

**НАО «Университет КИМЭП»
Факультет Образования и Гуманитарных Наук**

**Вступительный экзамен
в докторантуру по группе образовательных программ
«D072 Менеджмент и управление»**

Образовательная программа: 8D04108 Образовательная политика и управление.

УТВЕРЖДАЮ/ APPROVED

Председатель Ученого Совета/Chair of the Academic Council

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от / as of «__» _____ 2026

Essay Questions

#	Answer essay questions as completely as possible
1	Discuss how evidence-based policymaking supports effective leadership and management in educational and non-educational organizations.
2	Analyze the challenges of implementing organizational change in a public-sector institution, drawing comparisons with private-sector management.
3	Evaluate how governance, transparency, and accountability contribute to institutional effectiveness in both educational and corporate environments.
4	Reflect on the relationship between national education reforms and organizational strategic planning. Provide examples.
5	Is it possible to achieve both effectiveness and efficiency to increase the performance of businesses? Why or why not? Explain and discuss in detail while also considering the competitive strategy a company is pursuing.
6	What are pros and cons of a bureaucracy for organizations? Should companies eliminate it or are there some benefits? Explain and discuss.
7	What are your thoughts about the stakeholder vs. shareholder view of the firm in terms of improving a business's performance? Explain and discuss.
8	What are the limitations, if any, of the classical (rational) decision making model? What are the arguments against it? Explain and discuss.

9	Discuss each of the functions of management in detail and provide examples along.
10	How important is the control process or function for the success of businesses? Explain and discuss and provide examples.
11	Does strategy matter for the success of companies? Explain and discuss.

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ЭКЗАМЕНАЦИОННЫЕ ВОПРОСЫ / EXAM QUESTIONS

BLOCK 1

####001

Identify and define the basic levels of management. What is each responsible for?

####002

Identify and define the basic levels of management.

####003

Identify and briefly define the three major types of managerial skills that managers need.

####004

What is locus of control?

###005

Define "entrepreneurs" and "intrapreneurs".

###006

What is power? Explain the five bases of power.

###007

Explain the trait approach to leadership.

###008

Explain the behavioral approach to leadership?

###009

Explain the situational approach to leadership

###010

Explain the types of decisions at the company (programmed and non-programmed).

###011

What is charismatic leadership? Provide examples.

###012

What is "collective bargaining"?

###013

Distinguish between "data" and "information", and give a specific business example of each of these terms.

###014

What is moral hazard?

###015

How will you be able to apply your experience as a consumer of educational services to the challenges you'll face in your career after graduation?

###016

Discuss why workers sometimes vote to be represented by a union, and why some workers are reluctant to join.

###017

What is the difference between monetary policy and fiscal policy?

###018

To what degree are fluctuations in the business cycle predictable?

###019

What are three essential functions of a business plan?

###020

What is process reengineering? How can it help an organization? How can it hurt an organization?

###021

Describe JIT inventory. Give a practical business example of how JIT works.

###022

Define what is meant by flexible manufacturing systems. Describe how they can improve an organization's responsiveness to customers.

###023

Discuss the two most common reasons why managers seek to control and to improve the quality of their organization's products.

###024

Discuss the decision a production operation must make between a JIT system and a system that includes some sort of buffer inventory system. Give an example of how a firm might resolve this dilemma.

###025

Identify the potential users of accounting information.

###026

Explain the functions of management.

###027

What is a strategy? Describe the basic strategic management process.

###028

Explain functions of different levels of managers in organizational contexts.

###029

What is a contingency planning? How is it different from traditional planning?

###030

Define corporate culture. Why it is important to develop strong corporate culture?

###031

What is a business strategy? Explain three main generic business strategies.

###032

What is a SWOT analysis? Why it is important for strategy formulation process.

###033

Explain the main functions of a HR manager.

###034

What is a job analysis? Why it is important in HR management?

###035

Explain HR planning process in the organizational contexts.

###036

What is an Equal Opportunity? Explain the legal contexts and importance of Equal Opportunity.

###037

Explain the main components of compensation and reward systems.

###038

Explain different types of on-the-job and off-the-job training methods for employees.

###039

What is a performance appraisal? Why it is important for HR management?

###040

Explain how marketers identify different market segments.

###041

What are target markets? Explain the role that target markets play in market segmentation.

###042

Explain each step in the consumer buying process.

###043

How does a product mix differ from a product line?

###044

How do expense items differ from capital items?

###045

What are three functions of packaging?

###046

What constitutes ethical behavior? Provide examples.

###047

Explain how services contribute to a country's economy.

###048

Identify the powerful forces that are transforming service markets.

###049

Define services using the non-ownership service framework.

###050

Explain the components of the traditional marketing mix applied to services.

###051

Explain why the marketing, operations, and human resource management functions need to be closely integrated in service businesses.

###052

Explain the importance of the time factor applied to services.

###053

Explain why the demand and capacity need to be balanced.

###054

In assessing a country's national competitive advantage, what is meant by factor conditions?

###055

What is the reason anti-competition laws exist in many countries?

###056

Describe the relationship of exports and imports in a country's balance of trade and its balance of payments.

###057

What does dumping mean in international business?

###058

What is a cartel? Provide an example in your answer.

###059

Explain the difference between an international firm and a multinational firm?

###060

Explain what a tariff means in an international business context.

###061

Briefly describe the different types of pricing objectives.

###062

What are the different price-setting methods? Briefly describe each of them.

###063

What are marketing channels? Briefly explain some of the different types of intermediaries.

###064

List and explain the four service levels offered by retailers.

###065

What are the elements of the marketing communications mix?

###066

What are the steps involved in developing effective marketing communications?

###067

What is integrated marketing communications?

###068

Explain the concept of balance of payments?

###069

What is an anti-dumping investigation?

BLOCK 2

###001

How does the concept of strategic leadership is applied in business world?

###002

Why ethical leadership is important for contemporary organizations?

###003

How is the situational approach to leadership applied by contemporary managers?

###004

How could contemporary managers apply five bases of power?

###005

How could managers become effective leaders?

###006

Abraham Maslow developed a needs hierarchy model of motivation. Discuss the different kinds of needs in this model and give one specific example of each of these types of needs in terms of a worker's behavior.

###007

What factors should you consider before selecting financing alternatives for a new business?

###008

What are the three basic forms of business ownership?

###009

Explain equity theory.

###010

What is a core competency of a firm?

###011

Discuss the pros and cons of using punishment. If managers use punishment, how should they minimize the negative side effects?

###012

How can a virtual organization reduce costs?

###013

Explain how and why the amount of time managers spend in the managerial functions varies across the different levels of management.

###014

Discuss the roles of ethics and corporate responsibility in business?

###015

Explain a conflict of interest in an organization?

###016

Explain top managers' best demonstration of a commitment to ethical business practices?

###017

A company ends the year with a net income of \$7.5 million and an earnings per share value of \$1.50. What is the number of common shares outstanding for this company?

###018

With fixed assets of \$4 billion and current assets of \$1.7 billion, Realm Company has long-term liabilities of \$2 billion and current liabilities of \$0.34 billion. What is Realm's current ratio?

###019

What are the main responsibilities of the three different level of managers? Give three sets of examples.

###020

Explain three main managerial roles and their relevant activities.

###021

Explain the basic managerial skills for successful managers.

###022

Describe the main purpose of goal settings in organizational contexts.

###023

Explain different types of goals in strategic management process.

###024

Describe three main types of strategies in organizational contexts.

###025

Explain the corporate culture development process in the organizational contexts.

###026

Discuss the meaning of organizational commitment.

###027

Define the concept of "emotional intelligence". How does having emotional intelligence help managers?

###028

What is organizational culture? Where does it come from?

###029

What is socialization? How does it occur? Why is it important for organizations?

###030

Why is product placement important? Give an example to clarify your response.

###031

What are organizational rites? What are its different types? Give an example of each.

###032

Who are "stakeholders"? List at least four examples of different types of stakeholders.

###033

Why are managers a critically important group of stakeholders?

###034

Is it possible for an economy to be almost entirely based on services? Is it a sign of weakness when a national economy manufactures few of the goods that it consumes?

###035

What are the main reasons for the growing share of the service sector in all major economies of the world?

###036

Describe the questions that a manager should ask under the practical rule to decide if a business decision is acceptable on ethical grounds.

###037

Summarize the reasons why managers should behave ethically.

###038

Discuss the three major types of needs of managers according to McClelland and explain their possible advantages and disadvantages on the effectiveness of a manager.

###039

How can you measure service quality?

###040

How is the proactive approach to social responsibility applied in contemporary organizations?

###041

How do ethical values vary from person to person?

###042

How can ethical behavior in a certain situation be assessed?

###043

What is the difference between balance of trade and balance of payments?

###044

Explain why fluctuations in exchange rates have significant influence on the balance of trade.

###045

Discuss the differences between absolute advantage and comparative advantage.

###046

Explain the effects of exchange rate fluctuations on the trade balance of a country.

###047

What effects do transportation costs have on international trade or business?

###048

What are the advantages that the World Trade Organization (WTO) provides for international trade?

###049

What is a virtual team? What are the advantages and disadvantages of virtual teams?

###050

What are some ways to respond to overdemand?

###051

Explain what is meant by a "task force," and give a specific business example of a situation in which the use of a task force would be a good choice for an organization.

###052

Discuss how a manager should deal with religious diversity.

###053

Discuss the differences in impact on motivation of a bonus versus a salary increase of the same amount of money.

###054

Explain what is meant by a "merit pay plan" and discuss its possible advantages and disadvantages within an organization.

###055

Social loafing can be a very detrimental practice to the effectiveness of an organization. Explain what is meant by this concept.

###056

It has been said that managing diversity makes good business sense. Do you agree or disagree with this statement? Defend your argument with either pros or cons.

###057

What is ethics? Provide examples

###058

All teams are groups, but not all groups are teams. Discuss the two characteristics that distinguish "teams" from "groups" and give a specific business example that clarifies this distinction.

###059

Identify and discuss what is meant by the "technical skills" of a manager.

###060

An organization's distributors can have an important impact on the success of the organization. Do you agree?

###061

The barriers to entry that an organization faces when it considers whether to enter a new type of industry can be critical to the success of the organization in that industry. Explain some of barriers to entry.

###062

What do economic forces include? How do they effect the general environment of the organization and the decisions of the manager?

###063

What are technological forces? Explain their implications for managers and organizations.

###064

List and explain the principal forms of capital flow between countries.

###065

What is meant by the free-trade doctrine?

###066

Describe and explain Hofstede's natural cultural dimensions.

###067

Discuss the assumptions that underlie the classical model of decision-making. Explain how this model would help to explain the behavior of a manager who was attempting to act consistently with this model in a realistic business situation of your choosing.

###068

Researchers have identified a six-step model that can be used by managers who are faced with an important decision. Discuss these steps as they would apply to an important and realistic business situation of your choosing.

###069

Define groupthink. Explain the technique that counteracts groupthink.

###070

Identify the advantages and disadvantages of group decision-making.

BLOCK 3

###001

Explain the role of governance structures in public-sector organizations. Provide one example from education or government.

###002

Discuss how accountability mechanisms improve institutional performance. Include at least two accountability tools.

###003

Compare internal and external accountability. Provide examples relevant to management or education.

###004

Describe how transparency affects public trust in organizations. Use one real-world case.

###005

Explain the difference between compliance-based and improvement-based accountability. Give an example of each.

###006

Discuss how board governance influences strategic direction. Provide practical implications.

###007

Explain why stakeholder participation is important for effective governance. Give at least two stakeholder groups.

###008

Analyze one common challenge in implementing governance reforms. Suggest a solution.

###009

Describe how corruption risks can undermine governance. Provide an example from any sector.

###010

Explain how organizational ethics support accountability. Include one principle of ethical practice.

###011

Describe the main stages of the education policy cycle. Briefly define each stage.

###012

Explain how problem identification influences policy outcomes. Provide one example.

###013

Discuss the role of policy formulation. Identify two key actors involved.

###014

Explain the importance of policy implementation. Give one challenge commonly faced.

###015

Compare policy evaluation and monitoring. Include one similarity and one difference.

###016

Discuss how evidence informs policy revision. Provide an example of evidence used.

###017

Explain what makes a policy 'implementable'. Use two criteria.

###018

Analyze the impact of political context on policy development. Give one illustration.

###019

Explain how policy learning contributes to system improvement. Provide one example from public administration or education.

###020

Discuss the value of stakeholder consultation during the policy cycle. Identify key groups consulted.

###021

Explain the difference between leadership and management in organizational change. Provide an example of each role.

###022

Describe how transformational leadership supports improvement initiatives. Include one typical behavior.

###023

Explain resistance to change. Identify at least two common causes.

###024

Discuss how communication affects the success of change initiatives. Provide one recommended strategy.

###025

Compare top-down and participatory change approaches. Give an example of each.

###026

Explain why leadership vision is important in change management. Provide one consequence of weak vision.

###027

Discuss how leaders build trust during organizational transitions. Include one practical action.

###028

Explain how change agents support reform implementation. Give an example from any sector.

###029

Describe how organizational culture influences change outcomes. Provide an example of a supportive culture.

###030

Analyze the role of training in change projects. Identify at least one benefit.

###031

Explain the purpose of strategic planning in public organizations. Provide one expected outcome.

###032

Discuss how an organization defines its mission. Provide a sample mission element.

###033

Explain how KPIs support strategic goal achievement. Include one KPI example.

###034

Compare strategic and operational planning. Include one difference.

###035

Explain the role of quality assurance in education or public services. Provide an example.

###036

Discuss the importance of continuous improvement. Identify one tool used.

###037

Explain how organizations monitor performance. Provide one method.

###038

Analyze the purpose of accreditation in quality assurance. Give one example of a criterion assessed.

###039

Describe how strategic alignment improves efficiency. Use one real-world example.

###040

Explain why benchmarking is useful. Identify one benchmark type.

###041

Explain the concept of evidence-based management. Provide one example of evidence used in decisions.

###042

Discuss the role of data in improving organizational outcomes. Identify one type of data commonly used.

###043

Explain how evaluation results support decision-making. Provide an example.

###044

Describe the difference between quantitative and qualitative evidence. Give an example of each.

###045

Explain why research literacy is important for managers. Provide one practical benefit.

###046

Discuss how data dashboards support strategic decisions. Include one key indicator.

###047

Explain the role of needs assessment in planning. Provide an example.

###048

Analyze challenges organizations face in using evidence. Suggest one solution.

###049

Describe how monitoring tools help leaders identify problems early. Provide an example of a tool.

###050

Explain how bias can affect evidence interpretation. Provide one mitigation strategy.

###051

Discuss the importance of workforce planning. Provide one example of forecasting needs.

###052

Explain how job analysis supports recruitment. Identify key components.

###053

Describe performance appraisal. Provide two typical appraisal criteria.

###054

Explain how professional development improves institutional effectiveness. Give an example.

###055

Discuss one challenge of motivating employees in public-sector organizations. Suggest a solution.

###056

Explain the difference between extrinsic and intrinsic motivation. Give an example of each.

###057

Describe how leadership supports employee engagement. Provide one behavior.

###058

Explain why workplace culture affects performance. Give an example.

###059

Discuss how fair HR practices strengthen organizational trust. Include one HR principle.

###060

Explain how competency-based systems support performance improvement. Provide one example.

###061

Compare public and private sector management. Identify one similarity and one difference.

###062

Explain how public-sector constraints affect managerial decision-making. Provide an example.

###063

Discuss the role of public value. Provide one illustration from the education sector.

###064

Describe how national policies shape organizational priorities. Give an example from any country.

###065

Explain how decentralization affects service delivery. Provide one benefit and one challenge.

###066

Compare centralized and decentralized management structures. Include examples from two sectors.

###067

Discuss how globalization influences education and management. Provide one example.

###068

Explain how cultural context affects organizational behavior. Use one real-world case.

###069

Describe how international assessments shape policy decisions. Provide an example (PISA, TIMSS, etc.).

###070

Discuss one key lesson from comparative education that managers can apply. Provide a concrete example.

###071

Explain how ethics, leadership, and evidence-based practice interact in effective management. Use an integrative example.

###072

Discuss how organizations align strategic planning with policy requirements. Provide one case.

###073

Explain how stakeholders influence both educational and corporate reforms. Identify two stakeholder groups.

###074

Describe how governance, quality assurance, and accountability reinforce each other. Provide one example.

###075

Analyze how digital transformation affects both education systems and management processes. Give one benefit and one challenge.