

ПРОГРАММА ВСТУПИТЕЛЬНОГО ИСПЫТАНИЯ

для поступающих на основную образовательную программу магистратуры
«Менеджмент (Master in Management - MIM)»
по направлению подготовки 38.04.02 «МЕНЕДЖМЕНТ»,

по предмету «Деловые коммуникации (Менеджмент (Master in Management - MIM))»

Program for “Business Communications (Master in Management (MIM))” Entry Examination

For master program “Master in Management” (MIM),

SECTION I. THE CONTENT OF EXAMINATION

Entry examination (EE) comprises of the written part (40%) and oral part (interview) (60%).

The examination is performed with the use of distant technologies (online) in a synchronous mode.

WRITTEN PART

The goal of the written part of the EE is to assess the level of the candidates' prerequisite understanding of the program-specific theory and level of possession of the program specific vocabulary in the program language that is necessary for successful studies according to the master program requirements.

Written part implies answering to 10 questions in total.

Questions for the written part are based on one or more of the following themes.

Written part themes (for more detailed instructions on themes coverage, please, see Appendix 1).

1. Managers and organizations: the terms of organization, firm, management, efficiency in the broad and narrow sense. The evolution of management thinking.

2. The concept of strategy and strategic management. Corporate, competitive and functional strategies. Modern views on strategic management. Reasons, advantages and disadvantages of vertical integration and diversification.

3. External environment of organization: levels, basic parameters, the organization–environment relationship. Managing in a global environment.

4. The concepts of leaders and leadership; leadership and power. Evolution of views on the phenomenon of leadership. Practical aspects of leadership. Behavioral approach. Contingency approach.

5. Organizational structures. Organizing the vertical structure. Horizontal coordination. Designing adaptive organization.

6. Managing quality and performance. Value chain. Total quality management. A Balanced Scorecard.

7. Supply (individual and market); supply curve, its characteristics and shifts.

8. Demand (individual and market); demand curve, its characteristics and shifts.

9. Production. Factors of production. Short-run and long-run decisions. Labor productivity.

10. Market equilibrium, shifts in market equilibrium, causes of the shifts. Government regulation of the market and its consequences.

Examples of questions from each set of questions:

1. GreenTech is a company that has been struggling with low employee engagement and inefficient decision-making. The CEO decides to implement a decentralized structure to give more autonomy to middle managers and empower employees in decision-making processes.

Question:

What is the primary benefit of implementing a decentralized structure at GreenTech?

- A) Faster decision-making at top levels
- B) Improved control by top management
- C) Increased employee motivation and creativity
- D) Centralized coordination of all tasks

2. In the early 20th century, a manufacturing company, *IronWorks*, adopted principles from Frederick Taylor's scientific management. Managers closely supervised workers, set precise tasks, and aimed to improve efficiency. However, as the business grew, they realized employee morale and creativity were low.

Question:

Which management approach would likely address *IronWorks'* need for greater employee satisfaction and innovation?

- A) Classical Perspective
- B) Humanistic Perspective
- C) Bureaucratic Approach
- D) Scientific Management

3. The demand function for a product is $Q_d = 1000 - 20P$. The price increases from \$30 to \$40. What is the change in total revenue?

- A) \$200 decrease
- B) \$100 increase
- C) \$400 decrease
- D) \$600 increase

4. A firm's demand function is given by $Q_d = 800 - 10P$. The firm is considering raising the price from \$60 to \$70. Using the midpoint formula, what is the price elasticity of demand?

- A) 0.82
- B) 1.50
- C) 1.05
- D) 1.18

ORAL PART (Interview)

The goal of the *oral part* of the EE is to assess the candidates' readiness for professional oral communication in the program language, personal competencies and skills.

Candidates are assessed by 3 key criteria/competency:

- *Motivation to Achieve Results* (Competency 1) requires that the candidate strives for results and is capable to adapt his/her priorities in the process of performance. The candidate plans actions, pursues goals and can articulate those when making choices. The basis for assessment – presentation of candidate's motivation to enter the programs.

- *Effective Communication* (Competency 2) requires well-developed communication skills and an ability to express one's thoughts clearly and confidently, to transmit information precisely, to present arguments effectively, and to possess an ability to persuade others.

- *Analytical Abilities* (Competency 3) require an ability to locate urgent or potentially important areas of research, an ability of profound analysis and/or of development of a deep interest in analytical work. The candidate needs to demonstrate analytical thinking – ability to break down complex information into its parts to understand its underlying structure, as well as critical thinking – ability to analyze facts objectively and form a judgement.

SECTION II. RECOMMENDED LITERATURE

1. Daft, R.L., Management, US: South-Western Cengage Learning (any edition after 2010)
2. Mankiw NG. Macroeconomics, 7th Edition. Worth Publishers; 2010.(chapters 1-6: 15-18)
3. Baye Michael R., Prince Jeffery T. Managerial Economics and Business Strategy 9th ed. McGraw-Hill, 2016. 576 p. (chapters 1-8).
4. Up-to-date business press (e.g., from such magazines like Vedomosti, HBR, Forbes) and program area related publications and articles.

III. METHODOLOGY

The structure of the Entry Examination is the following:

Written part (10 questions)	40 points (%)
Oral part (Interview)	60 points (%)

Written part is performed first. There is only the one correct answer to each question.

Procedure for the written part:

- Written part is performed on the electronic platform approved by SPbU.
- Written part is performed with proctoring.
- Neither hard copy nor electronic/online materials are allowed for usage during examination (including glossaries and vocabularies).
- A candidate is to answer to 10 questions.
- Exam duration: 30 minutes.

Oral part (Interview) is carried out via video-conference application approved by SPbU (may differ from the one used for the written part) by 2-5 examiners at one time (may include academicians and practitioners or academicians only).

Procedure for the oral part:

- Interviews start after a short break following the written part and according to schedule planned by the Admissions office.
- Length: 20-30 minutes for the interview (including 5 minutes for self-presentation), then after the candidate is dismissed – 2-5 minutes for examiners' discussion and decision on the grade.
- The material for discussion is self-selected and home-prepared by the candidate. No extra time for preparation is needed.
- Interviews are conducted in English.
- The interview starts with the candidate's self-presentation (points to be covered: statement of the motivation to enter the selected program and perspective career development that the program offers; formulation of the key interests in the field of the selected program; presentation of a successful case where analytical abilities of a candidate can be demonstrated). Then examiners ask questions related to the declared points and (if needed) on other aspects in order to assess the criteria.
- The EE is totally anonymous.
- For analytical abilities competencies checking, candidates can be asked to analyze mini-case. Here are mini-case examples:
 - Discuss what is wrong with the following statistic: the Volvo is the safest car on the road because a recent study has shown that Volvos have the fewest number of accident deaths per mile driven.
 - A fast food company is thinking about putting a franchise in an airport. They hire you to see if they should do so.
 - A car company is interested in developing a new car. What marketing related issues should it consider before doing so?
 - An airline finds that, while its revenues are high, the company is still operating at a loss. What is going on?"
- Independently of the number of applications oral part will be performed only once.

IV. ASSESSMENT CRITERIA

The maximum score for the Entry Examination is 100 % (points).

Total result is calculated as a sum of points for the written and oral parts.
There are no minimum points for separate parts.

Each part is assessed in points that are further converted in the total score according to the weights:

The written part – 40% (points) of the total score for the Entry Examination.

The oral part – 60% (points) of the total score for the Entry Examination.

If an applicant applies to any 2 or 3 programs of the following master's degree programs in the field of study 38.04.02 «МЕНЕДЖМЕНТ»:

1. «Корпоративные финансы (Master in Corporate Finance - MCF)»;
2. «Менеджмент (Master in Management - MIM)»;
3. «Бизнес-аналитика и большие данные (Master in Business Analytics and Big Data - MiBA)»;

then the oral part of the entry examination is taken only once and its result is automatically counted for all programs from the list above to which the admission application was submitted.

Assessment of the written part:

If the correct answer is chosen - 4 points, otherwise - 0 points.

Therefore, the maximum score for the written part (for 10 questions) is 40 points.

Assessment of the oral part:

Criteria for the oral part:

№1. Motivation to Achieve Results

Max points	Competency Level	Description	Candidate's Interview Outcome
5	Excellent	Corresponds to the majority (90 % and up) of the competency definitions	Strong demonstrating of the competency reflected in showcasing of the majority (90% and up) of the required behavioral characteristics.
4	Very Good	Corresponds to more than a half of the competency definitions	The demonstrated strong behavioral characteristics prevail over the number of weak behavioral characteristics.
3	Good	Corresponds to a half of the competency definitions	Demonstration of a strong presence of a half of the required behavioral characteristics and of weak/insufficient presence of the other behavioral characteristics.
2	Next- to- Low	Corresponds to less than a	Insufficient demonstration of the

	("minimal")	half of the competency definitions	majority of the required behavioral characteristics.
1	Low	Doesn't correspond next-to-neither of the definitions of the competency	Demonstrated weak/insufficient level of the competency. No strong points were demonstrated.
0	Absence of any proof	Absence of any demonstrated competency definition	No traces of any required behavioral characteristics were demonstrated.

№ 2. Effective Communication

Max points	Competency Level	Description	Candidate's Interview Outcome
5	Excellent	Corresponds to the majority (90 % and up) of the competency definitions	Strong demonstrating of the competency reflected in showcasing of the majority (90% and up) of the required behavioral characteristics.
4	Very Good	Corresponds to more than a half of the competency definitions	The demonstrated strong behavioral characteristics prevail over the number of weak behavioral characteristics.
3	Good	Corresponds to a half of the competency definitions	Demonstration of a strong presence of a half of the required behavioral characteristics and of weak/insufficient presence of the other behavioral characteristics.
2	Next- to- Low ("minimal")	Corresponds to less than a half of the competency definitions	Insufficient demonstration of the majority of the required behavioral characteristics
1	Low	Doesn't correspond next-to-neither of the definitions of the competency	Demonstrated weak/insufficient level of the competency. No strong points were demonstrated.
0	Absence of any proof	Absence of any demonstrated competency definition	No traces of any required behavioral characteristics were demonstrated.

№ 3. Analytical Abilities

Max points	Competency Level	Description	Candidate's Interview Outcome
5	Excellent	Corresponds to the majority (90 % and up) of the competency definitions	Strong demonstrating of the competency reflected in showcasing of the majority (90% and up) of the required behavioral characteristics.
4	Very Good	Corresponds to more than a half of the competency	The demonstrated strong behavioral characteristics prevail over the number

		definitions	of weak behavioral characteristics.
3	Good	Corresponds to a half of the competency definitions	Demonstration of a strong presence of a half of the required behavioral characteristics and of weak/insufficient presence of the other behavioral characteristics.
2	Next- to- Low (“minimal”)	Corresponds to less than a half of the competency definitions	Insufficient demonstration of the majority of the required behavioral characteristics.
1	Low	Doesn’t correspond next-to-neither of the definitions of the competency	Demonstrated weak/insufficient level of the competency. No strong points were demonstrated.
0	Absence of any proof	Absence of any demonstrated competency definition	No traces of any required behavioral characteristics were demonstrated.

Conversion scale:

Points gained	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Score for the final grade	0	4	8	12	16	20	24	28	32	36	40	44	48	52	56	60

Therefore, the maximum score for the oral part (for 3 criteria) is 60 points.

**Program for “Business Communications (Master in Management (MIM))”
Entry Examination in 2025
APPENDIX 1**

Written part themes coverage

	Question	Includes:
1.	Managers and organizations: the terms of organization, firm, management, efficiency in the broad and narrow sense. The evolution of management thinking	Definitions: firm, organization. Definition of management, the four management functions (list and essence), levels of management. Definition of a manager – what is it like to be a manager (activities and roles). Definition of efficiency in broad and narrow sense. Vertical and horizontal labor division in management. The evolution of management thinking.
2.	The concept of strategy and strategic management. Corporate, competitive and functional strategies. Modern views on strategic management.	Definitions of strategy and strategic management. Purpose of strategy. Levels of strategy and their meaning. Corporate-level strategy: models and frameworks for analysis and development. Business-level strategy: models and frameworks for analysis and development. Global strategy (essence and types). The concept of vertical integration: definition, advantages, and disadvantages. The concept of diversification: definition, advantages, and disadvantages. The reasons for choosing vertical integration and diversification.
3.	External environment of organization: levels, basic parameters, the organization– environment relationship. Managing in a global environment.	External environment of organization: definition and levels. Parameters of external environment and approaches to its classification and analysis. Influence of external environment on organization: concepts of environmental uncertainty, adapting to the environment. Managing in a global environment.
4.	The concepts of leaders and leadership; leadership and power. Evolution of views on the phenomenon of leadership. Practical aspects of leadership. Behavioral approach. Contingency approach.	Definitions for leader, leadership, power. Sources of leadership. Difference between leaders and managers. Types of leaders. Evolution of views on the phenomenon of leadership: behavioral and situational approaches.
5.	Organizational structures. Organizing the vertical structure. Horizontal coordination. Designing adaptive organization.	Definition of organizational structure. Characteristics of organizational structures. Types of organizational structures. New forms of organizational structures (flat, boss

		less, teal). Organizing the vertical structure. Horizontal coordination. Designing adaptive organization.
6.	Managing quality and performance. Value chain. Total quality management. A Balanced Scorecard.	The meaning of control. Hierarchical vs decentralized control. Total quality management. A Balanced Scorecard. Financial control. Managing the value chain.
7.	Supply (individual and market); supply and demand curve, its characteristics and shifts.	Market Forces: Supply and Demand. Supply definitions. Supply functions.
8.	Supply and Demand (individual and market); supply and demand curve, its characteristics and shifts.	Market Forces: Demand and Supply. Demand definitions. Demand functions. Price elasticity of demand. Quantitative Demand Analysis.
9.	Production. Factors of production. Short-run and long-run decisions. Labor productivity.	The Production Function. Cost Minimization. Economies of Scale. Labor productivity.
10.	Market equilibrium, shifts in market equilibrium, causes of the shifts. Government regulation of the market and its consequences.	Market equilibrium. Equilibrium price. equilibrium quantity. Government and the Market.