The Belarusian Republican Union of Consumer Societies

Institution of Education

«The Belarusian Trade and Economics University

of Consumer Cooperatives»

Matriculation program for persons

who have general higher education

for receiving profound higher education in the speciality

7-06-0412-02 Business administration

2024

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EXPLANATORY NOTE

In the process of implementing the National Sustainable Socio-Economic Development Strategy of the Republic of Belarus for the period up to 2030, the formation and development of the economy is possible with the effective functioning of the knowledge generation environment it is the basis for the transition to an innovative path of development. To implement an innovative development strategy, the new approaches are needed in education technologies and training of managers and specialists.

The analysis of the activities of organizations indicates that the need for technological and structural modernization of production remains high. In accordance with the programs of innovative development of the Republic of Belarus, it is necessary to improve the level of training of highly qualified specialists who are proficient in modern methods of formation, dissemination and application of new knowledge and technologies, their implementation in innovative products and services in all fields of activity. The critical success factors are the development of personnel and the level of qualifications, innovative approaches to personnel management, customer orientation, etc. Therefore, the personal potential of a person, his business qualities are the source and initial principles of the development of the organization. In connection with these, personnel management is a universal task and the main function of a manager.

The feature of the current stage of development and ensuring the effectiveness of management is the need for highly qualified specialists who have the knowledge and skills to analyze and develop organizational strategies and are able to effectively organize the production process; make organizational and managerial decisions and assess their consequences; develop programs and projects for organizational development.

Training of specialists of the profound higher education in the speciality 7-06-0412-02 "Business Administration" allows organizations of all industries to further intensify innovative activities by improving the forms of communication between science, education and production, it is ensured the development of the research sector of higher education.

The curriculum contains the main sections on the study of management and acquaints applicants with the socio-economic essence of management, methods, functions and principles of management in a market economy. The success of management largely depends on the professionalism of the manager, his ability to see the whole picture of the activities of the organization or the enterprise as a whole, to plan the prospects for its development.

The curriculum for preparation for entrance examinations allows:

to reveal the essence of management as a science of management;

to conduct a scientifically based analysis of various management theories;

to develop skills in the development and adoption of management decisions;

to consider the functions of management and personnel management;

to show the role of control in management, etc.

Thus, the main goal of the program is to help applicants prepare for the entrance examinations.

The program is intended for graduates of institutions providing higher education, entering the educational establishment "The Belarusian Trade and Economics University of Consumer Cooperatives" in 2023 for the speciality "Business Administration".

The list of recommended literature includes educational literature that contributes to the high-quality training of applicants, as well as state regulations governing the activities of business entities.

CONTENT OF EDUCATIONAL MATERIAL

ENTRANCE TEST PROGRAM

ON THE EDUCATIONAL DISCIPLINE "MANAGEMENT"

Topic 1. Introduction

Management as a science and practice of management. The role of management in the organization. Development of productive forces and management. Traditional management. Industrial stage management. Post-industrial stage management. Features of management in the information society.

Topic 2. Organization and management

Organization. Organization concept. Formal and informal organizations. Entrepreneurial (commercial) organization. Mission of the organization. The main elements of the organization. The relationship of the organization with the external environment. Organization as an open and closed system. The role of the individual and the group in the organization.

Management and external environment of the organization: direct external environment; indirect external environment. Management and internal environment of the organization.

The content of the concept of management. Controlling and controlled subsystems. The subject and the object of management. Management is as a function, as a process, as a management relationship, as a system. The synergistic effect.

Organization management system and its main subsystems: structural-functional, information-behavioral, self-development subsystem. General principles of development of the control system. Management by goals. Strategic, tactical and operational management.

Division of labor of managers vertically and horizontally. Management Department.

Topic 3. Management methods

Organizational and administrative, economic and socio-psychological methods of management.

Organizational system and management system.

Characteristics of the organizational system by types of organizational interaction: by the nature of organizational interaction with the external environment (mechanistic and organic), by the nature of the interaction of structural units, by the nature of interaction with a person (corporate and individualistic).

Topic 4. Evolution of management theory

Development of productive forces and management.

The classical school (Scientific Management, Administrative Management, Bureaucratic Management). Basic theories and concepts. The contribution of the scientific and administrative school to modern management theory.

The behavioral school (Human Relations, Behavioral Science). Basic theories and concepts. Substantial and procedural theories of motivation. Contribution of schools of human relations and behavioral sciences to modern management theory.

Process, system and situational approaches.

The pragmatic school. Direction of social responsibility.

Multifactorial (synthetic) control theories: Theory "7 S", Theory "Z", Balanced Scorecard Concept, etc.

Topic 5. Management functions

Organization functions and general management functions.

Organization functions are special functions for managing a specific resource. General management functions and management cycle. The main content of management processes: production, marketing, finance, personnel, accounting and analysis.

Topic 6. Processes of communication, influence and decision-making

Communication concept. Verbal and non-verbal communication. Communication process. Communication networks. Communication styles.

Power concept. Sources of power. Authority. The trust. Leadership. The relationship of the management of the manager and the leader. Leadership style.

Problems and solutions. The rationality of the solution. Behavioral decision making models. Rational organization of the decision-making process. Approaches to participation in decision making. Factors influencing decision making. Basic requirements for the solution. Methods and techniques used in the decision-making process.

Topic 7. Organization design

Situational factors of organization design: assessment of the external environment; technology of work; strategic choice; employee behavior.

Elements of organization design: division of labor and specialization; departmentization and cooperation; communication and coordination; scale of manageability and control; hierarchy and links; distribution of rights and responsibilities; centralization and decentralization; differentiation and integration.

Basic types of organizational structures.

Linear-functional (traditional) structure. Divisional structure. Matrix structures (design and matrix).

New approaches in the design of organizations.

Ehdocratic organization. Multidimensional organization. Entrepreneurial organization. Market oriented organization. Participatory organization. Network organizational structures.

Topic 8. Management of processes related to personality

Managing the adaptation process of a person and an organization

Approaches to establishing interaction between a person and an organization. Personal characteristics of a person. Characteristics of a person's personality. Teaching human behavior in an organization. Means to reinforce the desired behavior. Types of compensation.

Interaction and mutual influence of a person and a group. Role aspect in relationship management. Group management. General characteristics of the group. Influence of situational characteristics on the group: size, spatial location, tasks, reward system.

The nature and consequences of conflict in the organization. The reasons for conflicts are organizational and personal. Types of conflicts. Structural and Interpersonal Resolution Techniques

Structural and interpersonal methods of conflict resolution.

Reasons for resistance to change. Analysis of the centers of power. Assessment of the possibility of success of changes. Change management strategies. Change management process.

Topic 9. Business and organizational culture

Locations. Values. Beliefs. Principles. Factors forming the human criterion base. National characteristics of cultures.

The concept and meaning of business culture. Business ethics as the basis of business culture. Principles of relations with consumers, investors, personnel, competitors. The principles of relations within the organization, vertically and horizontally. Management culture. The basics of business etiquette.

The concept and meaning of organizational (corporate) culture. Recursion principle. The content of the relationship of organizational culture. The values ​​of successful organizations. The role of the leader in the formation and development of organizational culture.

Organizational culture development management.

Topic 10. Fundamentals of strategic management

The essence of strategic management and its role in anti-crisis management. Strategic management system: analyzing the environment, defining the mission and goals, choosing a strategy, implementing the strategy, evaluating and monitoring the implementation of the strategy.

SWOT analysis. Reference strategy groups. Strategies: concentrated growth, integrated growth, diversified growth, downsizing.

Factors influencing the choice of strategy. Thompson-Strickland matrix.

Topic 11. Managing organizational functions

Marketing Management Basics. Marketing tasks. 4P analysis. Assessment of the competitiveness of the product. Features and benefits of the product. Supplier analysis. Choosing a supplier. Consumer analysis. Commodity distribution networks. Broker. Dealer. Distributor. Price elasticity of demand. Means of promoting various groups of consumer goods. Advertising and its use at various stages of the product life cycle.

Types of production (single, serial, mass). Production culture. The role of technology, systems and personnel in production management. Production organization principles. Integrated production system. The system is just in time. Cycle schedule for the production of a product. The process of forming a production plan. The process of organizing the release of new types of products.

External and internal sources of financing for the activities of the enterprise.

Tasks and functions of personnel services. Personnel potential. Personnel cycle. Personnel monitoring.

Basics of managing the collection and analysis of information about the activities of the organization and knowledge management.

The essence of knowledge management. Employee knowledge management methods. Processes and problems of the formation of organizational knowledge.

The role of innovation processes. The main tasks of innovative management. Risks of innovative projects.

Organization of a system for sustainable interaction of functional units. System of integrated operational meetings.

Topic 12. Basics of quality management

Total quality management concept. E. Deming's postulates. Quality and competitiveness. Consumer reaction to product quality. Product and production standardization and certification. International quality system: ISO standards. Product quality improvement tools. Participatory quality management system. Quality mugs.

Topic 13. Reengineering of business processes

Business process concept. Business process reengineering tasks. Highlighting business processes. Integration and differentiation of participants in the business process. Requirements for the personnel of the business process. Features of the formation of an organizational structure based on business processes. Business process reengineering techniques.

Topic 14. Management efficiency

Management efficiency assessment criteria.

General concept of efficiency. Production-economic and psychological criteria for assessing management efficiency.

Leadership Effectiveness in Leadership Theories.

Traditional leadership theories. Leadership theory. Leadership Concepts and Situational Leadership. Concepts of attributive, charismatic and transformative leadership. The qualities of an effective manager.

SAMPLE LIST OF QUESTIONS

ON THE EDUCATIONAL DISCIPLINE "MANAGEMENT"

FOR PREPARING FOR ENTRANCE TESTS

1. Management as a system. Controlling and controlled subsystems. Subject and object of management. Management as a function, as a process, as a management relationship.

2. The concept of organization. Formal and informal organizations. Entrepreneurial (commercial) organization. General characteristics of organizations.

3. Components of successful activities of organizations. Mission and goals of the organization, their characteristics.

4. External and internal environment of the organization. The international environment of the organization.

5. Manager. Manager roles. Division of labor of managers vertically and horizontally. Management Department.

6. Requirements for a modern leader. Manager skills.

7. Methods of management, their place in the management system and classification.

8. Organizational and administrative management methods, their features and classification. Methods of administrative influence, their composition, application features and characteristics.

9. Economic management methods, their composition and characteristics.

10. Social methods of management, their composition and characteristics.

11. Psychological methods of management, their composition and characteristics.

12. Organization management system and its main subsystems: structural and functional, information and behavioral, self-development subsystem. General principles of development of the control system.

13. Management by goals, its essence, advantages and disadvantages. Strategic, tactical and operational management.

14. Scientific school of management, its contribution to modern management theory.

15. Administrative school of management, its contribution to modern management theory.

16. Schools of Human Relations and Behavioral Sciences, their contribution to modern management theory.

17. Substantial theories of motivation and their characteristics. Procedural theories of motivation and their characteristics.

18. Process approach to management, its characteristics. A systematic approach to management, its characteristics. Titles of systems, properties of systems.

19. Situational approach to management, its characteristics, situational variables. The pragmatic school. Development of the pragmatic school. Business social responsibility concept.

20. General and special functions of management and their relationship.

21. Planning function.

22. The main tasks and components of the organization's function.

23. The concept of motive and the content of the function of motivation. Control function concept.

24. The concept of communication. Communication process.

25. Leadership style. Classification of leadership styles in the Managerial GRID model.

26. Problems and solutions. Behavioral decision making models.

27. Factors influencing decision making. Basic requirements for the solution.

28. The concept and meaning of business culture. Business ethics as the basis of business culture. Principles of relations with consumers, investors, personnel, competitors.

29. The concept and value of organizational culture. Types of organizational cultures. Features of the formation of organizational culture. The role of the leader in the formation and development of organizational culture.

30. The essence and system of strategic management. The principles of strategic management. The strategic planning process and its main stages.

31. Analysis of the internal environment of the enterprise and its methods. SWOT analysis. Analysis of the external environment of the enterprise: structure, goals, methods. Goals and stages of portfolio analysis. Boston Consulting Group Matrix.

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