

**MINISTRY OF AGRICULTURE OF THE RUSSIAN FEDERATION FEDERAL STATE
BUDGETARY EDUCATIONAL INSTITUTION OF HIGHER EDUCATION
STAVROPOL STATE AGRARIAN UNIVERSITY**

**ENTRANCE EXAMINATION PROGRAM
FOR APPLICANTS TO THE MASTER'S PROGRAM IN THE DIRECTION
«MANAGEMENT» (38.04.02)
Master's program «Agricultural Management and Foreign Economic Activity»**

Management

Modern system of views on management. Evolution of management thought. Tools and technologies of organization management. External environment of the organization. Internal environment of the organization. Concept and elements of the organizational structure of management. Classification of enterprises. Organizational and legal forms of enterprises. General features and goals of social organizations. General and specific functions of management. Characteristic features of management methods. Centralization and decentralization of management: advantages and disadvantages, both in small and large organizations. Statistical observation of socio-economic phenomena and processes: concept, tasks, organizational forms, types and methods of implementation. Technologies for making management decisions. Organizational relations in the management system. Communications in the management process. Innovative approach to management. Methods of modeling and forecasting in management. Management efficiency. Conflict management.

Project Management

Conceptual foundations of project management. Project-oriented approach to rural development. General characteristics of different types of projects. Concept of the project cycle. Phases of the project management process: planning, monitoring, analysis. Characteristics of the project team. Budget control in project management. Pre-project research. Qualitative methods as a basis for obtaining data by non-statistical and non-quantitative means. Quantitative methods in empirical and theoretical research. The process of developing a project idea. Project requirements and constraints. Project stakeholders. Investment attractiveness of the project. Project presentation. Risk management in the project. Standards in project management. Key stages of project implementation management. Project charter. Effectiveness and efficiency of project management.

Strategic Management

Organization strategy: general characteristics. Strategic planning. Organizational levels of strategy development. Portfolio analysis methods. Competitive analysis: indicators and results. Characteristics of the state of the industry and its development trends. Classification of strategies and characteristics of their types. Alternative approach to strategy development. Forecasting and strategic planning. Key factors of strategy success.

Organization of production at enterprises of the industry

Organization of the use of means of production at the enterprise. Sizes of agricultural enterprises. Concept of the industry, conditions and principles of combining industries. Concentration and specialization in agriculture. Organization of work collectives. Organization and methods of labor standards. Methods of studying labor processes and labor costs. Remuneration, tariff system, non-tariff model of remuneration.

Enterprise Management

The essence and content of enterprise management. Management principles. Management methods and tools. Management types and models. Management functions. Enterprise management system. Formation and functioning of management systems. Manager in the management system. Information support of the management system. Management decisions. The structure of production management in the agro-industrial complex. The structure and functions of the management bodies of the agro-industrial complex. Features of management of the agro-industrial complex branches. Features of management of agribusiness enterprises. Efficiency of production management in agribusiness.

Literature

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2. Balashov A. P. Management: a tutorial / A. P. Balashov. - Moscow: University textbook: INFRA-M, 2022. - 272 p.
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5. Dorofeev V. D. Management: study guide / V.D. Dorofeev, A.N. Shmeleva, N.Yu. Shestopal. — Moscow : INFRA-M, 2022. — 328 p.
6. Egorshin A. P. Strategic management : textbook / A. P. Egorshin, I. V. Guskova. — 2nd ed., revised. and enlarged. — Moscow : INFRA-M, 2023. — 290 p.
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8. Management : textbook / M. V. Charaeva, D. A. Shevchenko, A. A. Lysochenko, N. E. Muromets [et al.] ; under the general editorship of Doctor of Economics, Assoc. Prof. M.V. Charaeva. - Moscow: INFRA-M, 2025. - 343 p. - (Higher education). - DOI 10.12737/2133646. - ISBN 978-5-16-019672-5. - Text: electronic. - URL: <https://znanium.ru/catalog/product/2133646>.

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10. Popov Yu. I. Project Management: a tutorial / Yu. I. Popov, O. V. Yakovenko. - Moscow: INFRA-M, 2021. - 208 p.

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12. Romanova M. V. Project Management: a textbook / M. V. Romanova. - Moscow: FORUM: INFRA-M, 2022. - 256 p.

13. Arustamov E. A. Business Fundamentals: textbook. 6th ed. Moscow: Publishing and Trading Corporation "Dashkov and Co.", 2022. 228 p. Text: electronic. URL: <https://znanium.com/catalog/product/2083274>

14. Bludova S. N. Economics: textbook; VO - Bachelor's degree, Master's degree / S. N. Bludova, A. P. Novosel'tseva, M. A. Erenzenova, V. A. Gladilin. Moscow: Rusains, 2024. 239 p. URL: <https://book.ru/book/952346>. - book_ru.

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16. Dolgov V. S. Agricultural Economics: textbook; VO - Bachelor's degree, Specialist's degree / Dolgov V.S. St. Petersburg: Lan', 2024. 124 p. URL: <https://e.lanbook.com/book/419111>.

17. Minakov I.A. Economy of enterprises of the agro-industrial complex. 3rd ed., revised. and enlarged. St. Petersburg. Lan', 2023. 272 p. Text: electronic. URL: <https://e.lanbook.com/book/327161>

18. Organization of production and entrepreneurship in the agro-industrial complex: textbook / edited by M.P. Tushkanov, A.F. Maksimov. 2nd ed., revised. and enlarged. Moscow: INFRA-M, 2023. 296 p. (Higher education). Text: electronic. URL: <https://znanium.com/catalog/product/1984951>

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20. Organization of production and entrepreneurship in the agro-industrial complex: textbook / V.M. Golovach, I.N. Turchaeva. Moscow: INFRA-M, 2023. 321 p. (Higher education: Bachelor's degree). Text: electronic. URL: <https://znanium.com/catalog/product/1894757>

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