

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

APPROVED

chair of the admissions committee

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PROGRAM
of admission examination
for specialty: D3 Management
(code and title of the specialty)

third (educational and scientific) level of higher education
Doctor of Philosophy degree program

Kharkiv, 2026

The admission examination for doctoral studies (PhD program) in Specialty D3 “Management” is comprehensive in nature and consists of three components: theoretical multiple-choice questions, a professionally oriented open-ended task in the specialty area, and an economic and mathematical open-ended task requiring a detailed written response. The examination covers topics related to the evolution of management theory and practice, management of specific functional areas of enterprise activity, monitoring and evaluation of organizational performance, and other areas defined by the higher education standard of Ukraine for graduates holding a master’s degree in specialty D3 “Management”.

The purpose of the examination is to assess the competencies, (knowledge, skills, and abilities) of applicants seeking admission to doctoral studies at the third (educational and scientific) level of higher education leading to the Doctor of Philosophy degree in Specialty D3 “Management” (table 1).

Table 1

Core competencies required of master (specialist) in specialty D3 “Management”

Competencies
<i>General:</i>
ability to conduct research at an appropriate academic level;
ability to communicate effectively with representatives of different professional groups and fields of expertise;
proficiency in the use of information and communication technologies;
creativity and the ability to generate new ideas;
capacity for abstract thinking, analysis, and synthesis;
ability to motivate people and work toward common goals;
ability to act on the basis of ethical principles and considerations.
<i>Special (Professional):</i>
ability to select and apply management concepts, methods, and tools in accordance with established objectives and international standards;
ability to pursue self-development, lifelong learning, and effective self-management;
ability to develop and manage projects while demonstrating initiative and entrepreneurial thinking;
ability to analyze and structure organizational problems, make effective managerial decisions, and ensure their implementation;
ability to substantiate managerial decisions based on quantitative and qualitative risk assessment;
ability to develop and demonstrate leadership qualities in managing people;
ability to establish and organize effective managerial communications.

STRUCTURE OF THE ADMISSION EXAMINATION PAPER ON SPECIALTY

The admission examination paper for Specialty D3 “Management” consists of three components:

1. 50 closed-ended theoretical test questions covering the evolution of management theory and practice, fundamental management concepts, principles, functions and methods, major schools of management thought, managerial decision-making theory, decision-making under certainty, risk and uncertainty, and methods for evaluating managerial decisions.

2. 1 professionally oriented open-ended task on specialty requiring a detailed written response concerning management of specific functional areas of enterprise activity (marketing, innovation, investment, human resource management), implementation of management functions (planning, organizing, motivating, and controlling), organizational behavior, organizational culture, communication systems, interaction with the external environment, organizational performance evaluation, strategic management, and intercultural interaction.

3. 1 professionally oriented (economic and mathematical) open-ended task requiring interpretation of an econometric or optimization model and formulation of managerial conclusions based on the obtained results.

The recommended distribution of points according to the level of difficulty of the tasks included in the admission examination paper for the PhD program in Specialty D3 “Management” is presented in Table 2.

Table 2

Structure of the admission examination paper for specialty D3 “Management”

#	Task	Score range
1	50 theoretical test questions (closed-ended questions with 1 correct answer)	0-100
2	1 professionally oriented open-ended task on specialty D3 “Management” requiring a detailed written response	0-50
3	1 professionally oriented (economic and mathematical) open-ended task requiring detailed written response	0-50
	Total	0-200

The admission examination paper for Specialty D3 “Management” consists of three sections of tasks with different levels of difficulty and is designed to assess the applicant’s level of knowledge and degree of mastery of the competencies specified in Table 1.

The result of the admission examination in the specialty is assessed on a point scale (maximum score – 200 points; minimum passing score – 100 points).

The overall score for the admission examination paper for the PhD program in

Specialty D3 “Management” is determined as the sum of the scores obtained for the three examination tasks (Table 2).

The questions included in the examination paper differ in terms of complexity and workload; therefore, they are assessed independently. The closed-ended theoretical multiple-choice questions, which constitute the first level of difficulty, are awarded a maximum of 100 points. The second task (a subject-specific open-ended task requiring a detailed response) and the third task (an open-ended economic and mathematical modelling task requiring a detailed response), which constitute the second level of difficulty, are awarded a maximum of 50 points each (Table 3).

Table 3

Distribution of scores according to the levels of task difficulty in the admission examination paper for specialty D3 “Management”

Complexity level	Number of questions	Points per task	Points distribution per examination paper	Type of tasks
I. Complexity level	50	2	100	Questions on fundamental management concepts, principles and functions.
II. Complexity level	2	50	100	tasks on management of specific functional areas of enterprise activity; monitoring and evaluation of organizational effectiveness; managerial analysis and decision-making.

When evaluating applicants' responses, the following aspects are taken into account:

depth of understanding of the examination syllabus and recommended literature;

mastery of managerial terminology, conceptual frameworks and methods of using basic managerial tools;

ability to apply theoretical knowledge to practical managerial tasks and situations;

correctness and completeness of responses;

accuracy, logical organization, consistency, and clarity of the written answer.

The theoretical component consists of 50 single-answer multiple-choice questions.

Each correct answer is awarded 2 points, each incorrect answer is awarded 0 points. Thus, the maximum score for the theoretical component is 100 points.

Assessment criteria for tasks of admission examination for the specialty are provided in Tables 4 and 5.

The total examination time is 120 minutes (2 hours).

Table 4

Assessment criteria for the professionally oriented open-ended task in specialty
D3 “Management”

Score range	Assessment criteria
1	2
1st question of professionally oriented task (maximum – 20 points)	
0–4 points	Correct selection of the sequence of calculation stages. Points are deducted for an incorrect sequence (1 point), application of an outdated methodological approach (1 point), or an unnecessarily complicated procedure when fewer iterations could have been used (2 points).
0–4 points	Correct presentation and application of the methodological apparatus required for calculating the indicators specified in the task. Points are deducted for methodological errors (2 points), lack of justification (1 point), or absence of explanation of the calculation procedure (1 point).
0–4 points	Clear demonstration of the solution process through the presentation of formulas and explanations thereof. Points are deducted for the absence of formulas (2 points) or explanations (2 points).
0–4 points	Arithmetic accuracy of calculations. Points are deducted for errors in calculations: completely incorrect calculations (4 points) or partially incorrect calculations (2 points).
0–4 points	Presence of substantiated conclusions and correct interpretation of the obtained results. Points are deducted for incomplete conclusions (2 points), insufficiently justified conclusions (2 points), absence of conclusions (4 points), or incorrect interpretation of indicators (3 points).
2nd question of professionally oriented task (maximum – 20 points)	
0–4 points	Correctness and completeness of the theoretical and analytical justification of the proposed solution. Points are deducted for failure to apply analytical tools (4 points), incorrect application of analytical tools (3 points), or failure to justify the chosen analytical method (2 points).
0–4 points	Presence of substantiated, rational, and detailed recommendations for solving the problem addressed in the task. Points are deducted for the absence of rational recommendations (2 points), insufficiently detailed recommendations (2 points), lack of justification of recommendations (4 points), or insufficient justification (2 points).
0–4 points	Appropriate sequence of task completion, logical presentation of material, and consistency of calculations. Points are deducted for an incorrect sequence (2 points) or flawed logic (2 points).
0–4 points	Consideration of industry-specific characteristics in solving the problem. Points are deducted if industry specifics are ignored (4 points) or only partially considered (2 points).
0–4 points	Presence of a detailed action plan. Points are deducted for the absence of an action plan (4 points), incompleteness (2 points), or insufficient detail (2 points).
3rd question of professionally oriented task (maximum – 10 points)	
0–4 points	Correct preparation and use of business documentation. Points are deducted for the absence of the required document (4 points), non-compliance with the accepted structure (2 points), or non-compliance with the required format (2 points).

0–4 points	Correct and well-reasoned presentation of the results of the preceding analysis within the business document. Points are deducted for incomplete (2 points), inaccurate (2 points), or missing (4 points) descriptions of the problem and proposed recommendations.
0–2 points	Accuracy and professional presentation of business documentation. Points are deducted for grammatical errors (1 point) and poor formatting or presentation quality (1 point).

Each professionally oriented task consists of three questions. The score for the professionally oriented task is calculated as the sum of the scores awarded for all three questions. The maximum score for the entire task is 50 points.

Table 5

Assessment criteria for the professionally oriented (economic and mathematical) open-ended task requiring a detailed written response

Points	Assessment criteria
1	2
50	A complete and correct interpretation of all model parameters and calculated criteria is provided, together with a correctly formulated managerial decision based on the model results.
49	A correct but concise interpretation of all model parameters and calculated criteria is provided, together with a correctly formulated managerial decision.
48	A complete and correct interpretation of all model parameters and calculated criteria is provided; however, no managerial decision is formulated.
47	A concise but correct interpretation of all model parameters and calculated criteria is provided; however, no managerial decision is formulated.
46	A complete interpretation is provided and a correct managerial decision is formulated, but the response contains 1 minor inaccuracy that does not affect the overall interpretation of the model.
45	A complete interpretation is provided and a correct managerial decision is formulated, but the response contains 2 minor inaccuracies that do not affect the overall interpretation of the model.
44	A complete interpretation is provided and a correct managerial decision is formulated, but the response contains 3 minor inaccuracies that do not affect the overall interpretation of the model.
43	A complete interpretation is provided and a correct managerial decision is formulated, but the response contains 4 minor inaccuracies that do not affect the overall interpretation of the model.
42	A complete interpretation of model parameters and criteria is provided without a managerial decision, while containing 1 minor inaccuracy that does not affect the overall interpretation.
41	A complete interpretation of model parameters and criteria is provided without a managerial decision, while containing 2 minor inaccuracies that do not affect the overall interpretation.
40	A complete interpretation of model parameters and criteria is provided without a managerial decision, while containing 3 minor inaccuracies that do not affect the overall interpretation.
39	A complete interpretation of model parameters and criteria is provided without a managerial decision, while containing 4 minor inaccuracies that do not affect the overall interpretation.

38	A correct concise interpretation of model parameters and criteria is provided together with a correct managerial decision, but the response contains 1 minor inaccuracy.
37	A correct concise interpretation of model parameters and criteria is provided together with a correct managerial decision, but the response contains 2 minor inaccuracies.
36	A correct concise interpretation of model parameters and criteria is provided together with a correct managerial decision, but the response contains 3 minor inaccuracies.
35	A correct concise interpretation of model parameters and criteria is provided together with a correct managerial decision, but the response contains 4 minor inaccuracies.
34–33	A correct complete interpretation of model parameters and criteria is provided, but the response contains one substantive error affecting part of the analysis.
32–31	A correct concise interpretation of model parameters and criteria is provided, but the response contains one substantive error affecting part of the analysis.
30–29	A correct complete interpretation of model parameters and criteria is provided, but the response contains 2 substantive errors affecting part of the analysis.
28–27	A correct concise interpretation of model parameters and criteria is provided, but the response contains 2 substantive errors affecting part of the analysis.
26–25	A correct complete interpretation of model parameters and criteria is provided, but the response contains 3 substantive errors affecting part of the analysis.
24–23	A correct concise interpretation of model parameters and criteria is provided, but the response contains 3 substantive errors affecting part of the analysis.
22–21	A correct complete interpretation of model parameters and criteria is provided, but the response contains 4 substantive errors affecting part of the analysis.
20–19	A correct concise interpretation of model parameters and criteria is provided, but the response contains 4 substantive errors affecting part of the analysis.
18	The detailed interpretation is incomplete because 1 model parameter is not interpreted.
18	The detailed interpretation is incomplete because 1 model parameter is not interpreted.
17	The concise interpretation is incomplete because one, two, or three model parameters are not interpreted.
16	The detailed interpretation is incomplete because 2 model parameters are not interpreted.
15	The concise interpretation is incomplete because 2 model parameters are not interpreted.
14	The detailed interpretation is incomplete because 3 model parameters are not interpreted.
13	The concise interpretation is incomplete because 3 model parameters are not interpreted.
12	The detailed interpretation is incomplete because 1 model criterion is not interpreted.
11	The concise interpretation is incomplete because 1 model criterion is not interpreted.
10	The detailed interpretation is incomplete because 2 model criteria are not interpreted.
9	The concise interpretation is incomplete because 2 model criteria are not interpreted.
8	The detailed interpretation is incomplete because model criteria are not interpreted.
7	The concise interpretation is incomplete because model criteria are not interpreted.
6	An interpretation of the model parameters and criteria is provided, and managerial decision is formulated but it contains 5 errors.
5	An interpretation of the model parameters and criteria is provided, but managerial decision is not formulated, and it contains 5 errors.
4	An interpretation of the model parameters and criteria is provided, and managerial decision is formulated but it contains 6 or more errors.
3	An interpretation of the model parameters and criteria is provided, but managerial decision is not formulated, and it contains 6 or more errors.
2	Only general information about economic and mathematical models is presented, without interpreting the parameters and criteria of the model specified in the task.
1	General information is provided, but it is largely incorrect and does not include interpretation of the specified model.
0	No answer is provided.

LIST OF EXAMINATION TOPICS FOR THE ADMISSION EXAMINATION IN SPECIALTY D3 “MANAGEMENT”

1. Relationship between the effectiveness of an enterprise's organizational structure and management effectiveness.
2. Types of power and influence in personnel management.
3. Types of enterprises in Ukraine.
4. Definition of the concept of management. Levels of management and managerial functions.
5. Emergence and development of management as an independent field of activity.
6. Application of decision-making theory in marketing activities.
7. Contribution of Ukrainian scholars to the development of global management science.
8. Evolution of management as a scientific discipline.
9. Economic methods of management.
10. Ethical principles in managerial activities. How can a balance be achieved between profit maximization and adherence to ethical principles?
11. Fundamental concepts in the development of enterprise information resources.
12. The essence of marketing, its conceptual framework, regularities, and principles.
13. Marketing as a philosophy of business management and as an instrument for implementing market-oriented behavior.
14. The content and characteristics of managerial decision-making methods.
15. Vroom's Expectancy Theory of Motivation. According to this theory, what should managers do to ensure high employee motivation?
16. The concept of management effectiveness. Criteria for evaluating managerial effectiveness.
17. Stages of the organizational life cycle. What factors determine transitions between life-cycle stages?
18. Strategic and tactical planning within an enterprise.
19. The content, structure, and advantages of the Balanced Scorecard. Should specific principles be followed when designing it?
20. The planning function in organizations. Does the planning process differ between a large oil-producing company, a municipal pharmacy chain, and a small retail kiosk?
21. The external environment of an enterprise: elements and subsystems.
22. Investment activity of an enterprise.
23. Innovation activity of an enterprise.
24. Innovative development of an enterprise.
25. Intuitive and rational approaches to decision-making.

26. Information support of enterprise activities.
27. Leadership and management: concepts and styles.
28. Classification of business cultures according to Richard D. Lewis.
29. Key postulates of the Scientific Management School. Critically evaluate them from a contemporary perspective.
30. Major challenges in managerial communications within Ukrainian enterprises.
31. Key elements of the information economy.
32. Enterprise competitiveness. The necessity of managing competitiveness in market conditions.
33. Low-context and high-context cultures.
34. Culture shock and its stages of development.
35. Marketing as a managerial activity. The growing role and importance of marketing in market economies.
36. Marketing activities within an enterprise.
37. Methods for evaluating the effectiveness of management in contemporary enterprises.
38. Methods for assessing the quality of managerial decisions.
39. Decision-making methods under conditions of certainty, risk, and uncertainty.
40. Mechanistic and organic approaches to organizational structure design.
41. Employee motivation models have been developed within different schools of management thought.
42. Monitoring and diagnostics of enterprise performance.
43. Ways to improve communication effectiveness within enterprises.
44. Describe the control cycle (control process) in an organization.
45. Organizational communications and methods for their improvement.
46. Organizational structures: concepts and types.
47. Organization of interaction and delegation of authority in management processes.
48. Organization as a social entity.
49. The principal difference between administration and management.
50. Major organizational variables that managers should consider. How do these variables affect organizational success and how are they interrelated?
51. Major content theories of motivation: Maslow's Hierarchy of Needs, Alderfer's ERG Theory, and Herzberg's Two-Factor Theory.
52. Major models of the internal environment of an enterprise.
53. Fundamental principles of enterprise management. Have they evolved since Henri Fayol's time? If so, why?
54. Key stakeholders of a business organization. Describe their interests and objectives in interacting with the organization.

55. Major leadership styles. Is there a leadership style that is universally effective in all managerial situations?
56. Key factors and methods for improving enterprise performance.
57. Peculiarities of strategic planning in contemporary enterprises in Ukraine and abroad.
58. Discuss the achievements of the Human Relations School (Elton Mayo, Mary Parker Follett) and provide examples of their application in contemporary management theory and practice.
59. Describe and compare major leadership theories.
60. Personnel evaluation and motivation.
61. Theory of managerial decision-making.
62. Obstacles to effective strategic and tactical planning in domestic enterprises.
63. Enterprise as a business entity.
64. The concepts of culture and national character.
65. Functions of management: general and specific managerial functions.
66. Comparative analysis of American, Japanese, and European management models. Can they be applied in Ukrainian enterprises?
67. Comparative analysis of managers and leaders.
68. Comparative analysis of managers and entrepreneurs. Should an effective manager possess entrepreneurial competencies?
69. Comparative analysis of systems and contingency approaches to management.
70. Principles and methods of enterprise management.
71. Planning principles in organizations. Are they universally applicable to every organization in every situation?
72. Problems in managing the marketing activities of Ukrainian enterprises.
73. The procedure for developing organizational goals.
74. Explain the role of goal-setting in organizational management. Whose interests should be considered when establishing enterprise goals?
75. The role of business ethics in organizational management.
76. The role of information in managerial decision-making.
77. International standards systems as sources of performance quality indicators.
78. Social indicators of effectiveness.
79. The essence of the information revolution and information business.
80. The contemporary management paradigm of Ukrainian business.
81. Current trends in scientific, technological, and innovative development of enterprises.
82. Edward Hall's theory of intercultural communication.
83. Organizational culture factors typical of Ukrainian enterprises that negatively affect productivity and profitability.

84. Conflict management in organizations.
85. Human resource management: content and methods.
86. Formation and development of enterprise personnel.
87. Characteristics of planning and control functions in management. Is there a relationship between them?
88. Is money the only universal means of employee motivation? Justify your answer.
89. Is management a science or an art?
90. Factors influencing the managerial decision-making process.

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