

МИНОБРНАУКИ РОССИИ

Федеральное государственное автономное образовательное
учреждение высшего образования «Южный федеральный университет»
(ЮЖНЫЙ ФЕДЕРАЛЬНЫЙ УНИВЕРСИТЕТ)

Программа утверждена на заседании

Ученого совета *Института
управления в экономических,
экологических и социальных
системах*

УТВЕРЖДАЮ

*Директор Института управления в
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Программа утверждена на заседании

Ученого совета *Факультета
управления*

УТВЕРЖДАЮ

Декан факультета управления

Д.А. Шевченко



**Программа вступительного испытания
Management (English-taught programs)**

Уровень высшего образования
магистратура

Форма обучения
очная

Ростов-на-Дону – Таганрог
2026

I. General terms

The admission for the master's program "Financial Management", "International Management", "International Business", "Management and Production Engineering" of the 38.04.02 subject area "Management" (English-taught programs) are carried out in the form of an oral exam (interview).

The oral exam (interview) is carried out in accordance with the approved schedule. At the beginning of the oral exam (interview) questions are issued to the applicant in accordance with this entrance exam program. To prepare the answers the applicant does have up to 30 minutes. In the preparation of answers, the applicant has the right to summarize the basic provisions of his answers, however, only the student's answers, given to him orally, directly during the interview, are subject to evaluation. The duration of the interview is up to 15 minutes per applicant.

The results of the oral exam (interview) are evaluated on a 100-point scale. The minimum number of points required to participate in the competition are established by local regulations.

The program of oral exam (interview) is aimed at revealing knowledge of the theoretical foundations of management, basic management categories and principles, the ability to apply this knowledge for management analysis and solving specific management problems.

II. Questions for the oral exam (interview)

When conducting an oral exam (interview), each applicant is suggested to answer three questions:

Question No. 1. Explain the reasons for the choice of master's program in the field 38.04.02 Management (English-taught programs) of the Southern Federal University and the goals that you set yourself when training in this master's program (with explanation, you can rely on existing learning outcomes, scientific activities, experience of professional activity, etc.).

Questions No. 2-3. The questions are selected by the examination committee (or by automatic electronic service of the oral exam (interview)) corresponding to the subject area of the master's programs from the following list:

1. Role of the leader in international corporate management in XXI century
2. Innovations as key factor of competitiveness improvement in the organization.
3. Globalization of the world economy: prospects and threats for national markets
4. Role of national cultures and regulations in international management strategies.

5. Business transnationalization as a factor of international management development
6. Managing international business in the digital economy: problems and solutions
7. Modern trends in managing sustainable international business development
8. Actual business trends in international financial markets.
9. Modern priorities in financial management of corporations.
10. Actual business trends in global economy.
11. Stimulation and motivation in the organization's personnel management system
12. Factors in the development of international management.
13. Digital Marketing: Essence and Types. The Essence and Structure of Internet Marketing. SEO. Social Media Marketing.
14. Social factors and ethics of management.
15. The concept and principles of financial management in an organization.

III. Structure and evaluation criteria

The results of the entrance exam are evaluated on a 100-point scale. The answer to the first question of the entrance exam gives 40 points and the answers to questions 2 and 3 (chosen by the examination committee or an automatic service) of the entrance exam allows to get up to 30 points for each of the questions.

The structure and criteria for evaluating the answer to question No. 1 of the entrance exam:

- the rationale for the choice of the Southern Federal University and this master's program, the connection of the subject area of the master's program with real or future professional activities – up to 20 points;
- justification of goals and expected learning outcomes in the master program, as well as the results of scientific and/or project activities planned for execution during training – up to 10 points;
- justification of readiness for the effective study on the master's program, considering the existing educational results, achievements in research and innovative activities, and the experience of professional activity – up to 10 points.

The structure and criteria for evaluating the answer to questions No. 2-3 of the entrance oral exam (interview):

- understanding the subject of the question, the completeness of the answer to the question posed, proving the presence of quite extensive knowledge about the subject of the question - up to 15 points;
- free and correct operation with terms and concepts related to the subject of the issue - up to 5 points;

- answers to additional clarifying questions on the answer to the main question - up to 5 points;
- the level of general scientific culture and analytical abilities – up to 5 points.

Reading list

1. Adizes I. Managing Corporate Lifecycles: Complete Edition, 2004. – 460 p.
2. Adizes I. Mastering Change Participant's Manual: Questions and Discussion Topics, 2019. – 194 p.
3. Brigham E.F., Ehrhardt M.C. Financial Management: Theory & Practice (MindTap Course List), 2019. – 1216 p.
4. Buckingham M., Clifton D.O. Now, Discover Your Strengths: How To Develop Your Talents And Those Of The People You Manage, 2020. – 320 p.
5. Croft C. Project Management QuickStart Guide: The Simplified Beginner's Guide to Precise Planning, Strategic Resource Management, and Delivering World Class Results (QuickStart Guides™ - Business), 2022. – 371 p.
6. Grieser R. The Ordinary Leader: 10 Key Insights for Building and Leading a Thriving Organization – 2017. – 217 p.
7. HBR's 10 Must Reads 2020: The Definitive Management Ideas of the Year from Harvard Business Review (with bonus article "How CEOs Manage Time" by Michael E. Porter and Nitin Nohria), 2019. – 224 p.
8. Kotler Ph., Keller K. Marketing Management. – 2014. – 832 p.
9. Parnell J.A. Strategic Management: Theory and Practice, 2013. – 664 p.
10. Pavlov P. V. International Business: textbook; Southern Federal University. – Rostov-on-Don; Taganrog: Southern Federal University Press, 2019. – 294 p.
11. Pavlov P. V. Legal regulation of the economy: textbook; Southern Federal University. – Rostov-on-Don; Taganrog: Southern Federal University Press, 2019. – 214 p.
12. Pavlov P. V. Project work in international business: textbook; Southern Federal University. – Rostov-on-Don; Taganrog: Southern Federal University Press, 2019. – 87 p.