

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V. N. KARAZIN KHARKIV NATIONAL UNIVERSITY

APPROVED

Deputy Head of the Admissions
Committee,
Acting Rector of V. N. Karazin Kharkiv
National University
Oleksandr HOLOVKO

PROGRAMME
of the professional exam
in administrative management
in the speciality D3 ‘Management’
study programme ‘Administrative Management’
(for Master's degree)

Kharkiv – 2025

[illegible]

Харківський національний університет імені В. Н. Каразіна



2101-29 від 22.03.2025

Module 1. Logistics

1.1. Theoretical Foundations of Logistics

Logistics as a tool of a market economy. Definition and essence of logistics. The origin of the term and modern definitions of logistics. Preconditions, causes, and stages of logistics development. Goals and objectives of logistics. Levels of logistics formation. International experience in logistics application. The role of logistics in the economic reform of Ukraine.

Concept and methodological framework of integrated logistics. Fundamentals of modern logistics concepts. Conceptual basis of logistics integration. Integration of internal and external material flows. The systemic approach as a methodological foundation of logistics. Logistics as a competence area that connects a company with its consumers and suppliers, enhancing its competitiveness.

Operational goals of logistics: quick response, minimal uncertainty, inventory minimization, quality assurance, lifecycle support.

Basic characteristics of logistics concepts: systematic approach, utility, efficiency, customer orientation, total cost approach.

Logistics channels, chains, networks, and links. Logistics systems and principles of their formation. Classification of logistics systems including micro-, meso-, and macrologistics systems. Creation, operation, and development of logistics systems. Tools for formalization and decision-making in logistics systems.

Objects of logistics management and logistics operations. Logistics management objects and logistics activities. Characteristics of flow processes in logistics. Definition and indicators of material flow. Classification of material flows. Information flows and their classification. Financial flows and their classification. Service flows. Logistics operations involving material, information, financial, and service flows. General schemes of flow interaction. Integrated logistics flows. Criteria for optimal management of integrated flows.

Logistics activities and functions. Logistics processes and logistics activities. Main types of logistics activities include procurement and supply, external and internal transportation, warehousing, inventory control, order fulfillment, cargo handling, physical distribution management, reverse distribution, location selection, and communication.

Organization of logistics activities. Key logistics functions and their distribution among various participants in the logistics process. Distribution of logistics functions among different enterprise departments. Logistics process infrastructure.

Logistics management within general management. Logistics mission and logistics environment of a company. Definition and role of logistics management. Integration of business process management functions within logistics management. The 7R logistics mix. Interaction of logistics management with marketing, financial management, and production management. Logistics and strategic planning. The concept of the supply chain and the role of logistics within it. The connection between logistics and key functional business areas. Logistics links within an enterprise. Types of organizational structures for logistics management.

Modul 1.2. Functional Logistics

The logistics approach to managing material flows in production. Traditional and logistics-based production organization concepts. Internal production logistics systems and their role in improving the management of goods and service production. Push and pull material flow management systems in production logistics. Micrologistics systems: MRP, MRP-1, MRP-2, ERP, KANBAN, OPT, and "lean production." Organization of material resource supply and inventory management in micro-production logistics systems. The effectiveness of logistics in managing material flows in production.

The logistics approach to managing material flows in circulation. Organization of material and finished product distribution. Traditional and logistics-based approaches to managing material and product distribution. Logistics channels and logistics chains. Internal structure and functioning principles of distribution channels. Logistics intermediaries in distribution, their classification, and functions. Coordination and integration of logistics intermediaries' activities. Design of distribution systems. The DRP material resource planning system and its modification DRP-2. Quick response demand-driven systems (DDT), quick response (QR), continuous replenishment planning (CPR), efficient consumer response (ECR), and their features in managing material flows. The effectiveness of logistics in managing material flows in circulation.

The logistics approach to customer service. Customer service technologies. Technological scheme of order processing. Logistics principles of service. The concept of logistics service. Formation of logistics service systems. Dependence of service costs on service levels. Methods for assessing the level of logistics service. Determination of the optimal service level. Quality criteria for logistics service. Service response logistics (SRL).

Warehousing and transport in logistics. The role of warehouses in production and distribution. Modern trends in the formation of enterprise warehouse networks. Typical logistics solutions for optimizing warehouse subsystems. Distribution centers and their location. Integration of warehouse processes with transportation. Logistics assessment of different transport modes. Freight transportation methods. Transportation tariffs and cost determination. Carrier selection.

Economic support of logistics. Structure and volume of logistics costs. The impact of logistics costs on the market value of products. Interdependence of logistics cost components. Improving production and service efficiency through logistics cost management. Identification of cost conflicts. The concept of total cost minimization in enterprises. Logistics as a factor in enhancing financial stability and competitiveness. The influence of logistics on asset profitability.

References for Module Study:

1. Alkema, V. H., Sumets, O. M. Logistics. Theory and Practice. Kyiv: Professional Publishing House, 2008. – 272 pages.
2. Kalchenko, A. H. Logistics: Textbook. Kyiv: KNEU, 2016. – 467 pages.
3. Krykavskiy, Ye. Logistics Management: Textbook. Lviv: Lviv Polytechnic National University Publishing House, 2015. – 684 pages.
4. Ponomaryova, Yu. V. Logistics: Study Guide. Kyiv: Center for Educational Literature, 2013. – 192 pages.

Module 2. Management

The concept and essence of management. Organization, its purpose, and success criteria. The external and internal environment of an organization. Division of labor within an organization and the need for management. Management as a system of scientific knowledge. Management functions. The management cycle. Management as an art.

Characteristics of a manager's activity. Management spheres: production, finance, personnel, innovation, accounting, marketing. Levels of management: top, middle, lower. Managerial roles in an organization: interpersonal, informational, and decision-making roles. Managerial skills: communication, technical, analytical, diagnostic, and conceptual. The distribution of necessary managerial qualities across different management levels.

Prerequisites for the emergence of management science. Classical management theory: scientific management school, administrative management school. Neoclassical management theory: behavioral school, human relations school. Quantitative management theory: management science school. Integrated management approaches: process approach, systems approach, situational approach. Modern trends in management science: strengthening the technocratic aspect of management, focus on technological innovations, humanization of management, balancing business, society, and individual interests, internationalization of management.

Decision-making in management. Broad and narrow definitions of decision-making. The role of decision-making in the management process. Decision-making theory models: classical, behavioral, and irrational models.

Intuitive and rational decision-making technologies. Stages of rational decision-making: problem diagnosis, information gathering, alternative development, alternative evaluation, decision-making. The human and organizational factors in decision-making. Individual and group decision-making.

Classification of decision-making methods. Quantitative and qualitative methods. Application areas of analytical, statistical, game-theoretic, and mathematical programming methods. Decision-making tools. Quantitative and qualitative forecasting methods. The essence and objectives of using a payoff matrix. Decision tree construction and optimal choice selection. Game-theoretic methods. Decision-making under uncertainty. Advantages and disadvantages of quantitative methods. Expert decision-making methods.

Planning in an organization. The concept of planning. The role of planning within management functions. Main elements of the planning system. Stages of the planning process: goal setting, strategy development, strategy implementation. Types of plans within an organization. Situational factors in planning: management level, organizational life cycle, environmental uncertainty.

Поняття «мета» в управлінні та класифікація цілей організації. Вимоги до правильно сформульованих цілей. Традиційний процес постановки цілей. Концепція управління за цілями (концепція МВО). Зміст основних етапів управління за цілями. Переваги й недоліки управління за цілями.

The concept of "goal" in management and classification of organizational goals. Requirements for properly formulated goals. The traditional goal-setting process. The concept of management by objectives (MBO). The main stages of MBO. Advantages and disadvantages of management by objectives.

The concept of strategy. The importance and necessity of strategy development. Strategy elements. Strategy levels: corporate, business, and functional. The strategy pyramid.

Defining a company's mission. External analysis: opportunities and threats. Internal analysis: strengths and weaknesses of the organization. SWOT analysis. Defining specific organizational objectives. Analyzing strategic alternatives and selecting a strategy. Methods for choosing a corporate strategy. Business strategy selection (Michael Porter's generic strategies). Functional strategies.

Tactical and operational plans. Programs. Policies. Standard operating procedures. Rules. Contingency planning.

Organization in the management system. The essence of the organizing function and its role in management. The concept of organizational activity. Components of organizational activity. Organizational structure as a result of organizational activity: complexity, formalization, centralization.

Classical organization theory: Henri Fayol's principles of organization; Max Weber's bureaucratic organization model. Characteristics of the "ideal bureaucracy." Strengths and weaknesses of the bureaucratic model. The behavioral approach in organization theory: Rensis Likert's organizational theory. Advantages and disadvantages of the behavioral approach. The contingency approach in organization theory: situational factors affecting organizational structure (technology, size, environment, strategy).

Job design in an organization, analysis of production operations, job design. Methods of job redesign (job rotation, job enlargement, job enrichment). Richard Hackman's job characteristics model. Departmentalization. Grouping employees by function, product, location, or customer.

Delegation of authority. Elements of the delegation process. Types of authority: line, staff, functional. Span of control. Factors determining the span of control. Tall and flat management structures.

Coordination mechanisms: vertical coordination (direct control, standardization), horizontal coordination (mutual communication, temporary workgroups, committees, and unconventional coordination methods).

Organizational structures: line, functional, line-functional, divisional, matrix. Factors influencing organizational structure formation. Advantages and disadvantages of different organizational structures. Methods for selecting an organizational structure type.

The essence of organizational change. The organizational change process. Kurt Lewin's change process model. Stages of organizational change: goal definition, diagnosis, planning and selecting change techniques, implementation, control, evaluation, and correction. Causes of resistance to organizational change. Methods for overcoming resistance. Selecting a strategy for implementing organizational changes.

Fundamentals of motivation theory. Organization as a social system. The significance of the human factor in management. The uniqueness of an employee's

personality. The concept of motivation. The interrelation of needs, incentives, goals, and actions of an employee in the motivation process model.

The essence of the content approach to motivation. Maslow's hierarchy of needs theory. Alderfer's ERG theory. McClelland's theory of needs. Herzberg's two-factor theory.

The essence of the process approach to motivation. Vroom's expectancy theory. Adams' equity theory. Porter-Lawler model.

Leadership. Vertical division of labor in an organization and the necessity of management. The concept of authority, influence, and power. Forms of power and influence. The illusion of power. The concept of leadership.

Classification of approaches to understanding leadership. Leadership as a set of specific traits of a leader.

The concept of management style and the continuum of management styles. McGregor's Theory X and Theory Y. The autocratic-democratic continuum of management styles. Likert's continuum of management styles. The two-dimensional interpretation of management styles by researchers at Ohio State University. Blake and Mouton's managerial grid.

Fiedler's contingency model of leadership. The path-goal model by Mitchell and House. Hersey and Blanchard's situational leadership theory. Vroom and Yetton's decision-making model.

The concept of a "group" in an organization. The influence of a group on individual behavior in an organization. Reasons for the emergence of groups in an organization. Stages of group formation in an organization. Homans' group behavior model. Formal and informal groups. Types of formal groups: leader's group, working (task) group, committee (commission). Features of managing formal groups in an organization. Features of informal groups. Role distribution among group members. Factors influencing the effectiveness of group activities in an organization.

Communications. The concept of communication and its role in the management system. The communication process: model; main stages (idea, message encoding, message transmission, message perception, message decoding, understanding); main elements (sender, message, communication channel, receiver). Feedback and "noise" in the communication process.

Interpersonal communication. Methods of communication (oral, written, non-verbal), their advantages and disadvantages. Interlevel communication: top-down, bottom-up, horizontal, diagonal. Formal and informal communication. Communication networks.

Barriers to effective communication: filtering, selective perception, semantic barriers, poor feedback, socio-cultural differences between the sender and receiver of the message, information overload. Ways to overcome barriers. Strategies for improving communication efficiency.

The control system and process. The concept of control and its place in the management system. Stages of the control process: measurement of processes, comparison of actual performance with standards, evaluation, and response. Control process model. Types of managerial control: preventive control, current control, and final control. Key characteristics of an effective control system: accuracy, timeliness, cost-

effectiveness, flexibility, justification of criteria, strategic orientation, and multiplicity of criteria. Dysfunctional effects of the control system.

Budget development. Types of budgets. Financial analysis. Financial statement analysis. Financial ratio analysis. Break-even analysis. Audit.

Gantt chart. Program Evaluation and Review Technique (PERT). Network diagrams. Inventory management techniques. Quality control tools.

The model of employee behavior control. Methods of performance evaluation. Direct managerial control: motivation, discipline, and rewards. Substitutes for direct managerial control: personnel selection, formalization, and organizational culture.

Management efficiency. The pursuit of improving organizational performance. The concept of organizational effectiveness. Approaches to studying organizational effectiveness: goal-oriented, systemic, and selective. Criteria for organizational performance effectiveness. Evaluation of organizational effectiveness.

The concept of organizational productivity. Factors influencing organizational productivity. Methods for improving organizational productivity.

The concept of management efficiency. Approaches to defining management efficiency: goal-oriented, behavioral, compositional, and multiple. Key elements of the system for evaluating managerial performance.

References for Module Study:

1. Andrushkiv B.M., Kuzmin O.E. Fundamentals of Management. - Lviv: Svit, 2008. - 296 p.
2. Vinogradskyi M.D., Vinogradska A.M., Shkanova O.M. Management in the Organization: A Textbook for Economics Students. - Kyiv: "KONDOR", 2012. - 654 p.
3. Griffin R., Yatsura V. Fundamentals of Management: Textbook / Scientific Ed. V. Yatsura, D. Olesnevyh. - Lviv: Bak, 2011. - 624 p.
4. Kuzmin O.E., Melnyk O.G. Fundamentals of Management - Kyiv: Akademvydav, 2013. - 415 p.
5. Fundamentals of Management: A Teaching and Methodological Guide for Independent Study / Ed. Prof. M.V. Afanasyev. - Kharkiv: VD "INZHEK", 2014. - 484 p.
6. Osovska G.V., Osovskyi O.A. Management of the Organization: Textbook - Kyiv: Kondor, 2005. - 860 p.
7. Podsolonko O.A. Management: Theory and Practice. - Kyiv: TsUL, 2003. - 370 p.
8. Robbins S., De Cenzo D. Fundamentals of Management. - Kyiv: Osnovy, 2002. - 671 p.
9. Sukharskyi V.S. Management: Theory, Methodology, Practice. Monograph. - Ternopil: Aston, 2012. - 416 p.
10. Khmil F.I. Management: Textbook. - Kyiv: Higher School, 2007. - 350 p.
11. Shehda A.V. Management: Textbook for Universities. - Kyiv: Znannia, 2012. - 583 p.

Module 3. Operations management

3.1. Conceptual foundations and methodology of operations management. Formation and development of operations management doctrines. The essence of operations management. Evolution of production management theory and practice. The connection of operations management with other disciplines. Operations as types of activities. Productivity of the operational system. Operations strategy. Operational system and its subsystems. Development of operations strategy. Strategic and tactical decisions. Decision-making tools in operations management. Decision-making process. Decision-making models. Decision-making theory. Forecasting in operations management. The essence of forecasting. Forecasting methods. Time series methods. Regression and correlation analysis methods.

3.2. Strategy and tactics of operations management. Product (service) development. Product selection. Product design. Cost analysis. Service development. Process strategy. Process selection. Selection of production location. Production capacity. Break-even analysis. Main types of equipment, technology, and process layouts. Workforce management. Personnel planning and development. Building an effective motivation system. Organization of work processes and workplaces. Work time analysis. Aggregate planning. Production process planning. Content and strategies of aggregate planning. Aggregate planning methods. Inventory management. The essence of inventory management. Inventory management systems. Use of reserve funds in inventory management. Special models. ABC planning and inventory classification. Material and resource requirements planning. Dependent demand inventory model. Production resource planning. Just-in-time system. Operational and scheduling planning. Short-term planning tactics. Loading of workshops (work centers). Establishing work sequence. Operational production planning in discrete manufacturing. Push system of operational production planning for batch production. Project management. Project planning. Standardized planning methods (Gantt chart). Network planning and management. Quality management of products and services. The essence of quality management. The relationship between quality, competitiveness, and operational system productivity. Product quality management systems. Organization of quality control. International experience in quality management.

References for Module Study:

1. Mykhailovska O.V. Operations Management: Textbook for independent study. Kyiv: Kondor, 2012. – 549 pages. (Main)
2. Voronkova V.G., Belichenko A.G., Zhelyabin V.O., Kyrychenko V.O., Azhazha M.A. Operations Management. Textbook. Lviv: "Magnolia 2006", 2014. – 438 pages. (Main)
3. Bai S.I., Ivanova I.V., Mykytenko N.V. Operations Management. Practical guide. Kyiv National University of Trade and Economics. Kyiv: KNTEU, 2004. – 188 pages.

4. Hevko I.B. Operations Management: Textbook. Kyiv: Kondor, 2005. – 228 pages.
5. Dorofiyenko V.V., Kolosyuk V.P. Operations Management: Textbook. Donetsk: VIK, 2006. – 418 pages.
6. Lisoval V.P., Staroselskyi M.I. Operations Management: Lecture notes. National Aviation University. Kyiv: NAU, 2004. – 61 pages.
7. Lopatenko L.O. Operations Management: [Lecture notes for Management students]. Interregional Academy of Personnel Management. Kyiv: MAUP, 2007. – 128 pages.
8. Omelianenko T.V., Zadorozhna N.V. Operations Management: Teaching guide for independent study. Kyiv National Economic University. Kyiv: KNEU, 2003. – 236 pages.
9. Savchenko V.D. Operations Management: Textbook. Kharkiv National Agrarian University named after V.V. Dokuchaev. Kharkiv, 2016. – 274 pages.
10. Sosnin O.S., Kazartsev V.V. Production and Operations Management: Textbook. European University. 3rd edition. Kyiv: European University Publishing, 2007. – 148 pages.
11. Sotnyk I.M., Vovk O.M. Operations Management: Textbook. Sumy State University. Sumy: SumDU Publishing, 2007. – 165 pages.
12. Shkola I.M., Mykhailovska O.V. Operations Management: Practical guide. Kyiv National University of Trade and Economics; Chernivtsi Trade and Economic Institute. Chernivtsi: Knyhy-XXI, 2004. – 375 pages.

Module 4. Labor Economics and Social-Labor Relations

Labor as an object of sociological research. Subject and content of the course. The essence and objectives of labor, its social aspects. Labor as a sociological category.

Labor market in the economic system. The concept of the labor market, its elements, and functions. Labor market segments. Theoretical foundations of labor market analysis.

Population and labor resources of society. Reproduction of labor resources. Population as a subject of socio-economic processes. Population reproduction, indicators of natural and mechanical movement. Population migration.

Employment and unemployment. Employment: essence and forms. Unemployment and its types. State employment policy.

The cost of labor power. The cost of labor power and factors influencing its formation. Standard of living. Structure of household income.

Wages in market conditions. Essence, functions, and principles of wage organization. Forms and systems of wages. Tariff wage system. Non-tariff wage model. Payment of labor for managers, specialists, and employees. Wages in budgetary organizations. Wage regulation. Minimum wage. Wage fund planning.

Labor productivity, factors, and reserves for its growth. The concept of labor productivity. Methods of measuring labor productivity. Factors and reserves for labor productivity growth.

Labor organization. Concept, content, and objectives of labor organization. Division and cooperation of labor. Organization of workplaces. Labor process and its

rationalization. Working conditions and their influencing factors. Occupational health and safety. Work discipline.

Labor standardization as the basis of its organization. Essence and significance of labor standardization. Objects of labor standardization. Working time and its elements: methods of assessing working time expenditures, application of results. System of labor standards and norms. Content of technical labor standardization. Legislative regulation of working time and rest time.

Interrelation and calculation of labor indicators in the enterprise. Indicators of workforce numbers, structure, and movement. Enterprise personnel planning. Determination of the number of piece-rate workers. Determination of the number of hourly workers, specialists. Planning and forecasting labor productivity. Structure and determination of the wage fund.

Workforce as the main sphere of labor potential realization. Workforce—concept, characteristics, structure, functions, types. Self-management of the workforce; social development of the workforce and its planning. Essence, goals, and objectives of sociological research in the labor sphere. Development of a sociological research program. Basic methods of obtaining information.

Labor adaptation of an employee. Essence and structure of labor adaptation. Objective and subjective factors of labor adaptation.

Labor conflict. Essence, indicators, types, and social structure of labor conflicts. Causes of labor conflicts. Resolution of labor conflicts.

System of social guarantees in the labor sphere. The concept of social protection and its main directions in the labor sphere. Social institutions and mechanisms of employee social protection. Social guarantees.

References for Module Study:

1. Hryshnova O. A. Labour Economics and Socio-Labour Relations: Textbook / O. A. Hryshnova. – 5th edition, updated. – Kyiv: Znannya, 2011. – 390 p.
2. Hryniova V. M. Labour Economics and Socio-Labour Relations: Study Guide / V. M. Hryniova. – Kyiv: Znannya, 2010. – 310 p.
3. Labour Economics and Socio-Labour Relations: Study Guide / Edited by H. V. Nazarova. – Kyiv: Znannya, 2012. – 573 p.
4. Ilyash O. I. Labour Economics and Socio-Labour Relations: Study Guide / O. I. Ilyash, S. S. Hrynkevych. – Kyiv: Znannya, 2010. – 476 p.
5. Lukashevych V. M. Labour Economics and Socio-Labour Relations: Study Guide / V. M. Lukashevych. – 2nd edition, revised and supplemented. – Lviv: Novyi Svit-2000, 2010. – 422 p.

Module 5. Fundamentals of Foreign Economic Activity

5.1. Foreign Economic Activity Regulation System
Foreign economic activity and its role in the development of the national economy. Characteristics of the reasons and prerequisites for the development of foreign economic activity. The essence and peculiarities of a country's foreign economic policy. Key provisions of foreign economic activity management theories. Indicators of the functioning of a country's foreign economic system.

The regulation system of foreign economic activity in Ukraine. Principles of Ukraine's foreign economic activity. Classification of entities and types of foreign economic activity. Characteristics of the regulation system of foreign economic activity. Systematization of foreign economic activity regulation methods.

Customs-tariff regulation of export-import operations. Characteristics of the customs regulation system in Ukraine. Customs tariff as an instrument of a country's economic policy. Characteristics of the customs taxation system. Customs control as a component of customs-tariff policy. Customs clearance in foreign economic activity.

Non-tariff regulation methods of foreign economic activity. The essence and classification of non-tariff regulation methods. Characteristics of the system of quantitative restrictions on export-import operations. Comparative analysis of import quota and customs tariff as import regulation tools. Hidden methods of protectionism.

5.2. Fundamentals of Foreign Economic Activity Management at the Enterprise Level

Management of foreign economic activity. Features of international business as the basis for the specifics of international management. Characteristics of international management. General principles and structure of managing enterprises (organizations) operating at the international level. Reflection of national cultural differences in international management. Self-assessment questions.

Marketing tools for intensifying foreign economic activity of enterprises. Marketing environment of domestic enterprises in foreign markets. Marketing activities of enterprises in the hierarchical system of market environment offerings. Marketing forms and principles of intensifying enterprises' foreign economic activity. Marketing evaluation of the effectiveness of exhibition activities of manufacturing enterprises in foreign markets. Product competitiveness in foreign markets and ways to enhance it. Self-assessment questions.

Financial aspects of foreign economic activity of domestic enterprises. Features of financial settlements in foreign economic activity and liability for violations of Ukraine's currency legislation. Forms and fundamentals of organizing international financial settlements in enterprises' foreign economic activity. Enterprise foreign economic activity financing: opportunities and prospects. Features of VAT collection in enterprises' foreign economic operations. Insurance of enterprises' foreign economic activity. Self-assessment questions.

5.3. Organizational and Legal Support of Foreign Economic Activity

The essence and structure of an international trade contract. Tactics and strategies of negotiations when concluding a foreign economic agreement. Content and structure of a foreign economic contract. Characteristics of the basic contract terms. Product price and total contract value. Mechanism of international financial settlements and financial conditions of foreign trade agreements.

Currency regulation of foreign economic activity. The essence of currency relations. Currency terms of foreign trade contracts. Currency risks and ways to mitigate them.

Organization and functioning of enterprises with foreign capital in Ukraine. The essence of enterprises with foreign investments. The procedure for establishing joint ventures. Effectiveness of enterprises with foreign capital.

References for Module Study:

1. Heorhiadi N. H., Fundamentals of Foreign Economic Activity: Theoretical Foundations and Applied Aspects / N. H. Heorhiadi, S. V. Kniaz, Kh. S. Peredalo, R. Z. Berling. – Lviv: Intellect-West, 2006. – 260 p.
2. Hrebelynyk O. P., Fundamentals of Foreign Economic Activity: [Textbook, 3rd revised and supplemented edition] / O. P. Hrebelynyk. – Kyiv: Center for Educational Literature, 2008. – 432 p.
3. Didkivskiy M. I., Foreign Economic Activity of the Enterprise: Study Guide / M. I. Didkivskiy. – Kyiv: Znannia, 2006. – 463 p.
4. Foreign Economic Operations and Contracts: Study Guide / V. V. Kozyk, L. A. Pankova, Ya. S. Karpik et al. – Kyiv, 2010. – 608 p.
5. Foreign Economic Activity of Enterprises [Text]: Study Guide / Edited by O. V. Shkurupii. – Kyiv: Center for Educational Literature, 2012. – 248 p.
6. Kozak Yu. H., Foreign Economic Activity of Enterprises: Credit-Module Course: Study Guide / Ed. Prof. Yu. H. Kozak; N. S. Lohvinova; K. I. Rzhepishchevskiy; Ministry of Education and Science of Ukraine. – CUL, 2010. – 288 p.
7. Pazuha M. D., Foreign Economic Activity (General Provisions) / M. D. Pazuha. – Kyiv: Center for Educational Literature, 2008. – 592 p.
8. Rumianstev A. P., Foreign Economic Activity: [Study Guide] / A. P. Rumianstev, N. S. Rumiansteva. – 2nd revised and supplemented edition. – Kyiv: Center for Educational Literature, 2012. – 296 p.
9. Rudenko L. V., International Credit-Settlement and Currency Operations / L. V. Rudenko. – 2nd revised and supplemented edition. – Textbook. – Kyiv: Center for Educational Literature, 2007. – 632 p.
10. Smiiiana L. S., Legal Foundations of Foreign Economic Activity: [Study Guide] / L. S. Smiiiana – Kyiv: KNT, 2008. – 416 p.
11. Foreign Economic Activity Reference Guide. – 2nd revised and supplemented edition. – Kharkiv: Faktor, 2008. – 656 p.
12. Foreign Economic Activity of the Enterprise: Study Guide / Shkurupii O. V., Honcharenko V. V., Artemenko I. A. et al. – Kyiv: Center for Educational Literature, 2012. – 248 p.
13. Tiurina N. M., Foreign Economic Activity of the Enterprise: Study Guide / N. M. Tiurina, N. S. Karvatska. – Kyiv: "Center for Educational Literature," 2013. – 408 p.
14. Rumianstev A. P., Foreign Economic Activity: Study Guide / A. P. Rumianstev, N. S. Rumiansteva. – 2nd revised and supplemented edition. – Kyiv: CUL, 2012. – 296 p.

CRITERIA FOR ASSESSING APPLICANTS' KNOWLEDGE

Each variant of the professional entrance examination consists of two parts:

1. A theoretical task that includes 14 tests.
2. Two calculation and analytical tasks.

Each theoretical test is a multiple-choice question (several correct answers).

Each theoretical test is assessed as follows:

1. Fully correct answer
(all correct answers are marked, and no incorrect answers are selected) – 10 points
2. Partially correct answer
(more correct answers are marked than incorrect answers) – 7 points
3. The number of correct answers marked equals the number of incorrect answers marked – 5 points
4. Partially incorrect answer
(more incorrect answers are marked than correct ones) – 2 points
5. Completely incorrect answer
(all answers are incorrect, or no answers are marked) – 0 points

Each calculation and analytical task has one correct answer, which is worth 30 points (if incorrect – 0 points).

The maximum possible total score an applicant can achieve for completing theoretical and calculation-analytical tasks is 200 points.

An applicant is eligible to participate in the competitive selection for admission if their entrance examination score is at least 100 points.

Chair of the Subject Examination Committee

Marina KUDINOVA

Approved at the meeting of the Admissions
Committee
of V.N. Karazin Kharkiv National University
Protocol №2 dated March 20, 2025

Responsible Secretary of the Admissions
Committee Hanna ZUBENKO