

EUROPEAN MEDICAL SCHOOL

**APPROVED**

Chair of the Admissions Committee

Recto of the European Medical School



Oleh Vovk

**PROGRAM**

**PROFESSIONAL ENTRANCE EXAMINATION IN MANAGEMENT AND  
ADMINISTRATION**

**for foreign nationals and stateless persons (language of instruction – English)**

**obtaining – Master's Degree**

**Specialties: D3 Management, D5 Marketing**

KYIV 2026

## INTRODUCTION

The program of the professional entrance examination in Management and Administration is designed to conduct admission testing at the European Medical School for applicants seeking to obtain a Master's degree in specialties D3 Management and D5 Marketing, in both full-time and part-time modes of study, for foreign nationals and stateless persons (language of instruction – English), in accordance with the Admission Regulations for Higher Education at the European Medical School in 2026.

The program of the professional entrance examination in Management and Administration has been developed in compliance with the Program of the Subject Test in Management and Administration of the Unified Professional Entrance Examination for admission to Master's degree programs (approved by Order of the Ministry of Education and Science of Ukraine dated February 11, 2022, No. 157).

The entrance examination program includes assessment criteria, grading structure, and procedures for evaluating applicants' level of preparedness.

The professional entrance examination in Management and Administration is conducted in the form of a test aimed at assessing the applicant's level of professional knowledge. The test consists of 40 multiple-choice questions of a closed type. Applicants must select one correct and most comprehensive answer.

Each correct answer is awarded 5 points, while each incorrect answer receives 0 points.

The maximum possible score is 200 points.

The minimum score required to pass the entrance examination is 100 points.

The duration of the examination is 60 minutes.

The program includes the following sections:

1. Management
2. Marketing
3. Entrepreneurship.

## PROGRAM CONTENT

### **Section 1. Management**

#### **2.1.1. Theoretical Foundations of Management**

The essence and functional areas of management. Organization and its environment in management. Levels of management within an organization. Management methods: administrative, economic, and socio-psychological. Essential characteristics of process, systems, and situational approaches in management.

#### **2.1.2. Planning Function in Management**

Definition of planning and its objectives. The system of organizational plans; stages of the planning process according to R. Ackoff. Definition and functional purpose of strategic planning. Stages of strategic planning. Management of strategic plan implementation.

#### **2.1.3. Organizing Function in Management**

The organizing function and its role within the management system. Organizing and organizational activity. Delegation of authority in management: concept, elements of the delegation process, and types of authority (line, staff, functional). Organizational structure as a result of organizational activity: levels of complexity, centralization, and decentralization. Main elements and composition of the organizational management structure. Types of organizational structures: linear, functional, line-and-staff, divisional, matrix, and network.

#### **2.1.4. Motivation 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, drive, incentive, reward, value. Types of motivation: intrinsic and extrinsic motivation. Content theories (A. Maslow, D. McClelland, F. Herzberg) and process theories (V. Vroom, S. Adams, L. Porter, E. Lawler) of motivation.

#### **2.1.5. Controlling as a Management Function**

Controlling as the process of identifying possible deviations from planned indicators, determining the causes of such deviations, and developing measures to eliminate them. Main types of control: preliminary, current, and final. Stages of the control process: establishment of performance indicators, measurement of achieved results, and regulation.

#### **2.1.6. Information and Communication in Management**

Information and its types. Requirements for managerial information. The concept of communication, its types and means. Barriers in communication. The communication process.

#### **2.1.7. Managerial Decision-Making**

Managerial decisions in management. Factors influencing the decision-making process. Content of the main stages of decision-making (according to M. Mescon): problem diagnosis, formulation of constraints and decision criteria, identification and evaluation of alternatives, and final choice. Methods of substantiation and decision-making.

### **2.1.8. 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, suggestion, participation-based influence, coercion. Power in management. Types of power in management. Leadership as the ability to influence individuals or groups through personal qualities in directing their activities toward achieving organizational goals. Approaches to leadership. Leadership style. Classification of leadership styles (according to Kurt Lewin): authoritarian, democratic, and liberal.

## **Section 2. Marketing**

### **2.2.1. Theoretical Foundations of Marketing**

Basic concepts and classification of marketing. Approaches of commercial organizations to marketing management. Consumer behavior.

### **2.2.2. Analysis of the Marketing Environment**

Concept of the marketing environment. Marketing information system. Marketing mix and the organization of the marketing function.

### **2.2.3. Product Policy in Marketing**

Classification of products. Product life cycle concept. Product development.

### **2.2.4. Pricing Policy in Marketing**

The pricing process. Approaches to pricing.

### **2.2.5. Distribution Policy in Marketing**

Definition of distribution channels. Functions of distribution channels. Levels of distribution channels. Indicators of distribution channels. Determination of distribution strategy.

### **2.2.6. Marketing Communications Policy**

Marketing communications mix. Characteristics of the AIDA model (a model of effective communication with the target audience). Factors determining the structure of the promotion mix.

## **Section 3. Entrepreneurship**

### **2.3.1. Theoretical Foundations of Entrepreneurship**

The essence of entrepreneurship. Basic principles and functions of entrepreneurial activity.

### **2.3.2. Types of Entrepreneurship**

Production entrepreneurship. Commercial (trade) entrepreneurship. Exchange entrepreneurship. Service entrepreneurship.

### **2.3.3. Entrepreneurship as a Form of Business Organization. Types of Enterprises**

Types of enterprises by purpose and nature of activity. Types of enterprises by method of establishment and formation of authorized capital. Types of enterprises by forms of ownership. Types of enterprises by national origin of capital. Types of enterprises by technological integrity and degree of subordination. Types of enterprises by size.

**2.3.4. Organization of Entrepreneurial Activity**

Substantiation and selection of a business idea. Methods of business creation. Registration of business entities.

**2.3.5. Planning of Entrepreneurial Activity**

Business planning. Development of a business plan. Structure of the main sections of a business plan. Key project performance indicators.

**2.3.6. Resource Provision of Entrepreneurial Activity**

Material resources as means and objects of labor used in entrepreneurial activity. Intangible resources as a component of enterprise resources that lack a physical basis for generating income and have an uncertain amount of future profit derived from their use. Human resources. Financial resources as monetary income and inflows at the disposal of an enterprise, intended for fulfilling specific financial obligations and conducting business activities. Investments in entrepreneurial activity.

**2.3.7. Efficiency of Entrepreneurial Activity**

Results of entrepreneurial activity. Indicators of the efficiency of fixed assets utilization. Indicators of labor resource efficiency. Profitability. Ways to improve the efficiency of entrepreneurial activity.

**2.3.8. Planning of Entrepreneurial Activity**

Corporate social responsibility. Components of social responsibility. Business ethics of an entrepreneur.