269-5.

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13. Pava, M. L., & Krausz, J. (1995). Corporate responsibility and financial performance: The paradox of social cost. London: Quorum.

#### **4. CONTENT OF POLYDISCIPLINARY TEST TO ASSESS THE FORMATION OF PROFESSIONAL COMPETENCIES USING BANKS OF TASKS OF INDEPENDENT TEST CONTROL**

##### **4.1. Fundamentals of Management**

###### *4.1.1. Main scientific directions and schools of management.*

The classical school of management, its representatives, contribution to science. School of Human Relations. School of Management Science. School of the systemic, situational approach. New trends in management development.

###### *4.1.2. Systematic approach to the organization.*

Organization as an object of management: concept, classification, external and internal environment. Organization laws: concept, classification, role of laws in the theory and practice of organization management.

*4.1.3. Management functions.* Planning. The concept of the mission of the organization. The concept of the Goal. Objective tree as a tool for ensuring the effectiveness of management. The principles of strategic, operational and tactical planning. Planning forms. The planning process.

Organization. The problem of building organizational structures. Factors that determine the characteristics of the organizational structure. Labor specialization. Centralization and decentralization of powers. Controllability standards. Formalization. Types and types of organizational structures.

Motivation. The concept of "need" and "motivation". Substantial theories of motivation, Procedural theories of motivation.

Control. Control as a function of management. Types of control. Control process. Newman's principles of effective control.



## **4.2. Strategic Management**

*4.2.1. Strategic and operational aspects of managing an organization.* Concepts: strategy, strategic management, strategic planning. The essence of strategic management. Corporate mission, philosophy and vision of the organization.

Development, improvement, transformation. Factors and directions of development. The impact of scientific and technological progress. The crisis as a prerequisite for development. Preparation of organizational changes.

*4.2.2. The hierarchy of strategies of a business organization.* Features of business unit strategies and functional level. Basic corporate strategies: growth, stabilization, survival, reduction. Growth strategies according to I. Ansoff: concentration, integration, diversification. M. Porter's Competitive Strategies: Cost Leadership, Differentiation, Focusing.

*4.2.3. Strategic analysis and diagnostics of the company's external environment.* Objectives and tools for analyzing the external environment. Analysis of the microenvironment of the company. Entry barriers in the industry. Analysis of the external environment using the SWOT method. *Goals and methods of internal diagnostics of the company.* Analysis of the internal environment of the company using the SWOT method. Mutual influence and relationship of strategy, organizational structure and culture of the company. Strategic control. Strategic change management.

## **4.3. Organizational behavior**

Organizational culture: concept, main functions, structure. Group dynamics in the organization. Power and influence in the organization. Formation of communication processes in the organization.

## **4.4. Marketing and project management**

*4.4.1. The concept and essence of marketing.*

The main approaches to the definition of marketing. Purpose, objectives, principles, functions of marketing. The main categories of marketing. Need, Exchange, Market.

*4.4.2. Strategic and operational marketing.*

The essence and types of strategies in marketing. Marketing mix as a set of controllable factors. 4P: product, price, price, promotion. The concept of competitiveness and factors of competitiveness.

*4.4.3. Market segmentation and target segment research as a basis for strategic and tactical marketing decisions.*

The essence of the segmentation process. Criteria and methods of segmentation. Criteria for selecting target market segments. Positioning of goods (firms) on the market. Positioning strategies. Research on the behavior of buyers in the market.

*4.4.4. Tasks and organization of marketing research.*

Types of marketing research (search, descriptive, causal). Characteristics of primary and secondary marketing information. The procedure for conducting marketing research.

*4.4.5. Marketing complex.*

Methodology for creating a new product. Product assortment management. Product life cycle as the basis of the company's product policy. The concepts of «brand», «branding». Stages of brand creation. Price as a marketing tool. Types and methods of setting prices. Communication activities of the organization. Distribution in the marketing mix: essence, functions, levels.

*4.4.6. Organization of marketing activities in the company.*

Traditional types of structures of marketing services: functional, commodity, segment (market), geographic. Factors influencing the choice of structure types. Modern trends in the organization of marketing activities in the company.

## **4.5. Financial Management**

*4.5.1 Financial reporting and assessment of the financial position of an enterprise*

Basic techniques and methods of analysis of financial statements. Financial ratios and their importance for the analysis of financial statements.

#### 4.5.2. *Management of current assets of the enterprise*

Cash and cash equivalents management. Analysis and management of receivables. Analysis and management of production inventories. Working capital management. Making decisions on the structure of working capital and short-term accounts payable.

#### 4.5.3. *Financial resources of firms. Sources of financial resources*

Enterprise profit. The scheme of formation and use. Investment expediency conditions. The main interpretations of the concept of profit. Reinvestment of profits. Financial solutions aimed at maximizing profits. Revenue accounting methods. Break-even point calculation. Enterprise capital. The structure of sources of funds. The process of forming and changing the authorized capital of a company. The composition of the financial capital of the firm. Sources of equity capital. Composition and sources of the company's borrowed capital. The principles of capital formation for an enterprise. Formation of the authorized capital.

#### 4.5.4. *Management of the capital structure of a firm*

The economic essence and classification of enterprise capital. Methods for determining the total capital requirement of an enterprise. Capital structure formation. Sources of short-term and long-term debt financing. The cost of capital and the principles of its assessment. Borrowing policy. Dividend policy and the possibility of its choice. Balance-based models of financing sources management. Financing of the organization's activities: types, specificity.

### **Literature for preparation**

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