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Приложение 6
к основной профессиональной образовательной программе
по направлению подготовки 38.03.01 Экономика
направленность (профиль) программы
«Финансы и кредит»

Министерство науки и высшего образования Российской Федерации

федеральное государственное бюджетное образовательное учреждение высшего образования

«Российский экономический университет имени Г.В. Плеханова»

Улан-Баторский филиал РЭУ им. Г.В. Плеханова

Одобрено
На заседании Совета Улан-Баторского
филиала РЭУ им. Г.В. Плеханова
Протокол № 12 от 19 июня 2025 г.
Председатель совета
_____Н.В. Антипова

ОЦЕНОЧНЫЕ МАТЕРИАЛЫ
по дисциплине
Б1.В.01 Иностранный язык профессионального общения

Направление подготовки	**38.03.01 Экономика**
Направленность (профиль) программы	**Финансы и кредит**
Уровень высшего образования	**Бакалавриат**

Год начала подготовки 2025

Улан-Батор – 2025 г.

Оценочные материалы одобрены на заседании междисциплинарной кафедры протокол № 12 от 19 июня 2025 г.

ОЦЕНОЧНЫЕ МАТЕРИАЛЫ

по дисциплине «Иностранный язык профессионального общения»

ПЕРЕЧЕНЬ КОМПЕТЕНЦИЙ С УКАЗАНИЕМ РЕЗУЛЬТАТОВ ОБУЧЕНИЯ И ЭТАПОВ ИХ ФОРМИРОВАНИЯ ПО ДИСЦИПЛИНЕ

Формируемые компетенции (код и наименование компетенции)	**Индикаторы достижения компетенций** (код и наименование индикатора)	**Результаты обучения** (знания, умения)	**Наименование контролируемых разделов и тем**
УК-4. Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)	УК-4.1. Выбирает на государственном языке РФ и иностранном(-ых) языках коммуникативно приемлемые стиль и средства взаимодействия в общении с деловыми партнерами	УК-4.1. З-1. Знает нормы устной речи, принятые в профессиональной среде	Тема 1. Управление организацией Тема 2. Командная работа Тема 3. Финансы организации Тема 4 Построение взаимоотношений с клиентами Тема 5 Управление кризисом Тема 6 Международное сотрудничество
		УК-4.1. У-1. Умеет выбирать стиль общения на государственном языке РФ и иностранном языке применительно к ситуации взаимодействия	
		УК-4.1 У-2. Владеет иностранным языком на уровне, необходимом и достаточном для общения в профессиональной среде	Тема 4 Построение взаимоотношений с клиентами Тема 5 Управление кризисом Тема 6 Международное сотрудничество
	УК-4.2. Ведет деловую переписку на государственном языке РФ и иностранном(-ых) языках	УК-4.2. З-1. Знает нормы письменной речи, принятые в профессиональной среде	Тема 1. Управление организацией Тема 3. Финансы организации Тема 5 Управление кризисом Тема 6 Международное сотрудничество
		УК-4.2. У-1. Умеет вести деловую переписку на государственном языке РФ и/или иностранном языке	
	УК-4.3. Использует диалог для сотрудничества в социальной и профессиональной сферах	УК-4.3. У-1. Владеет нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия	Тема 1. Управление организацией Тема 5 Управление кризисом

Формируемые компетенции (код и наименование компетенции)	**Индикаторы достижения компетенций** (код и наименование индикатора)	**Результаты обучения (**знания, умения**)**	**Наименование контролируемых разделов и тем**
		УК-4.3 У-2. Умеет выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи	Тема 2. Командная работа Тема 3. Финансы организации Тема 6 Международное сотрудничество
ПК-1.- Способен осуществлять мониторинг конъюнктуры рынка банковских услуг, рынка ценных бумаг, иностранной валюты, товарно-сырьевых рынков	ПК-1.2. Проводит мониторинг информационных источников финансовой информации, анализ состояния и прогнозирование изменений инвестиционного и информационного рынков	ПК-1.2 З-1. Знает нормативную базу в области финансовой деятельности; основные мировые и российские тенденции изменения законодательства, регулирующего финансовую деятельность ПК-1.2 З-2. Знает технологии сбора первичной финансовой информации; методы сбора, обработки и анализа информации с применением современных средств связи, аппаратно-технических средств и компьютерных технологий ПК-1.2 З-3. Знает основы инвестиционного менеджмента и инвестиционного маркетинга	Тема 1. Управление организацией Тема 2. Командная работа Тема 3. Финансы организации Тема 4 Построение взаимоотношений с клиентами Тема 5 Управление кризисом Тема 6 Международное сотрудничество
		ПК-1.2 У-1. Умеет получать, интерпретировать и документировать результаты исследований ПК-1.2 У-2. Умеет применять универсальное и специализированное программное обеспечение, необходимое для сбора и анализа информации ПК-1.2 У-3. Умеет работать в автоматизированных	

Формируемые компетенции (код и наименование компетенции)	**Индикаторы достижения компетенций** (код и наименование индикатора)	**Результаты обучения (**знания, умения**)**	**Наименование контролируемых разделов и тем**
		системах информационного обеспечения профессиональной деятельности	

МЕТОДИЧЕСКИЕ МАТЕРИАЛЫ, ХАРАКТЕРИЗУЮЩИЕ ЭТАПЫ ФОРМИРОВАНИЯ КОМПЕТЕНЦИЙ

Перечень учебных заданий на аудиторных занятиях

Перечень вопросов для опроса

Семестр 5

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

Тема 1. Управление организацией

1. What is perfect competition?
2. What factors can cause market changes?
3. Why are monopolies and oligopolies considered uncompetitive and undesirable? How do they act in the competitive environment?
4. What connects the world of competitive sport to competitive business?
5. Discuss the advantages and disadvantages of being a freelancer.

Тема 2. Командная работа

1. What is STEEP analysis? Define its categories.
2. How do companies plan for the future?
3. Define the Global consumer goods industry
4. What changes have happened during your lifetime in the way people shop for food?
5. Which STEEP factors are pushing sales up or down?

Тема 3. Финансы организации

1. What's the aim and practice of employee reward system?
2. What are benefits/limitations of different companies' points of view?
3. How big a factor is pay reward systems in motivating workers? 1. Define creative thinking process techniques of creative management
4. What does the term 'Six Thinking Hats' by Edward de Bono stand for?
5. What are the distinguishing features between creative people, creative processes, creative places and creative products?

Критерии оценки (в баллах):

10-8 баллов выставляется обучающемуся, если он правильно отвечает на один вопрос по каждой теме дисциплины, идеи представлены в логической последовательности с использованием связующих слов, отмечена грамотная организация ответа, соответствующая его структуре; продемонстрировано использование активной лексики курса, не было допущено ошибок в использовании грамматических конструкций; уровень освоения компетенций соответствует продвинутому уровню.

7-5 баллов выставляется обучающемуся, если он правильно отвечает на один вопрос по каждой теме дисциплины, но с незначительными отступлениями, идеи представлены с использованием связующих слов, но лексически не всегда грамотно подобраны, продемонстрировано использование активной лексики курса, были допущены незначительные ошибки в использовании грамматических конструкций; уровень освоения компетенций соответствует повышенному уровню.

4-2 балла выставляется обучающемуся, если он частично правильно отвечает на один вопрос по каждой теме дисциплины, с незначительными погрешностями, идеи представлены с использованием недостаточного количества связующих слов, продемонстрирована организация ответа, не полностью соответствующая его структуре с ограниченным

использованием лексических единиц, допущены ошибки в использовании грамматических конструкций, которые частично мешают пониманию; уровень освоения компетенций соответствует базовому уровню.
-0 баллов выставляется обучающемуся, если он не отвечает на один вопрос по каждой теме, идеи не связаны друг с другом, отсутствуют связующие слова и использован ограниченный запас лексических единиц с огромным содержанием ошибок в грамматических структурах.

Семестр 6

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

Тема 4. Построение взаимоотношений с клиентами

1. What role does DICE theory play in change management?
2. Which are DICE theory's 4 core elements?
3. Define the 4 hard factors of Change Management.
4. Define the process of Project Management.
5. How is it linked to SMART business objectives? Why do projects generally fail?

Тема 5. Управление кризисом

1. What is the balanced scorecard? What are the main functions of the scorecard?
2. What is strategy map and how can it help to deal with crisis?
3. What to do with budget variances? Why is there a difference?
4. What is brand identity and how does it work?
5. What 3 elements make the branding successful according to Mary Jo Hatch and Majken Shultz?

Тема 6. Международное сотрудничество

1. What are the benefits/drawbacks of ABC accounting method and when was it implemented?
2. Which are 4 common communicative "channels" within an organization?
3. How can they - 4 common communicative "channels", communicate effectively?
4. What factors influence people when they buy any product or service?
5. What is microfinance and how does it work? When is it an inappropriate tool?

Критерии оценки (в баллах):
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Перечень тем групповых дискуссий

Семестр 5

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

Тема 1. Управление организацией

1. Describe the motivator factors.
2. What are the main causes of stress in the job? How would you combat stress?
3. Discuss the advantages and disadvantages of flexible working.
4. Is business-to-business relationship important for doing business? Speak about networking events.
5. Speak about stakeholder theory. What is the effect of a large company's activity on the places where it operates?

Тема 2. Командная работа

1. What is the importance of team building? Describe the stages if team life.
2. What are the criteria for quality in the organization you would like to work for?
3. How does a company produce new ideas?
4. Speak about different theories and factors that make people satisfied with their work and motivate them.
5. How have job priorities among employees have changed over the last 10 years?
6. What are the benefits of working for Marriot Hotels International?

Тема 3. Финансы организации

1. What are the risks for an organization? How does it handle risks?
2. Describe the main assets of the company.
3. What are the ethical issues of the company?
4. What factors should be taken into account when measuring the level of development of a country?
5. Describe social responsibility issues in an organization.

Критерии оценки в баллах (по всем темам):

- 10-8 баллов выставляется обучающемуся, если тема в ответе во время дискуссии раскрыта полностью, идеи представлены в логической последовательности с использованием связующих слов, отмечена грамотная организация ответа, соответствующая его структуре; продемонстрировано использование активной лексики курса, основном не было допущено ошибок в использовании грамматических конструкций; уровень освоения компетенций соответствует продвинутому уровню.
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- 2-4 балла выставляется обучающемуся, если тема во время дискуссии раскрыта частично, с незначительными погрешностями, идеи представлены с использованием недостаточного количества связующих слов, продемонстрирована организация ответа, не полностью соответствующая его структуре с ограниченным использованием лексических единиц, допущены ошибки в использовании грамматических конструкций, которые частично мешают пониманию; уровень освоения компетенций соответствует базовому уровню.
- 0 баллов выставляется обучающемуся, если тема во время дискуссии не раскрыта, идеи не связаны друг с другом, отсутствуют связующие слова и использован ограниченный запас лексических единиц с огромным содержанием ошибок в грамматических структурах.

Семестр 6

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

Тема 4. Построение взаимоотношений с клиентами

1. What are the main areas of business communication? Speak about internal and external ways of communication.
2. What is the difference between face to face communication and written forms of communication? Give the advantages and disadvantages of both ways.
3. Does technology make communication easier? Give examples.
4. How do you understand the watchword “Think global, act local”? What are the methods and stages of entering overseas markets?
5. What is the image of Tod’s? What challenges have they faced entering new markets?

Тема 5. Управление кризисом

1. How can products be designed to be suitable for international markets?
2. Is business-to-business relationship important for doing business? Speak about networking events.
3. Speak about stakeholder theory. What is the effect of a large company’s activity on the places where it operates?
4. What advice would you give to someone trying to develop business relationships in China?
5. What are the success factors relating to people, products, companies and countries? What is the key to success?

Тема 6. Международное сотрудничество

1. Define the process of raising finance from the point of view of business owner and from investor.
2. In which ways can a business raise finance, and what are the advantages and the disadvantages of each one.
3. Speak about the problems of raising finance from the “angel” networking clubs, bank finance and venture capital funds.
4. Give the tips how to achieve customer satisfaction and how to reduce customer defection?
5. How are customer service requirements changing? How to train staff to deal with demanding customers?

Критерии оценки в баллах (по всем темам):

- 10-8 баллов выставляется обучающемуся, если тема в ответе во время дискуссии раскрыта полностью, идеи представлены в логической последовательности с использованием связующих слов, отмечена грамотная организация ответа, соответствующая его структуре; продемонстрировано использование активной лексики курса, основном не было допущено ошибок в использовании грамматических конструкций; уровень освоения компетенций соответствует продвинутому уровню.

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Задания для текущего контроля

Комплект заданий для контрольной работы

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

Семестр 5

Тема 1. Управление организацией

1. Match each business term to its definition.

1.	Natural monopoly	a.	payment linked to performance
2.	Touch base	b.	competitors
3.	Implementation	c.	payment for work in the form of additional benefits for senior positions
4.	Score an own goal	d.	more efficient for one firm to serve an entire market than for two or three
5.	Reward	e.	company earnings before interest and taxes
6.	Remuneration	f.	income that is available to spend or save after paying taxes, household bills for food
7.	Incentive	g.	Stocks/shares given to higher-ranking employees as rewards
8.	Stretch goals/targets	h.	products that people do not buy regularly or often
9.	Operating profit	i.	putting a plan into action
10.	Customer-retention rates	j.	better returns for shareholders, maximization of share value
11.	Equity-based awards	k.	the percentage of customers that stay loyal to the company for the long term
12.	Consumer durables	l.	speak, clarify something
13.	Disposable income	m.	strategic objectives that are difficult to achieve
14.	Increased shareholder value	n.	something used to encourage people to work harder, produce more, etc.
15.	Comparison companies	o.	make a decision that has the opposite effect

II. Complete the sentences with the terms from exercise 1. Change the form of the words if necessary.

1. We will reward and _____ customers with those new programs.
2. ____ ____ leads to socially inefficient outcomes: too little output and too high a price.
3. Nokia's executive compensation programs are to deliver a significant amount of performance – related variable compensation to achieve both short – and long-term ____ ____.
4. That's a good idea. Let's ____ ____ on that tomorrow.

5. The remuneration package is based on responsibilities, experience, and compensation levels for similar positions in ____ ____ .
6. Entrepreneurs are those who are in charge of taking the product to market, organizing the process of ____ and making it a commercial success.
7. The company reported $3.9 million in ____ ____ before interest, cash and depreciation, on revenue of $15.3 million.
8. If we are not careful here, we'll ___ __ __ ____.
9. A manager must design ____ systems which satisfy individuals and the objectives of the organization.
10. We are offering an attractive ____ package including a company car and other benefits.
11. The true success of the marketing campaign should be measured by including ____ ____ ____ as well as how many new customers it attracted.
12. Many companies were less generous in allocating stock options and other _____ awards last year.
13. Urban households in China have over three times more ____ ____ than rural households .
14. Spending is slowing; especially hard hit are ____ ____: nobody seems to want to buy a new automobile.
15. In a statement, the company said it believed the acquisition of the two new companies would lead to ____ ____ ____ through greater market share.

III. Choose the correct word A, B, C or D, to complete each gap.

Recruitment

Jane will (1) ____ this year from university, and she is looking for a job. She wants to join a large multinational company and she checks job (2) ____ on the Internet and in newspapers every day. She has (3) ____ for a number of jobs that she has seen advertised, but she also has another approach.
(4) ____ from large companies have been coming to her university to recruit future graduates directly. One large oil company is looking for management (5) ____ , and Jane is very interested. She is being interviewed this week. The company's (6) ____ department will shortlist the candidates in which they are most interested and interview them again in a few weeks.
The company will then make their final (7) ____ and write to the successful (8) ____ to offer them a (9) ____ with the company.

1 A appreciate	B graduate	C terminate	D finish
2 A information	B advertisements	C publicity	D public relations
3 A demanded	B requested	C asked	D applied
4 A advertisers	B applicants	C supplicants	D recruiters
5 A trainees	B learners	C students	D workers
6 A staff	B human resources	C employee	D job
7 A selection	B offer	C promotion	D choose
8 A searchers	B candidates	C rejects	D employees
9 A place	B location	C job	D positioning

IV. Complete the gaps using the correct form of the word from the box. One word is extra.

salary	pay	remuneration	wage	income	reward	fee

A. 1) The company are offering a very attractive _____ package, including a company car, medical insurance and relocation costs.
2) The basic rate of _____ is relatively low, but it is usually boosted by commission.
3) We have a company suggestions scheme and we give employees a _____ if their suggestion is taken up.
4) The unions are negotiating for an increase in the minimum _____ as workers in this sector have traditionally earned less than elsewhere.

5) Average _____ levels in India have risen in the last few years, creating a bigger middle class who have new demands.
6) The _____ scale for government employees has far more levels than for their private sector counterparts.

B. Complete the sentences with different types of consumer goods sectors **(*consumer electronics, home care, supermarket retail, health and beauty, home electricals*).**

7. The company specializes in _____ products, such as cosmetics, hair care products, medicines etc.
8. The _____ sector has seen a huge rise over the past few years as more and more people join the rush to get the latest computer technology.
9. Our range of _____ products has everything you need from kitchen and bathroom cleaning to garden maintenance.
10. You can now buy all your _____ from our online store, including laptops, TVs, mobiles, PCs and more.
11. _____ giants, such as WalMart and Tesco, are being blamed for the decline in small, independent grocery stores.

Вариант 2

I. Match each business term to its definition.

1.	Comparison companies	a.	the percentage of customers that stay loyal to the for the long term
2.	Consumer durables	b.	speak, clarify something
3.	Disposable income	c.	payment for work in the form of additional benefits for senior positions
4.	Increased shareholder value	d.	more efficient for one firm to serve an entire market than for two or three
5.	Reward	e.	company earnings before paying interest and taxes
6.	Equity-based awards	f.	income that is available to spend or save after paying taxes, household bills for food
7.	Incentive	g.	Stocks/shares given to higher-ranking employees as rewards
8.	Stretch goals/targets	h.	make a decision that has the opposite effect
9.	Remuneration	i.	putting a plan into action
10.	Customer-retention rates	j.	better returns for shareholders, maximization of share value
11.	Operating profit	k.	payment linked to performance
12.	Touch base	l.	competitors
13.	Implementation	m.	strategic objectives that are difficult to achieve
14.	Score an own goal	n.	something used to encourage people to work harder, produce more, etc.
15.	Natural monopoly	o.	products that people do not buy regularly or often

II. Complete the sentences with the terms from exercise 1. Change the form of the words if necessary.

1. A manager must design ____ systems which satisfy individuals and the objectives of the organization.
2. We are offering an attractive ____ package including a company car and other benefits.
3. The true success of the marketing campaign should be measured by including ____ ____ ____ as well as how many new customers it attracted.
4. Many companies were less generous in allocating stock options and other _____ awards last year.
5. Urban households in China have over three times more ____ ____ than rural households .
6. Spending is slowing; especially hard hit are ____ ____ : nobody seems to want to buy a new automobile.
7. In a statement, the company said it believed the acquisition of the two new companies would lead to ____ ____ ____ through greater market share.
8. We will reward and _____ customers with those new programs.
9. ____ ____ leads to socially inefficient outcomes: too little output and too high a price.

10. Nokia's executive compensation programs are to deliver a significant amount of performance – related variable compensation to achieve both short – and long-term ____ ____.
11. That's a good idea. Let's ____ ____ on that tomorrow.
12. The remuneration package is based on responsibilities, experience, and compensation levels for similar positions in ____ ____ .
13. Entrepreneurs are those who are in charge of taking the product to market, organizing the process of ____ and making it a commercial success.
14. The company reported $3.9 million in ____ ____ before interest, cash and depreciation, on revenue of $15.3 million.
15. If we are not careful here, we'll ___ __ __ ____.

III. Choose the correct alternative A, B, or C, to complete each gap.

A business consultant is giving advice about incentive schemes.

"Well, first of all, it's important to 1_____ an incentive to staff, even if they already have a good pay 2_____ . The most effective system is one which will work for all levels in the company, not just one 3_____ incentivise the high achievers. Traditionally, the employees who are the most 4_____ incentivise are those with less responsibility. 5_____ incentives, such as 6_____ pay, are very common, but don't always work for these employees. There are other ways to incentivise 7_____ achieve better results, for example by offering extra holidays. Remember, perks and incentives work best alongside good pay 8_____ and working conditions. When setting up the scheme, it's important to brief staff fully on how it works: just telling them there is a new incentive 9_____ may even have the opposite effect of demotivating them. Finally, you need to be sure that incentives are not just about pay 10_____ , they are about making the staff feel valued and motivating them to perform better."

1.	**A**	arrange	**B**	provide	**C**	take
2.	**A**	rate	**B**	rise	**C**	scheme
3.	**A**	designed to	**B**	arranged for	**C**	planned to
4.	**A**	aware of	**B**	responsible to	**C**	difficult to
5.	**A**	Bonus	**B**	Financial	**C**	Reward
6.	**A**	high-performance	**B**	bonus-related	**C**	performance-related
7.	**A**	staff in	**B**	staff to	**C**	labour to
8.	**A**	packages	**B**	conditions	**C**	terms
9.	**A**	finance	**B**	pay	**C**	programme
10.	**A**	rises	**B**	executive	**C**	conditions

IV. Complete the sentences with *pay* and *payment(s)*.

A.

1) The presenter will receive a 25 percent ___1___ rise for staying on the show.
2) Union representatives are seeking a new __2_____ offer in negotiations with the company today.
3) The new regulation would ensure borrowers are altered to the risks of loans with variable __3_____.
4) Performance-related ____4_____ deals, whereby executives receive exorbitant bonuses, have been criticized by unions.
5) In some cases, more flexible ___5____ terms can be arranged.

B. Complete the gaps using the correct form of the word from the box. One word is extra.

compensate	equity-based	increase	operate	stretched	compare

6) By setting ___6____ goals that are difficult to attain, you risk demotivating the workforce.
7) The positive development of volumes and ___7____ profit continued in the company's Shanghai subsidiary.
8) Traditionally, our company pays executives the average salary for __8___ companies, with substantial __9___ awards.
9) Our ____10____ programme for senior executives includes an annual base salary, stock options and bonuses.

Тема 2. Командная работа
Вариант 1

I. Match each business term to its definition.

1	Creativity	a	Putting a plan into action
2	Interaction	b	Movement of ideas and options to the same/similar point
3	Implementation	c	Use of a new idea
4	Innovation	d	Something which has not been made before
5	Invention	e	How well you are getting on with somebody
6	Convergence	f	Being worthy of respect
7	Rapport	g	Movement of ideas and options away from each other (to different directions)
8	Divergence	h	Production of original and unusual ideas
9	Sociality rights	i	The access to social networks and services in society
10	Social inclusion	j	The distinct personality of an individual
11	Identity	k	The positive self-image we have
12	Face	l	The ability to visualise new ideas
13	Dignity	m	Deal with difficult problems
14	Tackle the thorny issues	n	What members of society expect they are entitled to
15	Imagination	o	Communication of two or more people or things

II. Complete the sentences with the terms from exercise 1. Change the form of the words if necessary. Some words are extra.

1) You may think the R&D Department is the place for exciting and interesting new 1_____ or that thinking of new and original ideas, i.e.2_____ , is just something people in the design or marketing departments need, but in fact, it's important to encourage this in every area of the company.
2) Getting staff to use their 3_____ to come up with solutions to problems they encounter in their daily work can be very productive.
3) In addition, this can help to encourage 4_____ between staff: working together to solve a problem can improve overall communication and team-building.
4) It is not always easy, of course: getting agreement or 5_____ of beliefs may take time.
5) In cases where there is a wide 6_____ of opinion and a decision is proving difficult, it may be worth exploring the issue in more depth.
6) Thinking of new ideas and solutions is just the beginning, the next step is 7_____ - putting the ideas into practice.
7) People often resist new ideas or 8_____ because they don't like change, but if they have been involved in their development, they are more likely to support them.
8) We need to get someone who can 9_____ : someone who isn't afraid of dealing with the difficult problems the company is facing in this competitive market.
9) I see 10_____ management as managing relations, whether they're smooth or turbulent, whether it's harmonious or problematic.

III. CASE STUDY 1

I. Read the case and analyze it according to Harvard Format.

THE ROAD TO HELL

Gareth Evans

John Baker, chief engineer of the Caribbean Bauxite Company of Barracania in the West Indies, was making his final preparations to leave the island. His promotion to production manager of Keso Mining Corporation near Winnipeg - one of Continental Ore's fast-expanding Canadian enterprises - had been announced a month before and now everything had been tidied up except the last vital interview with his successor, the able young Barracanian, Matthew Rennalls. It was crucial that this interview be successful and that Rennalls should leave his office uplifted and encouraged to face the challenge of a new job. A touch on the bell would have brought Rennalls walking into the room, but Baker delayed the moment and gazed thoughtfully through the window considering just exactly what he was going to say and, more particularly, how he was going to say it.

John Baker, an English expatriate, was 45 years old and had served 23 years with Continental Ore in the Far East, several African countries, Europe and, for the last 2 years, the West Indies. He hadn't cared much for his previous assignment in Hamburg and was delighted when the West Indian appointment came through. Climate was not the only attraction. Baker had always preferred working overseas (in what were termed the developing countries) because he felt he had an innate knack - better than most other expatriates working for Continental Ore - of knowing just how to get along with the regional staff However, after 24 hours in Barracania, he realized that he would need all of this "innate knack" to deal effectively with the problems in this field that awaited him.

At his first interview with Hutchins, the production manager, the problem of Rennalls and his future was discussed. There and then it was made quite clear to Baker that one of his most important tasks would be "grooming" Rennalls as his successor. Hutchins had pointed out that not only was Rennalls one of the brightest Barracanian prospects on the staff of Caribbean Bauxite - at London University he had taken first-class honours in the BSc engineering degree - but, being the son of the minister of finance and economic planning, he also had no small political pull.

The company had been particularly pleased when Rennalls decided to work for it rather than for the government in which his father had such a prominent post. The company ascribed his action to the effect of its vigorous and liberal regionalization program which, since World War II, had produced 18 Barracanians at mid-management level and given Caribbean Bauxite a good lead in this respect over all other international concerns operating in Barracania. The success of this timely regionalization policy has led to excellent relations with the government.

This relationship had been given an added importance when Barracania, 3 years later, became independent - an occasion that encouraged a critical and challenging attitude toward the role foreign interests would play in the new Barracania. Therefore, Hutchins had little difficulty in convincing Baker that the successful career development of Rennalls was of primary importance.

The interview with Hutchins was now 2 years old and Baker, leaning back in his office chair, reviewed his success in grooming Rennalls. What aspects of the latter's character had helped and what had hindered? What about his own personality? How had that helped or hindered? The first item to go on the credit side would, without question, be the ability of Rennalls to master the technical aspects of the job. From the start he had shown keenness and enthusiasm and had often impressed Baker with his ability in tackling new assignments and the constructive comments he invariably made in departmental discussions. He was popular with all ranks of Barracanian staff and had an ease of manner that placed him in good stead when dealing with his expatriate seniors. These were all assets, but what about the debit side?

First and foremost, there was his racial consciousness. His 4 years at London University had accentuated this feeling and made him sensitive to any sign of condescension on the part of expatriates. It may have been to give expression to this sentiment that, as soon as he returned from London, he threw himself into politics on behalf of the United Action Party, which later won the preindependence elections and provided the country with its first prime minister.

The ambitions of Rennalls - and he certainly was ambitious - did not lie in politics for, staunch nationalist that he was, he saw that he could serve himself and his country best - for bauxite was responsible for nearly half the value of Barracania's export trade - by putting his engineering talent to the best use possible. On this account, Hutchins found that he had an unexpectedly easy task in persuading Rennalls to give up his political work before entering the production department as an assistant engineer.

Baker knew that it was Rennalls's well-repressed sense of race consciousness that had prevented their relationship from being as close as it should have been. On the surface, nothing could have seemed more agreeable. Formality between the two men was at a minimum; Baker was delighted to find that his assistant shared his own peculiar "shaggy dog" sense of humor so that jokes were continually being exchanged; they entertained each other at their houses and often played tennis together—and yet the barrier remained invisible, indefinable, but everpresent. The existence of this "screen" between them was a constant source of frustration to Baker, since it indicated a weakness that he was loath to accept. If he was successful with all other nationalities, why not with Rennalls?

But at least he had managed to "break through" to Rennalls more successfully than any other expatriate. In fact, it was the young Barracanian's attitude - sometimes overbearing, sometimes cynical - toward other company expatriates

that had been one of the subjects Baker had raised last year when he discussed Rennalls's staff report with him. He knew, too, that he would have to raise the same subject again in the forthcoming interview because Jackson, the senior draftsperson, had complained only yesterday about the rudeness of Rennalls. With this thought in mind, Baker leaned forward and spoke into the intercom, "Would you come in, Man, please? I'd like a word with you." As Rennalls entered the room, Baker said, "Do sit down," and offered a cigarette. He paused while he held out his lighter and then went on.

"As you know, Matt, I'll be off to Canada in a few days' time, and before I go, I thought it would be useful if we could have a final chat together. It is indeed with some deference that I suggest I can be of help. You will shortly be sitting in this chair doing the job I am now doing, but I, on the other hand, am 10 years older, so perhaps you can accept the idea that I may be able to give you the benefit of my longer experience."

Baker saw Rennalls stiffen slightly in his chair as he made this point. Consequently, he added in explanation, "You and I have attended enough company courses to remember those repeated requests by the personnel manager to tell people how they are getting on as often as the convenient moment arises and not just the automatic 'once a year' when, by regulation, staff reports have to be discussed."

Rennalls nodded his agreement, and Baker went on, "I shall always remember the last job performance discussion I had with my previous boss back in Germany. He used what he called the 'plus and minus' technique. His firm belief was that when a senior, by discussion, seeks to improve the work performance of his staff, his prime objective should be to make sure that the latter leaves the interview encouraged and inspired to improve. Any criticism must, therefore, be constructive and helpful. He said that one very good way to encourage a person - and I fully agree with him - is to tell him about his good points - the plus factors - as well as his weak ones - the minus factors. I thought, Matt, it would be a good idea to run our discussion along these lines."

Rennalls offered no comment, so Baker continued, "Let me say, therefore, right away, that, as far as your own work performance is concerned, the plus far outweighs the minus. I have, for instance, been most impressed with the way you have adapted your considerable theoretical knowledge to master the practical techniques of your job - that ingenious method you used to get air down to the fifth-shaft level is a sufficient case in point - and at departmental meetings I have invariably found your comments well taken and helpful. In fact, you will be interested to know that only last week I reported to Mr. Hutchins that, from the technical point of view, be could not wish for a more able man to succeed to the position of chief engineer."

"That's very good indeed of you, John," cut in Rennalls with a smile of thanks, "My only worry now is how to live up to such a high recommendation."

"Of that I am quite sure," returned Baker, "especially if you can overcome the minus factor which I would like now to discuss with you. It is one that I have talked about before so I'll come straight to the point. I have noticed that you are more friendly and get on better with your fellow Barracanians than you do with Europeans. In point of fact, I had a complaint only yesterday from Mr. Jackson, who said you had been rude to him - and not for the first time either.

"There is, Matt, I am sure, no need for me to tell you how necessary it will be for you to get on well with expatriates because until the company has trained up sufficient people of your calibre, Europeans are bound to occupy senior positions here in Barracania. All this is vital to your future interests, so can I help you in any way?"

While Baker was speaking on this theme, Rennalls sat tensed in his chair and it was some seconds before he replied. "It is quite extraordinary, isn't it, how one can convey an impression to others so at variance with what one intends? I can only assure you once again that my disputes with Jackson - and you may remember also Godson - have had nothing at all to do with the color of their skins. I promise you that if a Barracanian had behaved in an equally peremptory manner I would have reacted in precisely the same way. And again, if I may say it within these four walls, I am sure I am not the only one who has found Jackson and Godson difficult. I could mention the names of several expatriates who have felt the same. However, I am really sorry to have created this impression of not being able to get along with Europeans - it is an entirely false one - and I quite realize that I must do all I can to correct it as quickly as possible. On your last point, regarding Europeans holding senior positions in the company for some time to come, I quite accept the situation. I know that Caribbean Bauxite - as they have been doing for many years now - will promote Barracanians as soon as their experience warrants it. And, finally, I would like to assure you, John - and my father thinks the same too - that I am very happy in my work here and hope to stay with the company for many years to come."

Rennalls had spoken earnestly; although not convinced by what he had heard, Baker did not think he could pursue the matter further except to say, "All right, Matt, my impression may be wrong, but I would like to remind you about the truth of that old saying, 'What is important is not what is true but what is believed.' Let it rest at that."

But suddenly Baker knew that he didn't want to "let it rest at that." He was disappointed once again at not being able to break through to Rennalls and having yet again to listen to his bland denial that there was any racial prejudice in his makeup. Baker, who had intended to end the interview at this point, decided to try another tactic.

"To return for a moment to the 'plus and minus technique' I was telling you about just now, there is another plus factor I forgot to mention. I would like to congratulate you not only on the calibre of your work but also on the ability you have shown in overcoming a challenge which I, as a European, have never had to meet. Continental Ore is, as you know, a typical commercial enterprise - admittedly a big one - which is a product of the economic and social environment of the United States and Western Europe. My ancestors have all been brought up in this environment for the past 200 or 300 years and I have, therefore, been able to live in a world in which commerce (as we know it today) has been part and parcel of my being. It has not been something revolutionary and new that has suddenly entered my life." Baker went on, "In your case, the situation is different because you and your forebears have only had some 50 or 60 years in this commercial environment. You have had to face the challenge of bridging the gap between 50 and 200 or 300 years. Again,

Matt, let me congratulate you - and people like you - once again on having so successfully overcome this particular hurdle. It is for this very reason that I think the outlook for Barracania - and particularly Caribbean Bauxite - is so bright."

Rennalls had listened intently and when Baker finished, replied, "Well, once again, John, I have to thank you for what you have said, and, for my part, I can only say that it is gratifying to know that my own personal effort has been so much appreciated. I hope that more people will soon come to think as you do."

There was a pause and, for a moment, Baker thought hopefully that he was about to achieve his long-awaited breakthrough, but Rennalls merely smiled back. The barrier remained unbreached. There remained some 5 minutes of cheerful conversation about the contrast between the Caribbean and Canadian climate and whether the West Indies had any hope of beating England in the Fifth Test before Baker drew the interview to a close. Although he was as far as ever from knowing the real Rennalls, he was nevertheless glad that the interview had run along in this friendly manner and, particularly, that it had ended on such a cheerful note.

This feeling, however, lasted only until the following morning. Baker had some farewells to make, so he arrived at the office considerably later than usual. He had no sooner sat down at his desk than his secretary walked into the room with a worried frown on her face. Her words came fast. "When I arrived this morning I found Mr. Rennalls already waiting at my door. He seemed very angry and told me in quite a peremptory manner that he had a vital letter to dictate that must be sent off without any delay. He was so worked up that he couldn't keep still and kept pacing about the room, which is most unlike him. He wouldn't even wait to read what he had dictated. Just signed the page where he thought the letter would end. It has been distributed and your copy is in your tray.'"

Puzzled and feeling vaguely uneasy, Baker opened the confidential envelope and read the following letter:

From: Assistant Engineer

To: Chief Engineer, Caribbean Bauxite Limited

14 August 198-

Assessment of Interview between Baker and Rennalls

It has always been my practice to respect the advice given me by seniors, so after our interview, I decided to give careful thought once again to its main points and so make sure that I had understood all that had been said. As I promised you at the time, I had every intention of putting your advice to the best effect.

It was not, therefore, until I had sat down quietly in my home yesterday evening to consider the interview objectively that its main purport became clear. Only then did the full enormity of what you said dawn on me. The more I thought about it, the more convinced I was that I had hit upon the real truth - and the more furious I became. With a facility in the English language which I, a poor Barracanian, cannot hope to match, you had the audacity to insult me (and through me every Barracanian worth his salt) by claiming that our knowledge of modem living is only a paltry 50 years old whereas yours goes back 200 or 300 years. As if your materialistic commercial environment could possibly be compared with the spiritual values of our culture. I'll have you know that if much of what I saw in London is representative of your most boasted culture, I hope fervently that it will never come to Barracania. By what right do you have the effrontery to condescend to us? At heart, all you Europeans think us barbarians, or, as you say amongst yourselves we are 'just down from the trees."

Far into the night I discussed this matter with my father, and he is as disgusted as I. He agrees with me that any company whose senior staff think as you do is no place for any Barracanian proud of his culture and race - so much for all the company "clap-trap" and specious propaganda about regionalization and Barracania for the Barracanians.

I feel ashamed and betrayed. Please accept this letter as my resignation, which I wish to become effective immediately.

cc: Production Manager

Managing Director

Вариант 2

I. Match each business term to its definition.

1	Innovation	a	Putting a plan into action
2	Invention	b	Movement of ideas and options to the same/similar point
3	Implementation	c	Use of a new idea
4	Creativity	d	Something which has not been made before
5	Interaction	e	How well you are getting on with somebody
6	Convergence	f	Being worthy of respect
7	Imagination	g	Movement of ideas and options away from each other (to different directions)
8	Face	h	Production of original and unusual ideas

9	Sociality rights	i	The access to social networks and services in society
10	Identity	j	The distinct personality of an individual
11	Social inclusion	k	The positive self-image we have
12	Divergence	l	The ability to visualise new ideas
13	Dignity	m	Deal with difficult problems
14	Tackle the thorny issues	n	What members of society expect they are entitled to
15	Rapport	o	Communication of two or more people or things

II. Complete the sentences with the terms from exercise 1. Change the form of the words if necessary. Some words are extra.

1) Although difficult to work with, he is recognized as key 1_____ in the company, and he brings in many new ideas.
2) The company is rolling out its 2_____ of SAP across its global operations after a successful pilot of scheme in the Czech Republic.
3) 3_____ industries, like music, TV and film, should look at forming deeper relationships with mobile applications developers.
4) Although the participants had 4_____ opinions, the various opinions and views produced a very interesting discussion.
5) The government is keen to bring about greater 5_____ with other European countries.
6) The museum has unveiled a new 6_____ exhibit which will guide visitors through the history of the castle.
7) Many famous 7_____, such as Biro, Dunlop and Diesel, gave their names to the products they invented.
8) I'm afraid the new product is rather 8_____ - there are very few changes from the old one.
9) 9_____ is an aspect of our identity, the image that we want to convey to others or we want people to perceive us as.
10) 10_____ are concerned with personal/social entitlements, and reflect people's concerns over fairness, consideration, 11_____ /exclusion and so on.

III. CASE STUDY 2

I. Read the case and analyze it according to Harvard Format.

Gender equity

Case study on business ethics by John Hendry

As general manager of the Mumbai office of the international McCoy-Nitin advertising agency, Divya Burman had an urgent decision to make. The head of a large project team had been taken seriously ill, and with a major pitch due for a potentially large client in just 6 weeks she needed to appoint a replacement at once. There were three potential candidates. In terms of ability and management potential, Rahel was clearly the strongest. Here performance to date had been outstanding, and while this would a significant step up, Divya was fully confident that she could make it, put together a very strong pitch and, in the process, make a case for permanent promotion when a vacancy next arose. The only difficulty was that this would mean making Rahel senior to and more highly paid than her husband, Sanjay. Currently they were at the same level, but Sanjay, having been with the company for longer, was on the higher salary, and was generally seen as the senior partner. Promoting Rahel, even temporarily, would be difficult for him, and very difficult for her – indeed when Divya raised the possibility in casual conversation, Rahel pleased with her not to be promoted.

The second candidate was Sanjay himself. He was the most experienced person on the team, a safe pair of

hands and would be seen by colleagues as an obvious choice, but Divya strongly doubted his potential to lead the team, and worried that the pitch would fall flat.

The third candidate was David, the son of the firm's chief executive, who was in the middle of a six month stint/period in Mumbai as part of a programme of gaining exposure to the firm world-wide, before taking up a head-office position. David had less experience than either of the other two candidates, and less natural ability than Rahel, and from the point of view of the pitch would be a very high risk choice. The advantage, though, was that even if he failed, as Divya thought likely, the experience would ultimately be of value to the firm.

What ethical consideration might Divya take into account in making this decision? Would these be different if the office were in New York? Or in Shanghai?

Тема 3. Финансы организации

Вариант 1

I. Match the words and phrases to make collocations.

1	screen out	**A**	delivery times
2	engaging	**B**	confidence
3	encourage	**C**	costs
4	gather	**D**	information
5	cut	**E**	teamwork
6	increase	**F**	the stakeholders
7	slash	**G**	unwanted projects
8	brand	**H**	extension
9	marketing	**I**	mix
10	brand	**J**	awareness

II. Use the phrases of Exercise 1 to complete the sentences below. Change the form where necessary.

1. Although you can't plan the whole project in detail from start to finish, you can 1_____ within each stage which will help you to plan the next part.
2. As the project continues, more detailed plans and better information will help to 2_____ amongst team members.
3. Taking longer in the investigative stages can be time well spent: for example, detailed research into the best ways to get the product to the market can mean a company is able to 3_____.
4. Having a clear strategy makes it easier to 4_____ in the early stages so you don't waste time.
5. 5_____ is essential for the success of the project: if some people feel they haven't been consulted, the project could fail.
6. It is essential to 6_____ : frequent meetings and good communication amongst members will help with this.
7. Making changes in later stages of the project can be expensive and cause delays, so spending time in the early stages is beneficial and can often help to 7_____.
8. Although the company is well known in consumer electronics, it didn't enjoy much 8_____ in PCs.
9. Dry beer is a 9_____ of the company's Keystone and Keystone Light brands.
10. The group is struggling to find a 10_____ that is cost-effective and appeals to its customer base.

III. Choose the best word to complete each gap from the alternatives.

StrikeSports was set up in 1985 as a 1_____ selling sports clothing and equipment. There were 2_____ in several major cities where customers could browse and buy. As the internet grew and the number of 3_____ increased, the company opened a 4_____ ***StrikeSport.com*** to sell its products alongside its 5_____ . This side of the business has grown dramatically and Strike Sports is constantly looking for new ways to reach 6_____. The company uses 7_____ to analyse inline customer feedback and they have worked with consultants to achieve better 8_____ - making the website easier to navigate. Recently, it has become more involved with 9_____ with the introduction of a loyalty card to learn more about customers'

shopping habits and preferences. With both a strong High Street presence and website, Strike Sports is a true 10_____ .

1	**A**	dot.com	**B**	bricks retailer	**C**	warehouse
2	**A**	retail outlets	**B**	localities	**C**	physical places
3	**A**	physical stores	**B**	dot.coms	**C**	pure plays
4	**A**	search engine	**B**	retailer	**C**	virtual store
5	**A**	physical stores	**B**	retailers	**C**	wholesalers
6	**A**	clients	**B**	shoppers	**C**	target consumers
7	**A**	data handling	**B**	database marketing	**C**	e-marketing
8	**A**	web browsing	**B**	web optimization	**C**	search engine optimisation
9	**A**	customer interaction	**B**	customer relations	**C**	customer relationship marketing
10	**A**	multi-player	**B**	multi-channel retailer	**C**	e-tailer

IV. Write down at least 10 word combinations with the word *BRAND*.

V. CASE STUDY 1

Read the case and give an extended answer (at least 50 words).

Succession Planning

Family businesses typically have the luxury of passing the torch down to children after parents retire, but in some cases, there are no candidates, or the candidates may not be right for the role. This presents a challenge when it's time to find a successor, especially if existing employees have assumed that top level promotions would come from within the family. So the Carlson companies had to put in great effort to find a replacement, looking both internally and outside of the company, ultimately finding an internal candidate who would work well with the family but also offered plenty of experience as an executive in different industries. According to Beverly Behan of Hay's Group, Carlson should be commended for not only making the right decision in not hiring the heir apparent, but for handling the job search in a calm, effective way.

What solution can you suggest in such situations?

Вариант 2

I. Match the words and phrases to their definitions.

1	brand	**A**	delivery times
2	manufacturer's	**B**	confidence
3	encourage	**C**	costs
4	brand	**D**	information
5	cut	**E**	teamwork
6	increase	**F**	the stakeholders
7	slash	**G**	unwanted projects
8	screen out	**H**	extension
9	engaging	**I**	brand
10	gather	**J**	awareness

II. Use the following phrases to complete the sentences below. Change the form where necessary.

1. Although the company is well known in consumer electronics, it didn't enjoy much 1_____ in PCs.
2. Dry beer is a 2_____ of the company's Keystone and Keystone Light brands.
3. The group is struggling to find a 3_____ that is cost-effective and appeals to its customer base.

4. Although you can't plan the whole project in detail from start to finish, you can 4_____ within each stage which will help you to plan the next part.
1. As the project continues, more detailed plans and better information will help to 5_____ amongst team members.
2. Taking longer in the investigative stages can be time well spent: for example, detailed research into the best ways to get the product to the market can mean a company is able to 6_____.
3. Having a clear strategy makes it easier to 7_____ in the early stages so you don't waste time.
4. 8_____ is essential for the success of the project: if some people feel they haven't been consulted, the project could fail.
5. It is essential to 9_____ : frequent meetings and good communication amongst members will help with this.
6. Making changes in later stages of the project can be expensive and cause delays, so spending time in the early stages is beneficial and can often help to 10_____.

III. Choose the best word for each gap from the choices below.

Our new range of eveningwear is full of vibrant 1_____ which will lift your mood on those cold winter nights. The range has plenty of variety, offering you 2_____ and inspirational 3_____ which allow you to 'mix and match' so you can make lots of outfits from just a few items. Add to any of the outfits with our matching 4_____ of accessories – belts, jewellery etc. to 'dress down' for any occasion. The pieces have a 5_____ and 6_____ which will look just as good in a sophisticated restaurant or night club as dining in with friends. What's more, we haven't forgotten your 7_____ - we know you want to look and feel great wearing our clothes – that's why they come in a wide range of sizes to suit everyone. Last, but not least, our style is 8_____ - prices start from just $55. So, go ahead – treat yourself to this 9_____ from City. We know you'll find the perfect 10_____ for your perfect look this winter.

1	**A**	pleasure	**B**	colours	**C**	look
2	**A**	versatile	**B**	changeable	**C**	efficient
3	**A**	combinations	**B**	pleasure	**C**	feelings
4	**A**	range	**B**	sort	**C**	variety
5	**A**	versatile	**B**	efficient	**C**	relaxed
6	**A**	uncomplicated comfort	**B**	uncomplicated style	**C**	basic style
7	**A**	physical clothes	**B**	physical style	**C**	physical comfort
8	**A**	priceless	**B**	valuable	**C**	affordable
9	**A**	iconic look	**B**	iconic comfort	**C**	versatile spirit
10	**A**	choice	**B**	option	**C**	alternative

IV. Write down at least 10 word combinations with the word *BRAND*.

V. CASE STUDY 2

Read the case and give an extended answer (at least 50 words).

Work and family

Mary is a fast-track graduate employee and a rising star in a management consulting company. She has two children, one nearly 4 years old and the other 18 months old. Her marriage has run into difficulties and her husband has recently left her and taken a job overseas. Mary works hard and is ambitious, but she also cares deeply for her children and she has told her colleagues that she will only be available for meetings during the 'official' office hours of 8.00-16.00 and will not be online or available for conference calls between 16.00 and 20.00. Her team colleagues were initially sympathetic, but after a couple of months they are beginning to get annoyed and concerned that her lack of availability will impact on team performance and thus on their own career success. They come to you, as their manager, and request you take action.

How would you act in this situation as a manager?

Критерии оценки (в баллах):

- **5 баллов** выставляется обучающемуся, если он выполнил правильно и в полном объеме все задания контрольной работы, продемонстрировал грамотное употребление ключевой лексики курса, в основном не было допущено ошибок в использованных грамматических структурах; уровень освоения компетенций соответствует продвинутому уровню.
- **4-3 балла** выставляется обучающемуся, если он выполнил правильно и в полном объеме не все задания контрольной работы, продемонстрировал в основном грамотное употребление ключевой лексики курса, были допущены незначительные ошибки в использовании грамматических структур, не препятствовавшие пониманию; уровень освоения компетенций соответствует повышенному уровню.
- **2-1 балла** выставляется обучающемуся, если он выполнил правильно и в полном объеме не все задания контрольной работы, продемонстрировал ограниченный лексический запас ключевых единиц и грамматических структур курса, допущен ряд грамматических ошибок; уровень освоения компетенций соответствует базовому уровню.
- **0 баллов** выставляется обучающемуся, если он не выполнил правильно и в полном объеме задания контрольной работы.

Семестр 6

Тема 4 Построение взаимоотношений с клиентами

Вариант 1

I. Match the words and phrases to their definitions.

1	Compelled	**A**	The act of ordering and buying the equipment, supply and ser
2	Deception	**B**	As a part of the procedure, even if it is of no importance
3	Well-being	**C**	The right amount of time and effort given to your work and to personal life, family, interests, etc
4	Generate	**D**	Main goal/objective
5	Bluffing	**E**	Someone who owns shares in a company
6	Vast	**F**	Very large
7	Stakeholders	**G**	Misleading somebody
8	Primary purpose	**H**	Create
9	Work-life balance	**I**	Health and happiness
10	Box-ticking exercise	**J**	Not telling the truth
11	Procurement policies	**K**	To be forced

II. Complete the text about CSR with the correct form of the words from exercise 1.

CSR, many argue, is just a PR exercise: companies use it to improve their image in order to sell more and make 1_____ profits. For some companies, this may well be the case: they believe the 2_____ of business is to make money, and they do not want to be concerned with their impact on a wider range of 3_____ outside the company. For such companies, the business world is a tough environment where 4_____ is part of the 'game'. However, recent research has shown that, far from just being a 5_____, CSR policies which deal with ethical issues can actually boost revenues. Companies which are concerned about the 6_____ of their employees are less stressed and more productive. Having 8_____ which ensure that supplies do not use child labour have a positive impact on the company image and help to avoid negative publicity. In fact, many of the top-rated FTSE companies have demonstrated that they do not need to be 10 _____ to follow policies imposed from outside and that they do not need to 11 _____ customers or the public about their business practices. They have shown that 'doing the right thing' and making a profit are not contradictions in the business world.

III. Choose the best word to complete each gap from the alternatives.

Microcredit is an important part of the growing microfinance sector, a movement which 1_____ a world where low-income households have access to a wide range of financial services. Originally many microfinance

institutions (MFIs) were 2_____ set up by governments? But more and more credit institutions have microfinance departments in order to 3_____ on this growing market. MFIs differ from traditional banks in several ways. Firstly they do not always insist on 4_____ to give a loan and secondly, there are often no 5 _____ if loans are not repaid on time. In addition, clients are often 6_____ who may have difficulty maintaining steady cash-flow. Clients must be able to make regular 7_____ and for this reason these loans are not suitable for the 8_____.

MFIs often operate in areas with a low population 9_____ which can make administration costs higher. If MFIs are to operate 10_____ , they need to be able to cover these costs with higher interest rates.

1	**A**	Believes	**B**	Envisions	**C**	Inspires
2	**A**	Companies	**B**	Committees	**C**	Entities
3	**A**	Profit	**B**	Capitalise	**C**	Incentivise
4	**A**	Collateral	**B**	Collaterals	**C**	Warrantees
5	**A**	Penalties	**B**	Rewards	**C**	Repayments
6	**A**	House businesses	**B**	Homeworkers	**C**	Household based entrepren
7	**A**	Pay	**B**	Repayments	**C**	Credits
8	**A**	Destitute	**B**	Subsistence	**C**	Substitute
9	**A**	Number	**B**	Density	**C**	Concentration
10	**A**	Reasonably	**B**	Healthily	**C**	Sustainability

IV. Make common word combinations.

1.	Business	a.	cash flow
2.	Perfect	b.	programme
3.	Genetically	c.	culture
4.	Organizational	d.	brand
5.	Performance-related	e.	wants and needs
6.	Operating	f.	retailer
7.	Compensation	g.	shop
8.	Task	h.	density
9.	Rewards	i.	balance
10.	Luxury	j.	purpose
11.	Brand	k.	environment
12.	Customer	l.	competition
13.	Bricks	m.	modified
14.	e-retail	n.	structures
15.	Fixed	o.	pay
16.	Population	p.	positioning
17.	Work-life	q.	costs
18.	Primary	r.	systems

Вариант 2

1. Match the words and phrases to their definitions.

1	Payee	**A**	Interest
2	Penalty	**B**	Catering
3	Guarantee	**C**	A decline in value
4	Incentive	**D**	Keeping something in good condition
5	Repay	**E**	A person to whom money is paid
6	Sustainable	**F**	Money that you have to pay for breaking an agreemen
7	Penalize	**G**	To pay back
8	Maintenance	**H**	Continuing over a long period of time
9	Depreciation	**I**	To punish someone for breaking a rule or agreement
10	Provision of food and drink	**J**	Something which encourages someone to do somethin
11	Payment on a loan	**K**	A promise that something will be done or will happen

2. Complete the sentences with the correct form of the words from exercise 1.

1. We have a strict 1_____ programme for all our planes to ensure they are always safe and in excellent working conditions.
2. The loan we took out a few years ago to lease new aircraft has quite a high rate of 2_____, so we'll be speaking to the bank to see if we can reduce it.
3. Our company can offset (balance) the 3_____ in value of our machinery over time – generally things do decline slightly in value as time goes by.
4. The airline company could think about making cuts to the 4_____ - do passengers really expect gourmet meals on flights?
5. The bank will probably 5_____ you for cutting short your loan.
6. The sales team are very demotivated at the moment, we need to think of a way to 6_____ them.
7. The small loans that are given under microfinance schemes often have very high 7_____ rates – most borrowers pay the money back in full.
8. If you have a poor credit rating, it's often difficult to get a loan unless you have a personal 8_____.
9. Grameen Bank is different from conventional banks because it does not charge a 9_____ if you do not pay loan back on time.
10. The 10_____ of the loan will be the person responsible for ensuring it is paid back.
11. If microfinance institutions are to operate 11_____, they need to be able to cover these costs with higher interest rates.

3. Choose the best word to complete each gap from the alternatives below. An HR manager is explaining his company's change in recruitment strategy.

As you may know, last year we decided to 1_____ a major review of our hiring policy. We felt we needed to 2_____ a new strategy to address the problems we've identified with the age profile of our employees. Basically, we realized that due to the cuts we made in our earlier policy of keeping a good mixture of ages amongst our employees. So, the first thing we did was to 4_____ everyone involved: we wanted to hear people's opinions and experiences. We then discussed the feedback with an external consultant and 5 _____ several options for a new strategy. One thing we 6_____ very clearly was that we didn't want to change the age profile so drastically that existing staff felt uncomfortable. We're now in the process of 7_____ the new system and we appreciate your patience with the changes it involves. During the coming months we'll be 8_____ the new process to 9_____ that we are achieving our goal of creating a good balance of ages and 10_____ within our company.

1	**A**	Conduct	**B**	Consult	**C**	Evaluate
2	**A**	Conduct	**B**	Specify	**C**	Develop
3	**A**	Deviated	**B**	Developed	**C**	Implemented
4	**A**	Evaluate	**B**	Consult	**C**	Develop
5	**A**	Evaluated	**B**	Monitored	**C**	Consulted
6	**A**	Consulted	**B**	Ensured	**C**	Specified
7	**A**	Ensuring	**B**	Specifying	**C**	Implementing
8	**A**	Implementing	**B**	Monitoring	**C**	Conducting
9	**A**	Specify	**B**	Ensure	**C**	Consult
10	**A**	Experience	**B**	Practice	**C**	Qualification

4. Make common word combinations.

1.	Natural	a.	profit
2.	Financial	b.	culture
3.	Operating	c.	costs
4.	Role	d.	mix
5.	Windows of	e.	awareness
6.	Cut	f.	perspective
7.	Encourage	g.	costs
8.	Marketing	h.	opportunity
9.	Customer’s	i.	teamwork
10.	Brand	j.	policies
11.	Licensed	k.	consumers
12.	Indirect	l.	extension
13.	Procurement	m.	brand
14.	Target	n.	outlet
15.	Brand	o.	the thorny issues
16.	Retail	p.	a solution
17.	Tackle	q.	incentive
18.	Pilot	r.	monopoly

Тема 5 Управление кризисом

Variant 1

Ex. 1. Complete the extract from a talk about market entry strategies using the words in the box. There is one word you do not need.

risk ex risk exposure exit strategy commitment electronic distribution control overseas production

I am here today to talk to you about a new profit opportunity which our managing board is very interested in pursuing. We realize that this will entail a significant 1 _____ on the part of all those involved. The first step we plan to undertake is to look into a factory abroad which can handle our 2 _____. We want to avoid any type

of 3 _____, so this step must be done carefully and with a great deal of planning. One possibility would be to set up a type of licensing agreement which states exactly what this facility should produce and how they should produce it. This may be necessary in order for us to exert full 4 _____ over our operations abroad. Part of our plans, however, includes an 5 _____ in case the plan does not work.

Ex. 2. Match the marketing strategies and terms (a-g) to the statements (1-7).

a cultural a cultural norms
b market b market entry costs
c market c market positioning
d econo d economies of scale e segme e segmentation
f busin f business environment factors
g cultur g cultural sensitivity

1 We have increased production and covered all the initial expenses, so our costs will certainly be lower.__
2 When working abroad, it is important to understand how other people think and avoid doing something which could offend these people._____
3 Finding out in advance about another culture can help you to understand the underlying values and accepted behavior of the people in this area. _____
4 We are looking into specific groups of customers and deciding how best to target them._____
5 When entering a new market, it is very important to consider factors such as the legal and political systems as well as economic and technological influences._____
6 We had to spend a lot on modifying the product in order to sell it in Asia. _____
7 When we began to sell abroad, we were able to change our image from a low market to a high market one because the concept was new in that market. _____

7

Ex. 3. Complete the sentences using the correct form of the following words:

differentiation minimum segment globalization standard adaptation

1 Products which are very _____ to different target groups can be used when entering new markets.
2 When a company enters a market they are familiar with, there may be only _____ risk, but it is still important to do the necessary market research first.
3 A market which is _____ consists of different groups of customers with diverse needs.
4 If a company wants to operate as a multinational, it has to think of _____ strategies.
5 It is important that customers can _____ between your products and those of your competitors.
6 Goods that are sold everywhere in the world with no changes for local markets are known as__ products.

Ex. 4. Complete the text using the phrases about competition in the box. Then complete the phrases with the prepositions of or on.

Depend dependent ___ the five basic forces
pressure pressure ___ companies
good understanding ___ their external environment
firms __ firms ___ the same level
state ___ state ___ competition

The 1_____to create new products in an ever-expanding global market is increasing. For this reason companies are investing resources in how to adapt existing products and react quickly to market trends. It is also essential for companies to take a careful look at the 2_____in their particular field, as well as gaining a 3_____and a more global view. They need to understand that this is 4_____and be able to identify each of them. Once they have undertaken this, they will begin to have a better understanding of the external environment. This will allow them to make necessary adjustments in order to deal with horizontal competition and compete with 5_____.

Ex. 5. Rewrite these sentences using noun phrases to replace the words in italics.

1 Airlines offering no-frills services are beginning to target business travellers.
2 UK hotel chains which have lower prices have started an aggressive marketing campaign.
3 Our logo has been recently redesigned and is now easily recognizable.
4 The smart phones produced at that factory are the best ones in Europe.
5 I went to a seminar on sales techniques and it was very informative.

Ex. 6. Match the new beginnings (a-f) to the sentences (1-6). Then rewrite the original sentences using the new beginnings.

1 Making use of an existing distributor rather than setting up our own distribution in the market is a good idea.
2 They did not have much success with their overseas production because they could not get enough skilled workers.
3 We are searching for people with innovative ideas.
4 It is really necessary to decide on an exit strategy as soon as possible.
5 Our department is trying to improve our sales figures abroad.
6 Increasing our visibility in foreign markets is the main advantage of the idea.

a The main benefit _____
b The aim _____
c It is a good idea _____
d What we need to do _____
e The type of people we are searching for _____
f The reason _____

Ex. 7. Match each word to its definition.

1 DNA	a	when referring to a brand, this would be seen as a part of its identity defined by its longevity and core values
2 ergonomics	b	a reliable piece of machinery which can be used to do a lot of work
3 heritage	c	when referring to a company, these are the unchangeable elements which make up its uniqueness
4 positioning	d	something that is very famous or popular and represents particular opinions or cultures
5 icons	e	the study of the design of furniture or office equipment and the effect this has on how comfortably people can work
6 workhorse	f	the way a brand is thought about in a market compared to competitors' brands

Ex. 8. Match the two parts of the sentences about competitive rivalry.

1 The les 1 The less aggressively companies try to expand,
2 The 2 The stronger the brand awareness towards a company company is,
3 The la 3 The larger the number of companies producing the same typ same types of products,
4 The 4 4 The more customers have to pay for products from a compa a company,
5 The mo 5 The more expensive it is to leave a market, a the a the more likely it is that rivals will continue to operateo operate.
e.b the l b the lower the intensity of competition is.
c the l c the less chance their competitors have to take overover over the market.
d the d the more competition there will be for the samesam same customers.
e the le e the less chance there is that they will remain loyalloya loyal.

Variant 2

Ex. 1. Match each market entry term or concept to its definition.

1 overseas production	a	to put oneself in the position of having something negative happen
2 exit strategy	b	the process of sending products out to people, or supplying something by making use of the Internet
3 profit opportunity	c	a plan of how someone will end something, such as a business deal
4 commitment	d	the process of using a facility in another country to make goods for sale
5 risk exposure	e	a promise or firm decision to do something
6 electronic distribution	f	the chance to earn money by selling a product or service, especially after paying the costs involved

Ex. 2. Choose the correct word in italics to complete the sentences.

1 Segmentation occurs when a market is divided into different groups of customers who have similar/diverse needs.

2 Differentiation is the process of pointing out advantages of a product by showing how it is different. This is used to attract a wide range/particular group of customers and markets.
3 Cultural norms refer to an often unwritten set of informal rules which govern how people act individually/within a particular group.
4 When companies produce large/small amounts of a product, they can make use of economies of scale.
5 Being aware of how cultures differ from/are similar to each other can be defined as cultural sensitivity.
6 As brands are regarded differently in different markets, market positioning strategies can influence consumer recognition/perception of the brand.
7 Business environmental factors include strengths and weaknesses/opportunities and threats coming from legal, economic, political and technological sources.

Ex. 3. Complete the text using the correct form of the words.

Tips for expansion in today's business world

Because markets today are becoming increasingly 1 _____(globalise), most firms need to make sure their products are 2 _____(adapt) to the needs and wishes of the customers. The traditional 3 _____ (standardize) of products may no longer be wise or even possible. In some cases, the key to success might be what makes one product really 4 _____(differ) from another. This difference may be only 5 _____(minimize) but it may be enough to play an important role in the final success of the product. Therefore, it might be time to take a new look at market 6 _____(segment) as well as the general business 7 _____(environmental) in which you are operating.

Ex. 4. Match the two parts of the sentences.

1 The best way for them to enter new markets	a is to reward them for their success.
2 What our company really needs to focus on	b is that we can spread the risk.
3 The best way for us to keep good salespeople	c is to find a local partner.
4 The biggest risk we are facing	d is that there are a number of strategies but only some that will work for us.
5 The good thing about the licensing agreement	e is an exit strategy for our problematic markets.
6 The point I would like to make	f is the factor of the unknown in the new market.

Ex. 5. Complete the tips using the collocations in the box. One collocation is extra.

premium-priced fastest-growing segment niche market core products well-known brand top-end market

Tips for selling your products

- Concentrate on the 1 _____: those goods which provide the basis of your range.
- There are also areas to look at which comprise the 2 _____ within the field, and here it is certainly possible to consider 3 _____ goods.
- This may only be possible in a smaller or 4 _____ though this is doubtlessly one way to compete against a 5 _____.

Ex. 6. Match the two parts of the sentences to describe brands and products.

1 When you want to make sure that your brand is seen as being different from your competitors' brands,	a do not expect it to be a workhorse, but a luxury item.
2 Corporate DNA is one way of referring	b to make sure that offices have ergonomic furnishings.
3 When people buy a sports car, they generally	c you need to make sure that your positioning strategy is the optimal one.
4 As particular products are often associated with a country, these products	d they have remained loyal to their heritage.
5 One aspect of the job of a safety and health officer may be	e have become icons to people abroad.
6 Several of our cash cows have done well, partially because	f to those elements which define a company at its core.

Ex. 7. Choose one word from A, B and C to complete each sentence.

A	B	C
firms	of	(competitive) rivalry
state	on	the five basic forces

resources	of	the same level
intensity	on	companies
depends	of	learning
pressure	on	competition
determinant	in	competitiveness

1 The _____ to compete will increase.
2 Because the process was new, they invested a lot of _____ how to carry it out efficiently.
3 The amount of rivalry companies face _____ of competition.
4 In many industries the number of companies operating in the same field is the major _____ which has an influence on how hard they have to try to be better than the others.
5 When we talk about horizontal competition we are referring to _____.
6 When a number of companies are in the same field, this causes an _____ as they are all trying to sell to the same customers.
7 It is necessary to see how many firms with the same goals there are in order to determine the _____ within a market.

Ex. 8. Replace the underlined words in the text (1-6) with the phrases (A-F).

A the UK budget hotel chains
B no-frills airlines
C confident predictions
D conspicuous value for money
E a beneficiary of any major decisions
F the one thing the recession has taught businesses is

In today's business world CFOs are beginning to recommend that their companies actively look for 1 noticeable ways to make sure that they get the best possible deal. 2 As money has been tight recently, companies have learned to carefully examine their options when sending employees off on business trips. Some of the methods businesses have been forced to adopt include using 3 less luxurious ways of air travel, and booking 4 standardised accommodation for their managers on business trips rather than offering them the more up-market brands. The up-side of this trend is that a business offering inexpensive and convenient services can be 5 the one chosen when a large company begins to look around for ways to make considerable savings. For this reason, a number of low-cost service providers are making 6 forecasts they seem very certain about when looking into their possibilities for growth in a very competitive market.

Тема 6 Международное сотрудничество

Variant 1

I. Match each business term to its definition.

Term	Definition
1 An appetite for risk	A a situation which can cause problems due to mistakes within an organisation caused by human errors
2 Reputation risk	B laying out plans in an understandable and structured manner
3 Perception of risk	C looking thoughtfully at plans to decide how to operate in the future
4 Financial risk	D keeping staff calm in times of crisis
5 Operational risk	E when you feel you want or need to be involved in a dangerous situation
6 Effective tactics	F threatening to make staff redundant or relocate to another area
7 Illegal tactics	G the problem that arises when a company does not have adequate resources to meet its obligations
8 Carefully planned strategy	H a belief or opinion of how dangerous a situation might be
9 Strong-arm tactics	I private companies making use of cartel pricing to prices high
10 Coherent strategy	J a situation that can occur when customers, business partners and other stakeholders have a negative perception of a company or business

II. Complete the sentences with the correct phrase or word from the box.

A spread risk	*B tolerate risk*	*C mitigate risk*	*D calculate risk*	*E took risks*
F inhibit	*G master*	*H resistant*	*I dampen*	*J exemplifies*

11 We are afraid that the slow-down in the economy will _____ our ability to expand the company.
12 Experienced investors _____ by conducting research and choosing their investments wisely.
13 It's important that the manager _____ the qualities that we are hoping to portray as an organisation as a whole.
14 Many people feel that the financial crisis was caused because banks _____ hoping to cash in on them.
15 When clients purchase a variety of securities for their portfolios, they are more able to _____ over the different products in case one creates profits and another losses.
16 I'm sorry to _____ your enthusiasm but we really can't afford to develop any new products this financial year.
17 If a business is extremely healthy and a good opportunity comes along, they may be in the position to _____ better than a struggling company.
18 She will have to _____ the system as a whole before we can consider her for promotion.
19 When we lend money to companies, the first thing we have to do is to _____ and predict if there is a danger of default or not.
20 I plan to bring about a lot of changes in the way this department is run and was pleasantly surprised when the staff weren't _____ to my ideas.

III. Match the leadership styles in the box to these statements. One leadership style is extra.

A pacesetting	*B coercive*	*C democratic*	*D coaching*	*E authoritative*	*F affiliative*

21 The team don't really question the manager's decisions as he has a great track record and years of experience in the industry. ___
22 She really leads by example and expects her team to match her high standards. _____
23 She has a very inexperienced team, so she spends a lot of time explaining to them and showing them how to do things. _____
24 He is always organising team-building activities for his department. _____
25 His team have to do what they are told and there is no way that they can avoid tasks that they don't want to do. _____

IV. Complete the sentences using the business terms from the box.

A inject capital	*B risky investment*	*C liquidate investments*	*D raise capital*	*E shareholder's equity*

26 One of our divisions was doing badly and we had to _____ to keep it going.
27 We had to _____ by selling off some buildings we weren't using.
28 When we subtract all of our debts from our assets, the figure left is the _____.
29 Looking at the financial documents of this company, I would say this is a rather _____ so I would advise not doing it.
30 Our board decided to take the company public in order to _____ by issuing shares.

V. Complete the sentences using the proverbs. One proverb is extra.

Sentences	**Proverbs**

31 I think we should sign him up right away even if it means losing other possible business. After all,' _____ '. 32 I am finally finished with this report even though it is a couple of days past the deadline. Well, as we say,' _____ '. 33 We have to do more about training as our employees are not working autonomously enough. I really believe that if you ' _____ '. 34 I don't know why he's blaming the software on his computer, but you know ' _____ '. 35 There are too many departmental heads involved in this project and each has something to say about it. In my opinion, ' _____ '.	A Practise what you preach B Better late than never C A bird in the hand is worth two in the bush D A bad workman always blames his tools E Too many cooks spoil the broth F Give a man a fish, you feed him for a day, teach a man to fish, feed him for a lifetime

VI. Match the cultural terms in the box to the statements. One cultural term is extra.

A values	*B stereotypes*	*C practices*	*D culture*	*E intercultural communication*

36 Bill said he was glad he knew that it was necessary to hand over his business card with two hands when he was in some Asian countries. _____

37 I had always thought that people in that country had no sense of humour and was surprised to find out that it wasn't true at all. _____

38 Before we transfer employees to other countries, we make sure they undergo a training period to make them familiar with the beliefs, customs and accepted standards there. _____

39 I didn't realise how necessary it was to treat everyone the same at the meeting. In this region it is important to people not to stand out as different. _____

VII. Match the two halves of the sentences.

Beginning	**Ending**
40 He told me that whether or not _____ 41 Our board is unsure if this strategy will work, saying ___ 42 Some language schools concentrate on just teaching foreign languages, while _____ 43 My boss asked me to submit my report by tomorrow, adding that ____ 44 Our company has decided to raise capital by _____ 45 The governments in Europe have begun to put more restrictions on lending practices, but none has gone so far as to _____	A he needs to discuss several of the issues raised with the managing board. B prevent the banks from lending at all. C we get the contract in Africa, we will sti continue with the project. D floating shares on the stock market. E it depends on a large number of factors. F others also put emphasis on cultural awareness training.

VIII. Match the strategy and tactics to these statements.

Statements	**Strategy and Tactics**
46 _____ We definitely need to be planning for the next five years in order to have a clear idea of what we need to do now. 47 _____ Even if we pay all of our suppliers late, I doubt that they will take their business elsewhere. After all, we are the most important customer many of them have and this way the money stays in our accounts earning interest for us. 48 _____ I realise that the R&D Department came up with the idea, but if I present it to the board before they do, I will look good to upper management. 49 _____ It is important for each of the divisions of the company to follow the same plans and operate in the same manner. 50 _____ I am definitely in favour of setting up an ICT system within the company to make it easier to share software and ideas immediately without going through a lot of red tape.	A underhand tactics B broad strategy C delaying tactics D integrated strategy E long-term strategy

Variant 2

I. Match the strategy and tactics to these statements.

Statements	Strategy and Tactics
1 _____. I realise that the R&D Department came up with the idea, but if I present it to the board before they do, I will look good to upper management. 2 _____. It is important for each of the divisions of the company to follow the same plans and operate in the same manner. 3 _____. Even if we pay all of our suppliers late, I doubt that they will take their business elsewhere. After all, we are the most important customer many of them have and this way the money stays in our accounts earning interest for us. 4 _____. I am definitely in favour of setting up an ICT system within the company to make it easier to share software and ideas immediately without going through a lot of red tape. 5 _____. We definitely need to be planning for the next five years in order to have a clear idea of what we need to do now.	A. integrated strategy B. delaying tactics C. broad strategy D. long-term strategy E. underhand tactics

II. Match the two halves of the sentences.

Beginning	Ending
6. My boss asked me to submit my report by tomorrow, adding that _____ 7. The governments in Europe have begun to put more restrictions on lending practices, but none has gone so far as to _____ 8. He told me that whether or not _____ 9. Our company has decided to raise capital by _____ 10. Our board is unsure if this strategy will work, saying __ 11. Some language schools concentrate on just teaching foreign languages, while _____	A. we get the contract in Africa, we will still continue with the project. B. floating shares on the stock market. C. he needs to discuss several of the issues I raised witl the managing board. D. others also put emphasis on cultural awareness training. E. prevent the banks from lending at all. F. it depends on a large number of factors.

III. Complete the sentences using the proverbs. One proverb is extra.

Sentences	Proverb
12. I am finally finished with this report even though it is a couple of days past the deadline. Well, as we say,' _____ '. 13. I think we should sign him up right away even if it means losing other possible business. After all,' _____ '. 14. I don't know why he's blaming the software on his computer, but you know ' _____ '. 15. There are too many departmental heads involved in this project and each has something to say about it. In my opinion, ' _____ '. 16. We have to do more about training as our employees are not working autonomously enough. I really believe that if you ' _____ '.	A. Too many cooks spoil the broth B. Give a man a fish, you feed him for a day, teach a man to fish, feed him for a lifetime C. A bird in the hand is worth two in the bush D. Better late than never E. Practise what you preach F. A bad workman always blames his tools

IV. Match the cultural terms in the box to the statements. One cultural term is extra.

A. practices	*B. intercultural communication*	*C. values*	*D. stereotypes*	*E. culture*

17. I didn't realise how necessary it was to treat everyone the same at the meeting. In this region it is important to people not to stand out as different. _____
18. I had always thought that people in that country had no sense of humour and was surprised to find out that it wasn't true at all. _
19. Bill said he was glad he knew that it was necessary to hand over his business card with two hands when he was in some Asian countries. _____
20. Before we transfer employees to other countries, we make sure they undergo a training period to make them familiar with the beliefs, customs and accepted standards there. _____

V. Match the leadership styles in the box to these statements. One leadership style is extra.

A. coercive	*B. affiliative*	*C. pacesetting*	*D. democratic*	*E. coaching*	*F. authoritative*

21. She really leads by example and expects her team to match her high standards. _____
22. His team have to do what they are told and there is no way that they can avoid tasks that they don't want to do. _____
23. She has a very inexperienced team, so she spends a lot of time explaining to them and showing them how to do things. _____
24. The team don't really question the manager's decisions as he has a great track record and years of experience in the industry. ___
25. He is always organising team-building activities for his department. _____

VI. Complete the sentences using the business terms from the box.

A inject capital	*B risky investment*	*C shareholder's equity*	*D raise capital*	*E liquidate investments*

26. Looking at the financial documents of this company, I would say this is a rather _____ so I would advise not doing it.
27. One of our divisions was doing badly and we had to _____ to keep it going.
28. We had to _____ by selling off some buildings we weren't using.
29. Our board decided to take the company public in order to _____ by issuing shares.
30. When we subtract all of our debts from our assets, the figure left is the

VII. Match each business term to its definition.

Term	**Definition**
31. Effective tactics 32. Illegal tactics 33. Carefully planned strategy 34. Strong-arm tactics 35. Coherent strategy 36. An appetite for risk 37. Reputation risk 38. Perception of risk 39. Financial risk 40. Operational risk	A. a situation that can occur when customers, business partners and other stakeholders have a negative perception of a company or business B. the problem that arises when a company does not have adequate resources to meet its obligations C. a situation which can cause problems due to mistakes within an organisation caused by human errors D. laying out plans in an understandable and structured manner E. looking thoughtfully at plans to decide how to operate in the future F. keeping staff calm in times of crisis G. when you feel you want or need to be involved in a dangerous situation H. threatening to make staff redundant or relocate to another area I. a belief or opinion of how dangerous a situation might be J. private companies making use of cartel pricing to prices high

VIII. Complete the sentences with the correct phrase or word from the box.

A inhibit	*B master*	*C resistant*	*D exemplifies*	*E mitigate risk*
F dampen	*G spread risk*	*H tolerate risk*	*I calculate risk*	*J took risks*

41. When clients purchase a variety of securities for their portfolios, they are more able to _____ over the different products in case one creates profits and another losses.
42. We are afraid that the slow-down in the economy will _____ our ability to expand the company.
43. If a business is extremely healthy and a good opportunity comes along, they may be in the position to _____ better than a struggling company.
44. Experienced investors _____ by conducting research and choosing their investments wisely.
45. She will have to _____ the system as a whole before we can consider her for promotion.
46. I plan to bring about a lot of changes in the way this department is run and was pleasantly surprised when the staff weren't ____ to my ideas.
47. When we lend money to companies, the first thing we have to do is to _____ and predict if there is a

danger of default or not.
48. It's important that the manager _____ the qualities that we are hoping to portray as an organisation as a whole.
49. Many people feel that the financial crisis was caused because banks _____ hoping to cash in on them.
50. I'm sorry to _____ your enthusiasm but we really can't afford to develop any new products this financial year.

Variant 1

1 Complete the excerpt from a talk about market entry strategies using the words in the box. There is one word you do not need.

risk exposure	exit strategy	commitment	electronic distribution	control	overseas production

I am here today to talk to you about a new profit opportunity which our managing board is very interested in pursuing. We realise that this will entail a significant 1 _____ on the part of all those involved. The first step we plan to undertake is to look into a factory abroad which can handle our 2 _____. We want to avoid any type of 3 _____ so this step must be done carefully and with a great deal of planning. One possibility would be to set up a type of licensing agreement which states exactly what this facility should produce and how they should produce it. This may be necessary in order for us to exert full 4 _____ over an operation abroad. Part of our plans, however, includes an 5 _____ in case the plan does not work out.

2 Match the marketing strategies a,b,d,e,g to the statements 1-4. One strategy is extra.

a cultural norms	b market entry costs	d economies of scale	e segmentation	g cultural sensitivity

1 Once we have increased production and covered all the initial expenses, our costs will certainly be lower.
2 When working abroad, it is important to understand how other people think and avoid doing something which could offend someone.
3 Finding out in advance about another culture can help you to understand the underlying values and accepted behaviour of the people in this area.
4 We are looking into specific groups of customers and deciding how best to target them.

3 Complete the sentences using the verb or adjective form of the words in the box. One word is extra.

differentiation	minimum	segment	adaptation	environment

1 Products which are very _____ to different target groups can be used when entering new markets.
2 Companies today need to consider a number of _____ factors involving regulations, such as taxes on fuel emissions, which could affect their manufacturing processes.
3 When a company enters a market they are familiar with, there may be only _____ risk, but it is still important to do the necessary market research first.
4 A market which is _____ consists of different groups of customers with diverse needs.

4 Complete the sentences using the words in the box to form word partnerships about innovation. One word is extra.

incremental	bottom-up	top-down	radical

1 We have a fairly structured hierarchy which leads to _____ innovation; generally our R&D department get their instructions directly from one of the directors of the company.
2 A visionary leader can often convince others to produce truly _____ innovations as he or she inspires them to take chances.
3 We are very cautious when adding new features to successful products and feel that, for us, _____ innovation is the best approach.

5 Match each phrase 1-5 about the marketing of innovation to its definition a,b,c,e,g,h. One definition is extra.

1 multiple distribution channels
2 enhanced product features
3 appropriate distribution channel
4 wide price range of goods
5 internet promotion

a all methods used to distribute information about a company, products or services online
b the most suitable outlet or intermediary to get a product or service to the customer
c selling goods at a discount in order to gain customers
e using more than one way to get products to customers, e.g. with retail sales, online selling or selling your products through another shop
g an assortment of both high-end and low-end products or services
h add-ons which improve the performance of goods or services

6 Choose the correct phrase in italics to make correct sentences about the words in bold.
1 **Product design** deals with *the way a product looks / a product's features and uses*.
2 A **design company** generally produces *graphics and artwork / innovative products*.
3 In the **design department**, decisions are made concerning the look of *adverts and products / the building and premises*.
4 In **design thinking**, ideas first come from the *manufacturer / user* and end with the product.
5 **Software design** is generally carried out by *IT programmers / graphic designers*.
6 A **design proposal** sets out ideas for how a product should look and what it *should cost / can do*.
7 A **design brief** *is a written / an oral* description containing relevant information about a new product.

7 Rewrite the sentences putting the adjectives in the correct order.
1 She has a *new/ silk / fantastic / bright green* dress.
2 He just bought a *German / stainless steel / silver-coloured / relatively small* microwave for the office.
3 I like to read *modern / American / entertaining* novels when I travel.

8 Complete the word partnerships using the words in the box. Use each word twice.

government	tax	stable	economic	financial
1 _____ downturn	2 _____ prices	3 _____ evasion		
4 _____ sector	5 _____ return	6 _____ intervention		
7 _____ recovery	8 _____ outlook	9 _____ crisis	10 _____ policy	

9 Match the terms in the previous exercise to the definitions a-e.
a a document in which income is reported each year so that the appropriate tax can be calculated
b the prediction that a situation will remain the same for a time
c measures taken by the rulers of a country to keep a situation from worsening or to improve it
d a reduction in or a slow down in the growth of an economy
e a situation in which the economy shows improvement after a period of contraction or stagnation

10 Match the sentences halves to form definitions a,c,d,g,h,i of the financial terms and phrases in bold. One definition is extra.
1 A **floating rate** investment is one _____
2 A **shortfall** represents _____
3 **Viability** means that _____
4 If you **model** something _____
5 A **contingency plan** is a plan _____

a you give it as a working example.
c the risk a company or financial institution faces through loans or investments.
d in which the interest rate is not fixed but will change over a period of time.
g it has the ability to work in the way in which it is intended to.
h created for an emergency or for a future event which could cause problems.
i the difference between the amount of something you have and the amount you need.

11 Complete the word combinations linking business and social issues in the sentences using the words in the box. One word is extra.

value	entrepreneurs	good	responsibility	mission

1 Companies today often create a social _____ which sets out their aims to help underprivileged members of society.
2 People who see the problems in society and use their business acumen to find innovative ways to solve them are called social ____.
3 When an idea can really solve a problem in a society, we say that it has true social _____.
4 Many people feel that companies are obliged to help the societies in which they operate because they have social _____ towards others.

12 Look at the newspaper headlines 1-5 and match the underlined verbs to the correct category from the box.

Downward movement	Upward movement	Other types of movement

1 Share prices <u>plunge</u> following announcement of scrapped product launch
2 Consumer confidence <u>bounces back</u> due to cuts in income tax
3 Unemployment figures <u>wobble</u> as a handful of new jobs are created
4 Sales figures for tech firms <u>slump</u> in sluggish economy
5 Government debt <u>surges</u> to new high

Variant 2

1 Complete the sentences using the words in the box to form word partnerships about innovation. One word is extra.

bottom-up	collaborative	top-down	affordable

1 The city government has been working with one of the universities on developing lower fuel consumption vehicles for public transport, thereby setting a good example for _____ innovation.
2 Finding inexpensive energy sources to help people in developing countries has led us to creating a number of _____ innovations.
3 Our company encourages employees to come up with business solutions; _____ innovation is seen as a key to future success.

2 Match each phrase 1-5 about the marketing of innovation to its definition a,c,d,e,f,g. One definition is extra.
1 wide price range of goods
2 internet promotion
3 price promotion
4 initial price range
5 core product features

a all methods used to distribute information about a company, products or services online
c selling goods at a discount in order to gain customers
d the basic and distinctive attributes of goods or services
e using more than one way to get products to customers, e.g. with retail sales, online selling or selling your products through another shop
f the first decision made on what a product will cost
g an assortment of both high-end and low-end products or services

3 Choose the correct phrase in italics to make correct sentences about the words in bold.
1 **Product design** deals with *the way a product looks / a product's features and uses*.
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5 **Software design** is generally carried out by *IT programmers / graphic designers*.
6 A **design proposal** sets out ideas for how a product should look and what it *should cost / can do*.

7 A **design brief** is *a written / an oral* description containing relevant information about a new product.

4 Complete the excerpt from a talk about market entry strategies using the words in the box. There is one word you do not need.

risk exposure	exit strategy	commitment	electronic distribution	control	overseas production

I am here today to talk to you about a new profit opportunity which our managing board is very interested in pursuing. We realise that this will entail a significant 1 _____ on the part of all those involved. The first step we plan to undertake is to look into a factory abroad which can handle our 2 _____. We want to avoid any type of 3 _____ so this step must be done carefully and with a great deal of planning. One possibility would be to set up a type of licensing agreement which states exactly what this facility should produce and how they should produce it. This may be necessary in order for us to exert full 4 _____ over an operation abroad. Part of our plans, however, includes an 5 _____ in case the plan does not work out.

5 Match the marketing strategies b,c,d,e,f to the statements 1-4. One strategy is extra.

b market entry costs
c market positioning
d economies of scale
e segmentation
f business environment factors

1 We are looking into specific groups of customers and deciding how best to target them.
2 When entering a new market, it is very important to consider factors such as the legal and political systems as well as economic and technological influences.
3 We had to spend a lot on modifying the product in order to sell it in Asia .
4 When we began to sell abroad, we were able to change our image from a low market to a high market because the concept was new in that market.

6 Complete the sentences using the verb or adjective form of the words in the box. One word is extra.

differentiation	segment	globalization	standard	adaptation

1 A market which is _____ consists of different groups of customers with diverse needs.
2 If a company wants to operate as a multinational, it has to think of _____ strategies.
3 It is important that customers can _____ between your products and those of your competitors.
4 Goods that are sold everywhere in the world with no alterations for local markets are known as _____ products.

7 Rewrite the sentences putting the adjectives in the correct order.
1 I like to read *modern / American / entertaining* novels when I travel.
2 What do you think about this *newly-designed / extremely quiet / Japanese / compact* laser printer?
3 The company is well-known for its *exciting / metal / innovative* products.

8 Complete the word partnerships using the words in the box. Use each word twice.

government	tax	stable	economic	financial

1 _____ downturn	2 _____ prices	3 _____ evasion		
4 _____ sector	5 _____ return	6 _____ intervention		
7 _____ recovery	8 _____ outlook	9 _____ crisis	10 _____ policy	

9 Match the terms in the previous exercise to the definitions f-j.
f illegal methods used by people or companies to reduce the money they pay the government
g a situation in which there is little money in the system, credit is tight, investment may be shrinking and unemployment growing
h a set of ideas coming from the ruling body of a country that have been officially agreed upon
i a situation in which goods and services do not change much in what they cost to purchase

j the area of activities in a country's economy which deals with monetary products and services

10 Look at the newspaper headlines and match the underlined verbs to the correct category from the box.

Downward movement	Upward movement	Other types of movement

1 Tax revenues slide after t months of companies cutting back on production
2 Sales rebound helping shops to stay afloat
3 Unemployment figures dip slightly
4 World economy said to be shrinking
5 Retail prices edge forward after decision to increase VAT

11 Match the sentences halves to form definitions b,c,e,f,g,j of the financial terms and phrases in bold. One definition is extra.
1 If something is described as being **adverse** it _____
2 A company's **intangible assets** refers to things like _____
3 The **net cash flow** is calculated by subtracting _____
4 **Exposure** refers to _____
5 If something is referred to as **volatile**, it means _____

b is harmful or likely to cause problems.
c the risk a company or financial institution faces through loans or investments.
e that it is likely to change often or suddenly and unexpectedly.
f the cash payments from the cash receipts of a company.
g it has the ability to work in the way in which it is intended to.
j goodwill from customers and trademarks the company owns.

12 Complete the word combinations linking business and social issues in the sentences using the words in the box. One word is extra.

entrepreneurs	impact	good	housing	need

1 When a company creates something for the social _____ it is of benefit to as many people as possible.
2 The new scheme has had a clear social _____ on the local community, who have benefited as a whole.
3 The government is willing to subsidise public transport that doesn't make a profit but which fulfils a social _____.
4 There is a real need for social _____ in the area as a large percentage of the local population are living in sub-standard accommodation.

Variant 1

1 Read the text and replace the underlined words 1-10 with words and phrases a-j from the box.

A outsourcing provider	B reintegrate activities	C shortfall in inventory	
D core business	E downsizing	F renegotiate the contracts	
G logistics	H just-in-time (JlT)	I switch providers	J back office

We have been considering the possibility of 1 cutting staff at our headquarters so that we can become more efficient and concentrate on our 2 main area of activities. One way we can do this is to carefully look at the 3 departments in our company dealing only with internal administrative duties as we feel some of these jobs can be done elsewhere. We are currently looking for an 4 organisation which can arrange to have another company take care of the work we need done. This takes a great deal of thought as the last company I worked for had to 5 change the organisation we had engaged as they were costing us more than we had anticipated. One problem we had with them was that they were not able to deal with 6 moving stock or materials we needed for

production. They were often late with carrying out jobs meaning that we could not make use of 7 the strategy of having our stock leave our warehouses when levels became too high. This also meant that our customers experienced a 8 lack of stock on hand which meant that we lost several important accounts. We realised we would have to 9 talk to them and change their contracts but decided it would be more efficient to just 10 begin to do these tasks again to ensure that they were done the way we wanted.

2* Taking different stances to intensify or tone down the message.** ***Match each statement 1-9 to a stance a-i.
Two stances are extra.

a hesitant	b evasive	c critical	d confrontational	e assertive / very direct
f defensive	g diplomatic /tactful	h objective / balanced	i highly subjective / one-sided	

1 It wasn't our fault. If you had given us all the information, we could have done it as you wanted.
2 If you break the contract, there is no question that we will be forced to engage in legal action against your company.
3 I see your point of view, we should have made our requirements clearer and clarified them with you from the start.
4 I am really not sure if this is going to work as you have stipulated. Can I have some time to think about it and let you know by the end of the week?
5 I don't care what your company policy is, this has to be done our way.
6 I can't give you an answer today and our management is not available for the next week. We will perhaps want to renegotiate the contract, but it might be helpful if we could hear what you have to say first.
7 This is the lowest quality we have ever received. I can't believe these products got through your quality control. If I were you, I would think about revamping your system before you deliver to us again as we can't accept such low-quality goods.

3 Match the sentence halves to make sentences about different concepts of innovation.

1 The new product developed by our R&D engineers is	a incremental innovation.
2 Pharmaceutical companies offer grants to university professors for	b bottom-up innovations.
3 Tablet PCs can be viewed as	c a good example of top-down innovation.
4 Companies which implement ideas from their customers lead the way in	d affordable innovations for developing countries.
5 Taking things one step at a time is a good way to work on	e collaborative innovation in the field of medical research.
6 Looking at the most efficient to produce necessary products can bring about	f radical innovations as they have changed the way people use computers.

4* Reverse innovation.** ***Choose the correct word in italics to complete the definitions for the words in bold.

1 A '**no-frills**' approach means A *keeping things simple / B making them more detailed*.
2 When a company **taps into** new trends it means that it A *copies them / B makes use of them*.

3 When people **predominantly** buy a certain product, it means that the product is *sold A very often / B infrequently* in the market.
4 A **driver** behind a trend is something that A *stops a trend / B makes the trend happen*.
5 When people have a particular **mindset**, they are generally A *not open / B very open* to other ideas and concepts.
6 A product which is **unveiled** is A *not put / B put on the market*.
7 When a company looks into **frugal** methods of production they A *don't consider / B consider* the costs carefully.
8 A product which is **on a par** with another product is A *at / B not at* the same level as it.
9 When the R&D group **came up with** the idea for a new invention they A *introduced it for the first time / B adopted it from another product*.
10 To **say something in a nutshell** means A *to expand on / B to give only a brief explanation of it*.

5* Disrupting international business strategy. *Complete the sentences using the phrases in the box.

A substantially lower costs	B emerging economies	C global scale	D pioneering new uses
E slowing growth	F local customisation	G glocalisation approach	H rapid development

1 _____ means that a person or organisation is actively trying out fresh ideas regarding the purpose of a product or process.
2 The _____ is a method of developing products in a particular market with specific needs and then exporting them globally.
3 When a product or service can be provided much more inexpensively than before this represents _____.
4 An area which is quickly becoming more innovative and up-to-date means it is experiencing _____.
5 When an economy begins to contract, it means it is going through a period of _____.
6 When something is done on a _____, it means that it is happening worldwide.
7 Products which are designed for special needs in a particular market are an example of _____.
8 Nations whose economies are rapidly growing and becoming more advanced are known as _____.

6 Match each partnership with* design *to its definition.

1 design department	a a field of work in which people create new products, ideas, artwork, etc.
2 design brief	b creating computer programs
3 design thinking	c the act of creating new designs
4 design profession	d a methodology for practical and creative solutions to problems by starting with the user and ending with the product
5 design work	e the determination and specification of a product and its features and uses
6 design company	f the section of a company that decides what products or adverts should look like
7 software design	g a suggestion for a product, what it should look like and what it should do
8 product design	h a written description of what a new product should do, what is needed to produce it, how long it will take, etc.
9 design proposal	i a firm which comes up with good graphics or other innovative artwork

Variant 2

1 Complete the article using the phrases a-f from the box.

a incremental innovation	b bottom-up innovations	c top-down innovations
d affordable innovations	e collaborative innovation	f radical innovations

Our company has been trying hard to create 1 _____ that can be used by people in developing countries in order to stem the spread of certain diseases. We have been actively gathering ideas from medical professionals working in the field as we feel that those directly involved can contribute to 2 _____ more than those removed from the situation can. Another part of the project is working together with university research teams on 3_____. We fund their research and they provide the expertise. Some of the diagnostic tools we have developed can be seen as 4_____ as they have changed the way we look at the symptoms and causes of disease. Rather than have patients come into hospitals, we have created near-patient testing machines allowing onsite diagnoses which are transmitted to a centre for analysis. There are still ideas which come from our research departments, however, as there are times that 5_____ can also bring about efficient results. We are viewing this as a long-term project and are, of course, delighted as well with the step-by-step progress we have made, viewing this as 6 _____.

***2 Choose the correct word in italics to complete the definitions for the words in bold by the topic* Reverse innovation.**

1 A product which is **unveiled** is *A put / B not put* on the market.
2 When a company looks into **frugal** methods of production they *A consider / B don't consider* the costs carefully.
3 A product which is **on a par** with another product is *A not at / B at* the same level as it.
4 A **driver** behind a trend is something that *A makes the trend happen / B stops a trend*.
5 When people have a particular **mindset**, they are generally *A very open / B not open* to other ideas and concepts.
6 When the R&D group **came up with** the idea for a new invention they *A adopted it from another product / B introduced it for the first time*.
7 To **say something in a nutshell** means *A to give only a brief explanation of / B to expand on* it.
8 A '**no-frills**' approach means *A making them more detailed / B keeping things simple*.
9 When a company **taps into** new trends it means that it *A makes use of them / B copies them*.
10 When people **predominantly** buy a certain product, it means that the product is sold *A infrequently / B very often* in the market.

***3 Complete the sentences using the phrases in the box by the topic* Disrupting international business strategy.**

A substantially lower costs	B emerging economies	C global scale	D pioneering new uses
E slowing growth	F local customisation	G glocalisation approach	H rapid development

1 When an economy begins to contract, it means it is going through a period of _____.
2 When something is done on a _____, it means that it is happening worldwide.
3 _____ means that a person or organisation is actively trying out fresh ideas regarding the purpose of a product or process.
4 The _____ is a method of developing products in a particular market with specific needs and then exporting them globally.
5 Products which are designed for special needs in a particular market are an example of _____.
6 Nations whose economies are rapidly growing and becoming more advanced are known as _____.

7 When a product or service can be provided much more inexpensively than before this represents _____.
8 An area which is quickly becoming more innovative and up-to-date means it is experiencing _____.

4 Complete the sentences 1-9 using the words a-i from the box.

A department B brief C thinking D profession E work F company G software H product I proposal

1 Our company is looking for someone to take over the design _____ in the advertising department.
2 As he studied computer science, he decided to take a position in a company that specialised in _____ design.
3 When he finished his graphics course at university, he got a job in a design _____.
4 Since they received the design _____ last week, they have been brainstorming ideas on how to produce it and what exactly it should be able to do when it is finished.
5 She's very creative and would love to work in the design _____ of an innovative company.
6 What we really need is a great _____ design to be able to break into that niche market.
7 They gave their design _____ to the R&D department to think over and they'll meet to discuss it next week.
8 We had a training session in the company to learn how to implement design _____ in order to make use of customers' ideas in order to develop the products they want.
9 He has always dreamed of working in the design _____ as that is a field he thinks is creative and challenging.

5 Complete the sentences 1-10 using the terms and phrases a-j from the box.

A outsourcing provider B reintegrate activities C shortfall in inventory D core business E downsizing F renegotiate the contracts G logistics H just-in-time (JlT) I switch providers J back office

1 Our _____ staff spend a great deal of time organising work for the customer facing departments.
2 If a company which offers outsourcing does not hold up its end of the bargain, it may be necessary to _____.
3 We had problems getting the components we needed for production so we are now facing a _____ and have a backlog of orders.
4 We may need to close down several subsidiaries and concentrate on our _____ in order to increase profit. In my opinion, we have been distracted by some of the non-essential services we have been offering.
5 We are looking to move some of our non-customer related tasks overseas and are looking for a reliable _____.
6 As we found that we had lost touch with some vital processes due to outsourcing we decided to _____ and take them over ourselves again.
7 Material management within the company and distribution of finished products to customers both belong to _____ .
8 Using a system of _____ delivery has helped us to cut down drastically on storage of both inventory and materials needed for production.
9 Due to the financial crisis, a number of companies feel the need for _____ in order to become more fiscally viable and efficient.
10 We are going to have to sit down with our business partners and _____, as the economic landscape has changed a lot since we first signed it.

6 Match each statement 1-9 to a stance a-i (stances intensify or tone down the message). Two stances are extra.

a hesitant	b evasive	c critical	d confrontational	e assertive / very direct
f defensive	g diplomatic /tactful	h objective / balanced	i highly subjective / one-sided	

1 I can't give you an answer today and our management is not available for the next week. We will perhaps want to renegotiate the contract, but it might be helpful if we could hear what you have to say first.
2 I don't care what your company policy is, this has to be done our way.
3 This is the lowest quality we have ever received. I can't believe these products got through your quality control. If I were you, I would think about revamping your system before you deliver to us again as we can't accept such low-quality goods.
4 I am really not sure if this is going to work as you have stipulated. Can I have some time to think about it and let you know by the end of the week?
5 If you break the contract, there is no question that we will be forced to engage in legal action against your company.
6 It wasn't our fault. If you had given us all the information, we could have done it as you wanted.
7 I see your point of view, we should have made our requirements clearer and clarified them with you from the start.

Критерии оценки (в баллах):

- **5 баллов** выставляется обучающемуся, если он выполнил правильно и в полном объеме все задания контрольной работы, продемонстрировал грамотное употребление ключевой лексики курса, в основном не было допущено ошибок в использованных грамматических структурах; уровень освоения компетенций соответствует продвинутому уровню.
- **4-3 балла** выставляется обучающемуся, если он выполнил правильно и в полном объеме не все задания контрольной работы, продемонстрировал в основном грамотное употребление ключевой лексики курса, были допущены незначительные ошибки в использовании грамматических структур, не препятствовавшие пониманию; уровень освоения компетенций соответствует повышенному уровню.
- **2-1 балла** выставляется обучающемуся, если он выполнил правильно и в полном объеме не все задания контрольной работы, продемонстрировал ограниченный лексический запас ключевых единиц и грамматических структур курса, допущен ряд грамматических ошибок; уровень освоения компетенций соответствует базовому уровню.
- **0 баллов** выставляется обучающемуся, если он не выполнил правильно и в полном объеме задания контрольной работы.

Комплект тестов/тестовых заданий

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

<u>Семестр 5</u>

Тема 1. Управление организацией

Variant 1

Choose the correct form of the verb in brackets to complete the second or third conditional sentences

1 If I had known, I _____(help) you more.
2 I would go to work by train, if it _____(be) cheaper.
3 If both of us _____(relocate), we wouldn't have got a pay rise.
4 If I _____(have) knowledge, I would have repaired the photocopier.
5 If I wanted to study for an MBA, I _____(buy) the latest books.
6 If we'd bought those valueless shares, we _____(lose) a lot of money.
7 If he wasn't so successful, he _____(have) the money for a holiday home.

8 If Rachael hadn't studied hard, she _____(pass) the examination.
9. If I ____ (be) you, I _____ (not go) out late.
10. If Jeff ____ (not buy) a guitar a year ago, he ____ (not learn) how to play one.

Variant 2
1. I don't know his address. I can't contact him. But if I ____ (know) his address, I (contact) him.
2. He was ill. He couldn't go skiing. But if he ___ (not be) ill, he ____ (go) skiing.
3. He didn't buy any tomatoes. I couldn't make a salad. But if he _____ (buy) some tomatoes, I ____ (make) a salad.
4. We haven't enough room in our house. You can't stay with us. But if we ____ (have) enough room, you ____ (can stay) with us.
5. You were not lucky. You didn't win. But if you ___ (be) lucky, you ___ (win).
6. I am eighteen. I can vote. But if I ____ (not be) eighteen, I ____ (cannot).
7. If he _____(make) a more persuasive presentation, he would have got a promotion.
8. If you had told me about the pressing deadline, I _____(help) you more.
9. If we'd purchased these valuable shares, we _____(gain) a lot of profit.
10. If I had the skills, I ____ (repair) the photocopier myself.

Тема 2. Командная работа
Variant 1
Complete the sentences with the words in the box. Some words are extra.

a) come up with ideas
b) sole-trader
c) implement suggestions
d) target market
e) premium pricing strategy
f) subsidiary
g) differentiate from competitors
h) lifestyle product
i) price sensitive
j) commodity product
k) cost-effective
l) profit margin
m) exceed
n) wastage of time
o) skimming pricing

1 All the people who work in the company are encouraged to _____which will improve the way the company works.
2 Our customers are very interested in the _____services we offer as they feel they get real value for money.
3 It is necessary to define the _____so that we can communicate the benefits of the product to these people.
4 A _____demonstrates that our product is of very high quality.
5 It is essential for a successful brand to be able to _____.
6 The advertising for a _____often aims at making the buyer feel special.
7 A mass produced product which can be found in every shop is called a _____.
8 The product won't be sold well if we charge more for it because it is _____.
9 Our manufacturing costs have gone up which means we now have a lower _____because we have not raised the price.
10 We are working hard on how to meet and _____customers' expectations.

Variant 2

Complete the sentences with the words in the box. Some words are extra.presence

a) **homogenous**
b) **local**
c) **global**
d) **premium pricing strategy**
e) **subsidiaries**
f) **differentiate from competitors**
g) **lifestyle product**
h) **intermediary**
i) **commodity product**
j) **trademark**
k) **overseas**
l) **variations**
m) **venture**
n) **intermediary**

Тема 3. Финансы организации

Variant 1

Match the terms (A-G) to the definitions. Some terms are extra.

a) **controllable variables**
b) **ergonomics**
c) **turnover**
d) **penetration pricing**
e) **supply-chain management**
f) **consumption**
g) **collect**
h) **sustainability**
i) **supplier**
j) **quality circles**
k) **in-store promotion**
l) **niche**

1 it describes suppliers, storage facilities, retailers and modes of transport which are all involved in getting the product from its original source to the end user_____
2 a company that provides a product, or the materials to make a product _____
3 the amount of money that a company gets from sales during a particular period _____
4 sales promotion at a retailer's location, with product demonstrations, product samples, special discounts etc._____
5 to go to a place and bring something away from it ____
6 a group of employees that meets regularly to consider ways of resolving problems and improving production in their organization _____
7 numbers, amounts, or situations that can be directly influenced or controlled _____
8 an opportunity for a business to offer a product or service that is not offered by other businesses__
9 the practice of offering a low price for a new product or service during its initial offering in order to attract customers away from competitors. _____
10 the study of people's efficiency in their working environment _____

Variant 2
Complete the letter using phrases from the box. Some phrases are extra

a) we are grateful to you for
b) we are very sorry about
c) are investigating
d) we regret that we are unable to
e) inconvenience
f) all our products are checked for
g) would like to assure you
h) apologise
i) look forward to receiving
j) following your complaint
k) was delayed
l) caused the delay

Dear Mr Smith

I thank you for your e-mail informing us that your order #3217 **(1)**_____ by 24hours. **(2)** _____this delay and the **(3)** _____this caused you.
We have been using this reputable delivery service for a number of years**.(4)** _____we contacted the firm and they **(5)** _____what **(6**)_____.
(7) _____bringing this to our attention, and we **(8)** _____that we will make every effort to further improve our delivery services.
We **(9)** _____again for the unacceptable delay you experienced in this instance, and **(10)** _____ your next order.

Yours sincerely
Hana Mont

Критерии оценки (в баллах):
5 баллов выставляется обучающемуся, если даны правильные ответы на 85-100% вопросов;
3-4 балла выставляется обучающемуся, если даны правильные ответы 70-84% вопросов;
1-2 балла выставляется обучающемуся, если даны правильные ответы на 50-69 % вопросов;
0 баллов выставляется обучающемуся, если даны правильные ответы менее чем на 50 % вопросов

Семестр 6

Тема 4. Построение взаимоотношений с клиентами.

Variant 1

IV. Match the words and phrases to their definitions.

1	Compelled	**A**	The act of ordering and buying the equipment, supply and services
2	Deception	**B**	As a part of the procedure, even if it is of no importance
3	Well-being	**C**	The right amount of time and effort given to your work and to your personal life, family, interests, etc
4	Generate	**D**	Main goal/objective
5	Bluffing	**E**	Someone who owns shares in a company
6	Vast	**F**	Very large
7	Stakeholders	**G**	Misleading somebody
8	Primary purpose	**H**	Create
9	Work-life balance	**I**	Health and happiness
10	Box-ticking exercise	**J**	Not telling the truth
11	Procurement policies	**K**	To be forced

V. Complete the text about CSR with the correct form of the words from exercise 1.

CSR, many argue, is just a PR exercise: companies use it to improve their image in order to sell more and make 1_____ profits. For some companies, this may well be the case: they believe the 2_____ of business is to make money, and they do not want to be concerned with their impact on a wider range of 3_____ outside the company. For such companies, the business world is a tough environment where 4_____ is part of the 'game'. However, recent research has shown that, far from just being a 5_____, CSR policies which deal with ethical issues can actually boost revenues. Companies which are concerned about the 6_____ of their employees are less stressed and more productive. Having 8_____ which ensure that supplies do not use child labour have a positive impact on the company image and help to avoid negative publicity. In fact, many of the top-rated FTSE companies have demonstrated that they do not need to be 10 _____ to follow policies imposed from outside and that they do not need to 11 _____ customers or the public about their business practices. They have shown that 'doing the right thing' and making a profit are not contradictions in the business world.

VI. Choose the best word to complete each gap from the alternatives.

Microcredit is an important part of the growing microfinance sector, a movement which 1_____ a world where low-income households have access to a wide range of financial services. Originally many microfinance institutions (MFIs) were 2_____ set up by governments? But more and more credit institutions have microfinance departments in order to 3_____ on this growing market. MFIs differ from traditional banks in several ways. Firstly they do not always insist on 4_____ to give a loan and secondly, there are often no 5 _____ if loans are not repaid on time. In addition, clients are often 6_____ who may have difficulty maintaining steady cash-flow. Clients must be able to make regular 7_____ and for this reason these loans are not suitable for the 8_____.

MFIs often operate in areas with a low population 9_____ which can make administration costs higher. If MFIs are to operate 10_____ , they need to be able to cover these costs with higher interest rates.

1	**A**	Believes	**B**	Envisions	**C**	Inspires
2	**A**	Companies	**B**	Committees	**C**	Entities
3	**A**	Profit	**B**	Capitalise	**C**	Incentivise

4	**A**	Collateral	**B**	Collaterals	**C**	Warrantees
5	**A**	Penalties	**B**	Rewards	**C**	Repayments
6	**A**	House businesses	**B**	Homeworkers	**C**	Household based entrepreneurs
7	**A**	Pay	**B**	Repayments	**C**	Credits
8	**A**	Destitute	**B**	Subsistence	**C**	Substitute
9	**A**	Number	**B**	Density	**C**	Concentration
10	**A**	Reasonably	**B**	Healthily	**C**	Sustainability

V. Make common word combinations.

1.	Business	a.	cash flow
2.	Perfect	b.	programme
3.	Genetically	c.	culture
4.	Organizational	d.	brand
5.	Performance-related	e.	wants and needs
6.	Operating	f.	retailer
7.	Compensation	g.	shop
8.	Task	h.	density
9.	Rewards	i.	balance
10.	Luxury	j.	purpose
11.	Brand	k.	environment
12.	Customer	l.	competition
13.	Bricks	m.	modified
14.	e-retail	n.	structures
15.	Fixed	o.	pay
16.	Population	p.	positioning
17.	Work-life	q.	costs
18.	Primary	r.	systems

Variant 2

5. Match the words and phrases to their definitions.

1	Payee	**A**	Interest
2	Penalty	**B**	Catering
3	Guarantee	**C**	A decline in value
4	Incentive	**D**	Keeping something in good condition
5	Repay	**E**	A person to whom money is paid
6	Sustainable	**F**	Money that you have to pay for breaking an agreement
7	Penalize	**G**	To pay back
8	Maintenance	**H**	Continuing over a long period of time
9	Depreciation	**I**	To punish someone for breaking a rule or agreement

10	Provision of food and drink	**J**	Something which encourages someone to do something
11	Payment on a loan	**K**	A promise that something will be done or will happen

6. Complete the sentences with the correct form of the words from exercise 1.

1. We have a strict 1_____ programme for all our planes to ensure they are always safe and in excellent working conditions.
2. The loan we took out a few years ago to lease new aircraft has quite a high rate of 2_____, so we'll be speaking to the bank to see if we can reduce it.
3. Our company can offset (balance) the 3_____ in value of our machinery over time – generally things do decline slightly in value as time goes by.
4. The airline company could think about making cuts to the 4_____ - do passengers really expect gourmet meals on flights?
5. The bank will probably 5_____ you for cutting short your loan.
6. The sales team are very demotivated at the moment, we need to think of a way to 6_____ them.
7. The small loans that are given under microfinance schemes often have very high 7_____ rates – most borrowers pay the money back in full.
8. If you have a poor credit rating, it's often difficult to get a loan unless you have a personal 8_____.
9. Grameen Bank is different from conventional banks because it does not charge a 9_____ if you do not pay loan back on time.
10. The 10_____ of the loan will be the person responsible for ensuring it is paid back.
11. If microfinance institutions are to operate 11_____, they need to be able to cover these costs with higher interest rates.

7. Choose the best word to complete each gap from the alternatives below. An HR manager is explaining his company's change in recruitment strategy.

As you may know, last year we decided to 1_____ a major review of our hiring policy. We felt we needed to 2_____ a new strategy to address the problems we've identified with the age profile of our employees. Basically, we realized that due to the cuts we made in our earlier policy of keeping a good mixture of ages amongst our employees. So, the first thing we did was to 4_____ everyone involved: we wanted to hear people's opinions and experiences. We then discussed the feedback with an external consultant and 5 _____ several options for a new strategy. One thing we 6_____ very clearly was that we didn't want to change the age profile so drastically that existing staff felt uncomfortable. We're now in the process of 7_____ the new system and we appreciate your patience with the changes it involves. During the coming months we'll be 8_____ the new process to 9_____ that we are achieving our goal of creating a good balance of ages and 10_____ within our company.

1	**A**	Conduct	**B**	Consult	**C**	Evaluate
2	**A**	Conduct	**B**	Specify	**C**	Develop
3	**A**	Deviated	**B**	Developed	**C**	Implemented
4	**A**	Evaluate	**B**	Consult	**C**	Develop
5	**A**	Evaluated	**B**	Monitored	**C**	Consulted
6	**A**	Consulted	**B**	Ensured	**C**	Specified
7	**A**	Ensuring	**B**	Specifying	**C**	Implementing
8	**A**	Implementing	**B**	Monitoring	**C**	Conducting
9	**A**	Specify	**B**	Ensure	**C**	Consult
10	**A**	Experience	**B**	Practice	**C**	Qualification

8. Make common word combinations.

1.	Natural	a.	profit
2.	Financial	b.	culture
3.	Operating	c.	costs
4.	Role	d.	mix
5.	Windows of	e.	awareness
6.	Cut	f.	perspective
7.	Encourage	g.	costs
8.	Marketing	h.	opportunity
9.	Customer's	i.	teamwork
10.	Brand	j.	policies
11.	Licensed	k.	consumers
12.	Indirect	l.	extension
13.	Procurement	m.	brand
14.	Target	n.	outlet
15.	Brand	o.	the thorny issues
16.	Retail	p.	a solution
17.	Tackle	q.	incentive
18.	Pilot	r.	monopoly

Тема 5. Управление кризисом.

Variant 1

Ex. 1. Complete the extract from a talk about market entry strategies using the words in the box. There is one word you do not need.

risk ex risk exposure exit strategy commitment electronic distribution control overseas production

I am here today to talk to you about a new profit opportunity which our managing board is very interested in pursuing. We realize that this will entail a significant 1 _____ on the part of all those involved. The first step we plan to undertake is to look into a factory abroad which can handle our 2 _____. We want to avoid any type of 3 _____, so this step must be done carefully and with a great deal of planning. One possibility would be to set up a type of licensing agreement which states exactly what this facility should produce and how they should produce it. This may be necessary in order for us to exert full 4 _____ over our operations abroad. Part of our plans, however, includes an 5 _____ in case the plan does not work.

Ex. 2. Match the marketing strategies and terms (a-g) to the statements (1-7).

a cultura a cultural norms
b market b market entry costs
c market c market positioning
d econo d economies of scale e segme e segmentation
f busin f business environment factors
g cultur g cultural sensitivity

1 We have increased production and covered all the initial expenses, so our costs will certainly be lower.__
2 When working abroad, it is important to understand how other people think and avoid doing something which could offend these people._____

3 Finding out in advance about another culture can help you to understand the underlying values and accepted behavior of the people in this area. _____
4 We are looking into specific groups of customers and deciding how best to target them._____
5 When entering a new market, it is very important to consider factors such as the legal and political systems as well as economic and technological influences._____
6 We had to spend a lot on modifying the product in order to sell it in Asia. _____
7 When we began to sell abroad, we were able to change our image from a low market to a high market one because the concept was new in that market. _____

7

Ex. 3. Complete the sentences using the correct form of the following words:

differentiation minimum segment globalization standard adaptation

1 Products which are very _____ to different target groups can be used when entering new markets.
2 When a company enters a market they are familiar with, there may be only _____ risk, but it is still important to do the necessary market research first.
3 A market which is _____ consists of different groups of customers with diverse needs.
4 If a company wants to operate as a multinational, it has to think of _____ strategies.
5 It is important that customers can _____ between your products and those of your competitors.
6 Goods that are sold everywhere in the world with no changes for local markets are known as__ products.

Ex. 4. Complete the text using the phrases about competition in the box. Then complete the phrases with the prepositions of or on.

Depend dependent ___ the five basic forces
pressure pressure ___ companies
good understanding ___ their external environment
firms __ firms ___ the same level
state ___ state ___ competition

The 1_____to create new products in an ever-expanding global market is increasing. For this reason companies are investing resources in how to adapt existing products and react quickly to market trends. It is also essential for companies to take a careful look at the 2_____in their particular field, as well as gaining a 3_____and a more global view. They need to understand that this is 4_____and be able to identify each of them. Once they have undertaken this, they will begin to have a better understanding of the external environment. This will allow them to make necessary adjustments in order to deal with horizontal competition and compete with 5_____.

Ex. 5. Rewrite these sentences using noun phrases to replace the words in italics.

1 Airlines offering no-frills services are beginning to target business travellers.
2 UK hotel chains which have lower prices have started an aggressive marketing campaign.
3 Our logo has been recently redesigned and is now easily recognizable.
4 The smart phones produced at that factory are the best ones in Europe.
5 I went to a seminar on sales techniques and it was very informative.

Ex. 6. Match the new beginnings (a-f) to the sentences (1-6). Then rewrite the original sentences using the new beginnings.

1 Making use of an existing distributor rather than setting up our own distribution in the market is a good idea.
2 They did not have much success with their overseas production because they could not get enough skilled workers.
3 We are searching for people with innovative ideas.
4 It is really necessary to decide on an exit strategy as soon as possible.
5 Our department is trying to improve our sales figures abroad.
6 Increasing our visibility in foreign markets is the main advantage of the idea.

a The main benefit _____
b The aim _____
c It is a good idea _____
d What we need to do _____
e The type of people we are searching for _____

f The reason _____

Ex. 7. Match each word to its definition.

1 DNA	a	when referring to a brand, this would be seen as a part of its identity defined by its longevity and core values
2 ergonomics	b	a reliable piece of machinery which can be used to do a lot of work
3 heritage	c	when referring to a company, these are the unchangeable elements which make up its uniqueness
4 positioning	d	something that is very famous or popular and represents particular opinions or cultures
5 icons	e	the study of the design of furniture or office equipment and the effect this has on how comfortably people can work
6 workhorse	f	the way a brand is thought about in a market compared to competitors' brands

Ex. 8. Match the two parts of the sentences about competitive rivalry.

1 The les 1 The less aggressively companies try to expand,
2 The 2 The stronger the brand awareness towards a company company is,
3 The la 3 The larger the number of companies producing the same typ same types of products,
4 The 4 4 The more customers have to pay for products from a compa a company,
5 The mo 5 The more expensive it is to leave a market, a the a the more likely it is that rivals will continue to operateo operate.
e.b the l b the lower the intensity of competition is.
c the l c the less chance their competitors have to take overover over the market.
d the d the more competition there will be for the samesam same customers.
e the le e the less chance there is that they will remain loyalloya loyal.

Variant 2

Ex. 1. Match each market entry term or concept to its definition.

1 overseas production	a	to put oneself in the position of having something negative happen
2 exit strategy	b	the process of sending products out to people, or supplying something by making use of the Internet
3 profit opportunity	c	a plan of how someone will end something, such as a business deal
4 commitment	d	the process of using a facility in another country to make goods for sale
5 risk exposure	e	a promise or firm decision to do something
6 electronic distribution	f	the chance to earn money by selling a product or service, especially after paying the costs involved

Ex. 2. Choose the correct word in italics to complete the sentences.

1 Segmentation occurs when a market is divided into different groups of customers who have similar/diverse needs.
2 Differentiation is the process of pointing out advantages of a product by showing how it is different. This is used to attract a wide range/particular group of customers and markets.
3 Cultural norms refer to an often unwritten set of informal rules which govern how people act individually/within a particular group.
4 When companies produce large/small amounts of a product, they can make use of economies of scale.
5 Being aware of how cultures differ from/are similar to each other can be defined as cultural sensitivity.
6 As brands are regarded differently in different markets, market positioning strategies can influence consumer recognition/perception of the brand.
7 Business environmental factors include strengths and weaknesses/opportunities and threats coming from legal, economic, political and technological sources.

Ex. 3. Complete the text using the correct form of the words.

Tips for expansion in today's business world

Because markets today are becoming increasingly 1 _____(globalise), most firms need to make sure their products are 2 _____(adapt) to the needs and wishes of the customers. The traditional 3 _____ (standardize) of products may no longer be wise or even possible. In some cases, the key to success might be what makes one product really 4 _____(differ) from another. This difference may be only 5 _____(minimize) but it may be enough to play an important role in the final success of the product. Therefore, it might be time to take a new look at market 6 _____(segment) as well as the general business 7 _____(environmental) in which you are operating.

Ex. 4. Match the two parts of the sentences.

1 The best way for them to enter new markets	a is to reward them for their success.
2 What our company really needs to focus on	b is that we can spread the risk.
3 The best way for us to keep good salespeople	c is to find a local partner.
4 The biggest risk we are facing	d is that there are a number of strategies but only some that will work for us.
5 The good thing about the licensing agreement	e is an exit strategy for our problematic markets.
6 The point I would like to make	f is the factor of the unknown in the new market.

Ex. 5. Complete the tips using the collocations in the box. One collocation is extra.

premium-priced fastest-growing segment niche market core products well-known brand top-end market

Tips for selling your products

- Concentrate on the 1 _____: those goods which provide the basis of your range.
- There are also areas to look at which comprise the 2 _____ within the field, and here it is certainly possible to consider 3 _____ goods.
- This may only be possible in a smaller or 4 _____ though this is doubtlessly one way to compete against a 5 _____.

Ex. 6. Match the two parts of the sentences to describe brands and products.

1 When you want to make sure that your brand is seen as being different from your competitors' brands,	a do not expect it to be a workhorse, but a luxury item.
2 Corporate DNA is one way of referring	b to make sure that offices have ergonomic furnishings.
3 When people buy a sports car, they generally	c you need to make sure that your positioning strategy is the optimal one.
4 As particular products are often associated with a country, these products	d they have remained loyal to their heritage.
5 One aspect of the job of a safety and health officer may be	e have become icons to people abroad.
6 Several of our cash cows have done well, partially because	f to those elements which define a company at its core.

Ex. 7. Choose one word from A, B and C to complete each sentence.

A	B	C
firms	of	(competitive) rivalry
state	on	the five basic forces
resources	of	the same level
intensity	on	companies
depends	of	learning
pressure	on	competition
determinant	in	competitiveness

1 The _____ to compete will increase.

2 Because the process was new, they invested a lot of _____ how to carry it out efficiently.

3 The amount of rivalry companies face _____ of competition.

4 In many industries the number of companies operating in the same field is the major _____ which has an influence on how hard they have to try to be better than the others.

5 When we talk about horizontal competition we are referring to _____.

6 When a number of companies are in the same field, this causes an _____ as they are all trying to sell to the same customers.
7 It is necessary to see how many firms with the same goals there are in order to determine the _____ within a market.

Ex. 8. Replace the underlined words in the text (1-6) with the phrases (A-F).

A the UK budget hotel chains
B no-frills airlines
C confident predictions
D conspicuous value for money
E a beneficiary of any major decisions
F the one thing the recession has taught businesses is

In today's business world CFOs are beginning to recommend that their companies actively look for 1 noticeable ways to make sure that they get the best possible deal. 2 As money has been tight recently, companies have learned to carefully examine their options when sending employees off on business trips. Some of the methods businesses have been forced to adopt include using 3 less luxurious ways of air travel, and booking 4 standardised accommodation for their managers on business trips rather than offering them the more up-market brands. The up-side of this trend is that a business offering inexpensive and convenient services can be 5 the one chosen when a large company begins to look around for ways to make considerable savings. For this reason, a number of low-cost service providers are making 6 forecasts they seem very certain about when looking into their possibilities for growth in a very competitive market.

Тема 6. Международное сотрудничество.

Variant 1

I. Match each business term to its definition.

Term	Definition
1 An appetite for risk 2 Reputation risk 3 Perception of risk 4 Financial risk 5 Operational risk 6 Effective tactics 7 Illegal tactics 8 Carefully planned strategy 9 Strong-arm tactics 10 Coherent strategy	A a situation which can cause problems due to mistakes within an organisation caused by human errors B laying out plans in an understandable and structured manner C looking thoughtfully at plans to decide how to operate in the future D keeping staff calm in times of crisis E when you feel you want or need to be involved in a dangerous situation F threatening to make staff redundant or relocate to another area G the problem that arises when a company does not have adequate resources to meet its obligations H a belief or opinion of how dangerous a situation might be I private companies making use of cartel pricing to prices high J a situation that can occur when customers, business partners and other stakeholders have a negative perception of a company or business

II. Complete the sentences with the correct phrase or word from the box.

A spread risk	*B tolerate risk*	*C mitigate risk*	*D calculate risk*	*E took risks*
F inhibit	*G master*	*H resistant*	*I dampen*	*J exemplifies*

11 We are afraid that the slow-down in the economy will _____ our ability to expand the company.
12 Experienced investors _____ by conducting research and choosing their investments wisely.
13 It's important that the manager _____ the qualities that we are hoping to portray as an organisation as a whole.
14 Many people feel that the financial crisis was caused because banks _____ hoping to cash in on them.
15 When clients purchase a variety of securities for their portfolios, they are more able to _____ over the different products in case one creates profits and another losses.
16 I'm sorry to _____ your enthusiasm but we really can't afford to develop any new products this financial

year.
17 If a business is extremely healthy and a good opportunity comes along, they may be in the position to _____ better than a struggling company.
18 She will have to _____ the system as a whole before we can consider her for promotion.
19 When we lend money to companies, the first thing we have to do is to _____ and predict if there is a danger of default or not.
20 I plan to bring about a lot of changes in the way this department is run and was pleasantly surprised when the staff weren't _____ to my ideas.

III. Match the leadership styles in the box to these statements. One leadership style is extra.

A pacesetting	*B coercive*	*C democratic*	*D coaching*	*E authoritative*	*F affiliative*

21 The team don't really question the manager's decisions as he has a great track record and years of experience in the industry. ___
22 She really leads by example and expects her team to match her high standards. _____
23 She has a very inexperienced team, so she spends a lot of time explaining to them and showing them how to do things. _____
24 He is always organising team-building activities for his department. _____
25 His team have to do what they are told and there is no way that they can avoid tasks that they don't want to do. _____

IV. Complete the sentences using the business terms from the box.

A inject capital	*B risky investment*	*C liquidate investments*	*D raise capital*	*E shareholder's equity*

26 One of our divisions was doing badly and we had to _____ to keep it going.
27 We had to _____ by selling off some buildings we weren't using.
28 When we subtract all of our debts from our assets, the figure left is the _____.
29 Looking at the financial documents of this company, I would say this is a rather _____ so I would advise not doing it.
30 Our board decided to take the company public in order to _____ by issuing shares.

V. Complete the sentences using the proverbs. One proverb is extra.

Sentences	**Proverbs**
31 I think we should sign him up right away even if it means losing other possible business. After all,' _____ '. 32 I am finally finished with this report even though it is a couple of days past the deadline. Well, as we say,' _____ '. 33 We have to do more about training as our employees are not working autonomously enough. I really believe that if you ' _____ '. 34 I don't know why he's blaming the software on his computer, but you know ' _____ '. 35 There are too many departmental heads involved in this project and each has something to say about it. In my opinion, ' _____ '.	A Practise what you preach B Better late than never C A bird in the hand is worth two in the bush D A bad workman always blames his tools E Too many cooks spoil the broth F Give a man a fish, you feed him for a day, teach a man to fish, feed him for a lifetime

VI. Match the cultural terms in the box to the statements. One cultural term is extra.

A values	*B stereotypes*	*C practices*	*D culture*	*E intercultural communication*

36 Bill said he was glad he knew that it was necessary to hand over his business card with two hands when he was in some Asian countries. _____
37 I had always thought that people in that country had no sense of humour and was surprised to find out that it wasn't true at all. _____
38 Before we transfer employees to other countries, we make sure they undergo a training period to make them familiar with the beliefs, customs and accepted standards there. _____
39 I didn't realise how necessary it was to treat everyone the same at the meeting. In this region it is important to people not to stand out as different. _____

VII. Match the two halves of the sentences.

Beginning	**Ending**
40 He told me that whether or not _____ 41 Our board is unsure if this strategy will work, saying ___ 42 Some language schools concentrate on just teaching foreign languages, while _____ 43 My boss asked me to submit my report by tomorrow, adding that ____ 44 Our company has decided to raise capital by _____ 45 The governments in Europe have begun to put more restrictions on lending practices, but none has gone so far as to _____	A he needs to discuss several of the issues I raised with the managing board. B prevent the banks from lending at all. C we get the contract in Africa, we will still continue with the project. D floating shares on the stock market. E it depends on a large number of factors. F others also put emphasis on cultural awareness training.

VIII. Match the strategy and tactics to these statements.

Statements	**Strategy and Tactics**
46 _____ We definitely need to be planning for the next five years in order to have a clear idea of what we need to do now. 47 _____ Even if we pay all of our suppliers late, I doubt that they will take their business elsewhere. After all, we are the most important customer many of them have and this way the money stays in our accounts earning interest for us. 48 _____ I realise that the R&D Department came up with the idea, but if I present it to the board before they do, I will look good to upper management. 49 _____ It is important for each of the divisions of the company to follow the same plans and operate in the same manner. 50 _____ I am definitely in favour of setting up an ICT system within the company to make it easier to share software and ideas immediately without going through a lot of red tape.	A underhand tactics B broad strategy C delaying tactics D integrated strategy E long-term strategy

Variant 2

I. Match the strategy and tactics to these statements.

Statements	Strategy and Tactics
1 _____. I realise that the R&D Department came up with the idea, but if I present it to the board before they do, I will look good to upper management. 2 _____. It is important for each of the divisions of the company to follow the same plans and operate in the same manner. 3 _____. Even if we pay all of our suppliers late, I doubt that they will take their business elsewhere. After all, we are the most important customer many of them have and this way the money stays in our accounts earning interest for us. 4 _____. I am definitely in favour of setting up an ICT system within the company to make it easier to share software and ideas immediately without going through a lot of red tape. 5 _____. We definitely need to be planning for the next five years in order to have a clear idea of what we need to do now.	A. integrated strategy B. delaying tactics C. broad strategy D. long-term strategy E. underhand tactics

II. Match the two halves of the sentences.

Beginning	Ending
6. My boss asked me to submit my report by tomorrow, adding that _____ 7. The governments in Europe have begun to put more restrictions on lending practices, but none has gone so far as to _____ 8. He told me that whether or not _____ 9. Our company has decided to raise capital by _____ 10. Our board is unsure if this strategy will work, saying __ 11. Some language schools concentrate on just teaching foreign languages, while _____	A. we get the contract in Africa, we will still continue with the project. B. floating shares on the stock market. C. he needs to discuss several of the issues I raised with the managing board. D. others also put emphasis on cultural awareness training. E. prevent the banks from lending at all. F. it depends on a large number of factors.

III. Complete the sentences using the proverbs. One proverb is extra.

Sentences	Proverb
12. I am finally finished with this report even though it is a couple of days past the deadline. Well, as we say,' _____ '. 13. I think we should sign him up right away even if it means losing other possible business. After all,' _____ '. 14. I don't know why he's blaming the software on his computer, but you know ' _____ '. 15. There are too many departmental heads involved in this project and each has something to say about it. In my opinion, ' _____ '. 16. We have to do more about training as our employees are not working autonomously enough. I really believe that if you ' _____ '.	A. Too many cooks spoil the broth B. Give a man a fish, you feed him for a day, teach a man to fish, feed him for a lifetime C. A bird in the hand is worth two in the bush D. Better late than never E. Practise what you preach F. A bad workman always blames his tools

IV. Match the cultural terms in the box to the statements. One cultural term is extra.

A. practices	*B. intercultural communication*	*C. values*	*D. stereotypes*	*E. culture*

17. I didn't realise how necessary it was to treat everyone the same at the meeting. In this region it is important to people not to stand out as different. _____
18. I had always thought that people in that country had no sense of humour and was surprised to find out that it wasn't true at all. _
19. Bill said he was glad he knew that it was necessary to hand over his business card with two hands when he was in some Asian countries. _____
20. Before we transfer employees to other countries, we make sure they undergo a training period to make

them familiar with the beliefs, customs and accepted standards there. _____

V. Match the leadership styles in the box to these statements. One leadership style is extra.

A. coercive	*B. affiliative*	*C. pacesetting*	*D. democratic*	*E. coaching*	*F. authoritative*

21. She really leads by example and expects her team to match her high standards. _____
22. His team have to do what they are told and there is no way that they can avoid tasks that they don't want to do. _____
23. She has a very inexperienced team, so she spends a lot of time explaining to them and showing them how to do things. _____
24. The team don't really question the manager's decisions as he has a great track record and years of experience in the industry. ___
25. He is always organising team-building activities for his department. _____

VI. Complete the sentences using the business terms from the box.

A inject capital	*B risky investment*	*C shareholder's equity*	*D raise capital*	*E liquidate investments*

26. Looking at the financial documents of this company, I would say this is a rather _____ so I would advise not doing it.
27. One of our divisions was doing badly and we had to _____ to keep it going.
28. We had to _____ by selling off some buildings we weren't using.
29. Our board decided to take the company public in order to _____ by issuing shares.
30. When we subtract all of our debts from our assets, the figure left is the

VII. Match each business term to its definition.

Term	**Definition**
31. Effective tactics 32. Illegal tactics 33. Carefully planned strategy 34. Strong-arm tactics 35. Coherent strategy 36. An appetite for risk 37. Reputation risk 38. Perception of risk 39. Financial risk 40. Operational risk	A. a situation that can occur when customers, business partners and other stakeholders have a negative perception of a company or business B. the problem that arises when a company does not have adequate resources to meet its obligations C. a situation which can cause problems due to mistakes within an organisation caused by human errors D. laying out plans in an understandable and structured manner E. looking thoughtfully at plans to decide how to operate in the future F. keeping staff calm in times of crisis G. when you feel you want or need to be involved in a dangerous situation H. threatening to make staff redundant or relocate to another area I. a belief or opinion of how dangerous a situation might be J. private companies making use of cartel pricing to prices high

VIII. Complete the sentences with the correct phrase or word from the box.

A inhibit	*B master*	*C resistant*	*D exemplifies*	*E mitigate risk*
F dampen	*G spread risk*	*H tolerate risk*	*I calculate risk*	*J took risks*

41. When clients purchase a variety of securities for their portfolios, they are more able to _____ over the different products in case one creates profits and another losses.
42. We are afraid that the slow-down in the economy will _____ our ability to expand the company.
43. If a business is extremely healthy and a good opportunity comes along, they may be in the position to _____ better than a struggling company.
44. Experienced investors _____ by conducting research and choosing their investments wisely.
45. She will have to _____ the system as a whole before we can consider her for promotion.
46. I plan to bring about a lot of changes in the way this department is run and was pleasantly surprised when

the staff weren't ____ to my ideas.
47. When we lend money to companies, the first thing we have to do is to _____ and predict if there is a danger of default or not.
48. It's important that the manager _____ the qualities that we are hoping to portray as an organisation as a whole.
49. Many people feel that the financial crisis was caused because banks _____ hoping to cash in on them.
50. I'm sorry to _____ your enthusiasm but we really can't afford to develop any new products this financial year.

Variant 1

1 Complete the excerpt from a talk about market entry strategies using the words in the box. There is one word you do not need.

risk exposure	exit strategy	commitment	electronic distribution	control	overseas production

I am here today to talk to you about a new profit opportunity which our managing board is very interested in pursuing. We realise that this will entail a significant 1 _____ on the part of all those involved. The first step we plan to undertake is to look into a factory abroad which can handle our 2 _____. We want to avoid any type of 3 _____ so this step must be done carefully and with a great deal of planning. One possibility would be to set up a type of licensing agreement which states exactly what this facility should produce and how they should produce it. This may be necessary in order for us to exert full 4 _____ over an operation abroad. Part of our plans, however, includes an 5 _____ in case the plan does not work out.

2 Match the marketing strategies a,b,d,e,g to the statements 1-4. One strategy is extra.

a cultural norms	b market entry costs	d economies of scale	e segmentation	g cultural sensitivity

1 Once we have increased production and covered all the initial expenses, our costs will certainly be lower.
2 When working abroad, it is important to understand how other people think and avoid doing something which could offend someone.
3 Finding out in advance about another culture can help you to understand the underlying values and accepted behaviour of the people in this area.
4 We are looking into specific groups of customers and deciding how best to target them.

3 Complete the sentences using the verb or adjective form of the words in the box. One word is extra.

differentiation	minimum	segment	adaptation	environment

1 Products which are very _____ to different target groups can be used when entering new markets.
2 Companies today need to consider a number of _____ factors involving regulations, such as taxes on fuel emissions, which could affect their manufacturing processes.
3 When a company enters a market they are familiar with, there may be only _____ risk, but it is still important to do the necessary market research first.
4 A market which is _____ consists of different groups of customers with diverse needs.

4 Complete the sentences using the words in the box to form word partnerships about innovation. One word is extra.

incremental	bottom-up	top-down	radical

1 We have a fairly structured hierarchy which leads to _____ innovation; generally our R&D department get their instructions directly from one of the directors of the company.
2 A visionary leader can often convince others to produce truly _____ innovations as he or she inspires them to take chances.
3 We are very cautious when adding new features to successful products and feel that, for us, _____ innovation is the best approach.

5 Match each phrase 1-5 about the marketing of innovation to its definition a,b,c,e,g,h. One definition is extra.

1 multiple distribution channels
2 enhanced product features
3 appropriate distribution channel
4 wide price range of goods
5 internet promotion

a all methods used to distribute information about a company, products or services online
b the most suitable outlet or intermediary to get a product or service to the customer
c selling goods at a discount in order to gain customers
e using more than one way to get products to customers, e.g. with retail sales, online selling or selling your products through another shop
g an assortment of both high-end and low-end products or services
h add-ons which improve the performance of goods or services

6 Choose the correct phrase in italics to make correct sentences about the words in bold.
1 **Product design** deals with *the way a product looks / a product's features and uses*.
2 A **design company** generally produces *graphics and artwork / innovative products*.
3 In the **design department**, decisions are made concerning the look of *adverts and products / the building and premises*.
4 In **design thinking**, ideas first come from the *manufacturer / user* and end with the product.
5 **Software design** is generally carried out by *IT programmers / graphic designers*.
6 A **design proposal** sets out ideas for how a product should look and what it *should cost / can do*.
7 A **design brief** *is a written / an oral* description containing relevant information about a new product.

7 Rewrite the sentences putting the adjectives in the correct order.
1 She has a *new/ silk / fantastic / bright green* dress.
2 He just bought a *German / stainless steel / silver-coloured / relatively small* microwave for the office.
3 I like to read *modern / American / entertaining* novels when I travel.

8 Complete the word partnerships using the words in the box. Use each word twice.

government	tax	stable	economic	financial

1 _____ downturn	2 _____ prices	3 _____ evasion		
4 _____ sector	5 _____ return	6 _____ intervention		
7 _____ recovery	8 _____ outlook	9 _____ crisis	10 _____ policy	

9 Match the terms in the previous exercise to the definitions a-e.
a a document in which income is reported each year so that the appropriate tax can be calculated
b the prediction that a situation will remain the same for a time
c measures taken by the rulers of a country to keep a situation from worsening or to improve it
d a reduction in or a slow down in the growth of an economy
e a situation in which the economy shows improvement after a period of contraction or stagnation

10 Match the sentences halves to form definitions a,c,d,g,h,i of the financial terms and phrases in bold. One definition is extra.
1 A **floating rate** investment is one _____
2 A **shortfall** represents _____
3 **Viability** means that _____
4 If you **model** something _____
5 A **contingency plan** is a plan _____

a you give it as a working example.
c the risk a company or financial institution faces through loans or investments.
d in which the interest rate is not fixed but will change over a period of time.

g it has the ability to work in the way in which it is intended to.
h created for an emergency or for a future event which could cause problems.
i the difference between the amount of something you have and the amount you need.

11 Complete the word combinations linking business and social issues in the sentences using the words in the box. One word is extra.

value	entrepreneurs	good	responsibility	mission

1 Companies today often create a social _____ which sets out their aims to help underprivileged members of society.
2 People who see the problems in society and use their business acumen to find innovative ways to solve them are called social ____.
3 When an idea can really solve a problem in a society, we say that it has true social _____.
4 Many people feel that companies are obliged to help the societies in which they operate because they have social _____ towards others.

12 Look at the newspaper headlines 1-5 and match the underlined verbs to the correct category from the box.

Downward movement	Upward movement	Other types of movement

1 Share prices plunge following announcement of scrapped product launch
2 Consumer confidence bounces back due to cuts in income tax
3 Unemployment figures wobble as a handful of new jobs are created
4 Sales figures for tech firms slump in sluggish economy
5 Government debt surges to new high

Variant 2

1 Complete the sentences using the words in the box to form word partnerships about innovation. One word is extra.

bottom-up	collaborative	top-down	affordable

1 The city government has been working with one of the universities on developing lower fuel consumption vehicles for public transport, thereby setting a good example for _____ innovation.
2 Finding inexpensive energy sources to help people in developing countries has led us to creating a number of _____ innovations.
3 Our company encourages employees to come up with business solutions; _____ innovation is seen as a key to future success.

2 Match each phrase 1-5 about the marketing of innovation to its definition a,c,d,e,f,g. One definition is extra.
1 wide price range of goods
2 internet promotion
3 price promotion
4 initial price range
5 core product features

a all methods used to distribute information about a company, products or services online
c selling goods at a discount in order to gain customers
d the basic and distinctive attributes of goods or services
e using more than one way to get products to customers, e.g. with retail sales, online selling or selling your products through another shop
f the first decision made on what a product will cost
g an assortment of both high-end and low-end products or services

3 Choose the correct phrase in italics to make correct sentences about the words in bold.
1 **Product design** deals with *the way a product looks / a product's features and uses*.
2 A **design company** generally produces *graphics and artwork / innovative products*.

3 In the **design department**, decisions are made concerning the look of *adverts and products / the building and premises*.
4 In **design thinking**, ideas first come from the *manufacturer / user* and end with the product.
5 **Software design** is generally carried out by *IT programmers / graphic designers*.
6 A **design proposal** sets out ideas for how a product should look and what it *should cost / can do*.
7 A **design brief** is *a written / an oral* description containing relevant information about a new product.

4 Complete the excerpt from a talk about market entry strategies using the words in the box. There is one word you do not need.

risk exposure	exit strategy	commitment	electronic distribution	control	overseas production

I am here today to talk to you about a new profit opportunity which our managing board is very interested in pursuing. We realise that this will entail a significant 1 _____ on the part of all those involved. The first step we plan to undertake is to look into a factory abroad which can handle our 2 _____. We want to avoid any type of 3 _____ so this step must be done carefully and with a great deal of planning. One possibility would be to set up a type of licensing agreement which states exactly what this facility should produce and how they should produce it. This may be necessary in order for us to exert full 4 _____ over an operation abroad. Part of our plans, however, includes an 5 _____ in case the plan does not work out.

5 Match the marketing strategies b,c,d,e,f to the statements 1-4. One strategy is extra.

b market entry costs
c market positioning
d economies of scale
e segmentation
f business environment factors

1 We are looking into specific groups of customers and deciding how best to target them.
2 When entering a new market, it is very important to consider factors such as the legal and political systems as well as economic and technological influences.
3 We had to spend a lot on modifying the product in order to sell it in Asia .
4 When we began to sell abroad, we were able to change our image from a low market to a high market because the concept was new in that market.

6 Complete the sentences using the verb or adjective form of the words in the box. One word is extra.

differentiation	segment	globalization	standard	adaptation

1 A market which is _____ consists of different groups of customers with diverse needs.
2 If a company wants to operate as a multinational, it has to think of _____ strategies.
3 It is important that customers can _____ between your products and those of your competitors.
4 Goods that are sold everywhere in the world with no alterations for local markets are known as _____ products.

7 Rewrite the sentences putting the adjectives in the correct order.
1 I like to read *modern / American / entertaining* novels when I travel.
2 What do you think about this *newly-designed / extremely quiet / Japanese / compact* laser printer?
3 The company is well-known for its *exciting / metal / innovative* products.

8 Complete the word partnerships using the words in the box. Use each word twice.

government	tax	stable	economic	financial

1 _____ downturn	2 _____ prices	3 _____ evasion	
4 _____ sector	5 _____ return	6 _____ intervention	
7 _____ recovery	8 _____ outlook	9 _____ crisis	10 _____ policy

9 Match the terms in the previous exercise to the definitions f-j.

f illegal methods used by people or companies to reduce the money they pay the government
g a situation in which there is little money in the system, credit is tight, investment may be shrinking and unemployment growing
h a set of ideas coming from the ruling body of a country that have been officially agreed upon
i a situation in which goods and services do not change much in what they cost to purchase
j the area of activities in a country's economy which deals with monetary products and services

10 Look at the newspaper headlines and match the underlined verbs to the correct category from the box.

Downward movement	Upward movement	Other types of movement

1 Tax revenues slide after t months of companies cutting back on production
2 Sales rebound helping shops to stay afloat
3 Unemployment figures dip slightly
4 World economy said to be shrinking
5 Retail prices edge forward after decision to increase VAT

11 Match the sentences halves to form definitions b,c,e,f,g,j of the financial terms and phrases in bold. One definition is extra.

1 If something is described as being **adverse** it _____
2 A company's **intangible assets** refers to things like _____
3 The **net cash flow** is calculated by subtracting _____
4 **Exposure** refers to _____
5 If something is referred to as **volatile**, it means _____

b is harmful or likely to cause problems.
c the risk a company or financial institution faces through loans or investments.
e that it is likely to change often or suddenly and unexpectedly.
f the cash payments from the cash receipts of a company.
g it has the ability to work in the way in which it is intended to.
j goodwill from customers and trademarks the company owns.

12 Complete the word combinations linking business and social issues in the sentences using the words in the box. One word is extra.

entrepreneurs	impact	good	housing	need

1 When a company creates something for the social _____ it is of benefit to as many people as possible.
2 The new scheme has had a clear social _____ on the local community, who have benefited as a whole.
3 The government is willing to subsidise public transport that doesn't make a profit but which fulfils a social _____.
4 There is a real need for social _____ in the area as a large percentage of the local population are living in sub-standard accommodation.

Variant 1

1 Read the text and replace the underlined words 1-10 with words and phrases a-j from the box.

A outsourcing provider	B reintegrate activities	C shortfall in inventory	
D core business	E downsizing	F renegotiate the contracts	
G logistics	H just-in-time (JlT)	I switch providers	J back office

We have been considering the possibility of 1 cutting staff at our headquarters so that we can become more efficient and concentrate on our 2 main area of activities. One way we can do this is to carefully look at the 3

departments in our company dealing only with internal administrative duties as we feel some of these jobs can be done elsewhere. We are currently looking for an 4 organisation which can arrange to have another company take care of the work we need done. This takes a great deal of thought as the last company I worked for had to 5 change the organisation we had engaged as they were costing us more than we had anticipated. One problem we had with them was that they were not able to deal with 6 moving stock or materials we needed for production. They were often late with carrying out jobs meaning that we could not make use of 7 the strategy of having our stock leave our warehouses when levels became too high. This also meant that our customers experienced a 8 lack of stock on hand which meant that we lost several important accounts. We realised we would have to 9 talk to them and change their contracts but decided it would be more efficient to just 10 begin to do these tasks again to ensure that they were done the way we wanted.

2* Taking different stances to intensify or tone down the message. *Match each statement 1-9 to a stance a-i.
Two stances are extra.

a hesitant	b evasive	c critical	d confrontational	e assertive / very direct
f defensive	g diplomatic /tactful	h objective / balanced	i highly subjective / one-sided	

1 It wasn't our fault. If you had given us all the information, we could have done it as you wanted.
2 If you break the contract, there is no question that we will be forced to engage in legal action against your company.
3 I see your point of view, we should have made our requirements clearer and clarified them with you from the start.
4 I am really not sure if this is going to work as you have stipulated. Can I have some time to think about it and let you know by the end of the week?
5 I don't care what your company policy is, this has to be done our way.
6 I can't give you an answer today and our management is not available for the next week. We will perhaps want to renegotiate the contract, but it might be helpful if we could hear what you have to say first.
7 This is the lowest quality we have ever received. I can't believe these products got through your quality control. If I were you, I would think about revamping your system before you deliver to us again as we can't accept such low-quality goods.

3 Match the sentence halves to make sentences about different concepts of innovation.

1 The new product developed by our R&D engineers is	a incremental innovation.
2 Pharmaceutical companies offer grants to university professors for	b bottom-up innovations.
3 Tablet PCs can be viewed as	c a good example of top-down innovation.
4 Companies which implement ideas from their customers lead the way in	d affordable innovations for developing countries.
5 Taking things one step at a time is a good way to work on	e collaborative innovation in the field of medical research.
6 Looking at the most efficient to produce necessary products can bring about	f radical innovations as they have changed the way people use computers.

4* Reverse innovation. *Choose the correct word in italics to complete the definitions for the words in bold.

1 A '**no-frills**' approach means A *keeping things simple / B making them more detailed*.
2 When a company **taps into** new trends it means that it A *copies them / B makes use of them*.
3 When people **predominantly** buy a certain product, it means that the product is *sold A very often / B infrequently* in the market.
4 A **driver** behind a trend is something that A *stops a trend / B makes the trend happen*.
5 When people have a particular **mindset**, they are generally A *not open / B very open* to other ideas and concepts.
6 A product which is **unveiled** is A *not put / B put on the market*.
7 When a company looks into **frugal** methods of production they A *don't consider / B consider* the costs carefully.
8 A product which is **on a par** with another product is A *at / B not at* the same level as it.
9 When the R&D group **came up with** the idea for a new invention they A *introduced it for the first time / B adopted it from another product*.
10 To **say something in a nutshell** means A *to expand on / B to give only a brief explanation of it*.

5* Disrupting international business strategy. *Complete the sentences using the phrases in the box.

A substantially lower costs	B emerging economies	C global scale	D pioneering new uses
E slowing growth	F local customisation	G glocalisation approach	H rapid development

1 _____ means that a person or organisation is actively trying out fresh ideas regarding the purpose of a product or process.
2 The _____ is a method of developing products in a particular market with specific needs and then exporting them globally.
3 When a product or service can be provided much more inexpensively than before this represents _____.
4 An area which is quickly becoming more innovative and up-to-date means it is experiencing _____.
5 When an economy begins to contract, it means it is going through a period of _____.
6 When something is done on a _____, it means that it is happening worldwide.
7 Products which are designed for special needs in a particular market are an example of _____.
8 Nations whose economies are rapidly growing and becoming more advanced are known as _____.

6 Match each partnership with* <u>design</u> *to its definition.

1 design department	a a field of work in which people create new products, ideas, artwork, etc.
2 design brief	b creating computer programs
3 design thinking	c the act of creating new designs
4 design profession	d a methodology for practical and creative solutions to problems by starting with the user and ending with the product
5 design work	e the determination and specification of a product and its features and uses
6 design company	f the section of a company that decides what products or adverts should look like
7 software design	g a suggestion for a product, what it should look like and what it should do
8 product design	

9 design proposal	h a written description of what a new product should do, what is needed to produce it, how long it will take, etc. i a firm which comes up with good graphics or other innovative artwork

Variant 2

1 Complete the article using the phrases a-f from the box.

a incremental innovation	b bottom-up innovations	c top-down innovations
d affordable innovations	e collaborative innovation	f radical innovations

Our company has been trying hard to create 1 _____ that can be used by people in developing countries in order to stem the spread of certain diseases. We have been actively gathering ideas from medical professionals working in the field as we feel that those directly involved can contribute to 2 _____ more than those removed from the situation can. Another part of the project is working together with university research teams on 3_____. We fund their research and they provide the expertise. Some of the diagnostic tools we have developed can be seen as 4_____ as they have changed the way we look at the symptoms and causes of disease. Rather than have patients come into hospitals, we have created near-patient testing machines allowing onsite diagnoses which are transmitted to a centre for analysis. There are still ideas which come from our research departments, however, as there are times that 5_____ can also bring about efficient results. We are viewing this as a long-term project and are, of course, delighted as well with the step-by-step progress we have made, viewing this as 6 _____.

***2 Choose the correct word in italics to complete the definitions for the words in bold by the topic* Reverse innovation.**

1 A product which is **unveiled** is *A put / B not put* on the market.
2 When a company looks into **frugal** methods of production they *A consider / B don't consider* the costs carefully.
3 A product which is **on a par** with another product is *A not at / B at* the same level as it.
4 A **driver** behind a trend is something that *A makes the trend happen / B stops a trend*.
5 When people have a particular **mindset**, they are generally *A very open / B not open* to other ideas and concepts.
6 When the R&D group **came up with** the idea for a new invention they *A adopted it from another product / B introduced it for the first time*.
7 To **say something in a nutshell** means *A to give only a brief explanation of / B to expand on* it.
8 A '**no-frills**' approach means *A making them more detailed / B keeping things simple*.
9 When a company **taps into** new trends it means that it *A makes use of them / B copies them*.
10 When people **predominantly** buy a certain product, it means that the product is sold *A infrequently / B very often* in the market.

***3 Complete the sentences using the phrases in the box by the topic* Disrupting international business strategy.**

A substantially lower costs	B emerging economies	C global scale	D pioneering new uses
E slowing growth	F local customisation	G glocalisation approach	H rapid development

1 When an economy begins to contract, it means it is going through a period of _____.
2 When something is done on a _____, it means that it is happening worldwide.

3 _____ means that a person or organisation is actively trying out fresh ideas regarding the purpose of a product or process.
4 The _____ is a method of developing products in a particular market with specific needs and then exporting them globally.
5 Products which are designed for special needs in a particular market are an example of _____.
6 Nations whose economies are rapidly growing and becoming more advanced are known as _____.
7 When a product or service can be provided much more inexpensively than before this represents _____.
8 An area which is quickly becoming more innovative and up-to-date means it is experiencing _____.

4 Complete the sentences 1-9 using the words a-i from the box.

A department	B brief	C thinking	D profession	E work	F company	G software	H product
I proposal							

1 Our company is looking for someone to take over the design _____ in the advertising department.
2 As he studied computer science, he decided to take a position in a company that specialised in _____ design.
3 When he finished his graphics course at university, he got a job in a design _____.
4 Since they received the design _____ last week, they have been brainstorming ideas on how to produce it and what exactly it should be able to do when it is finished.
5 She's very creative and would love to work in the design _____ of an innovative company.
6 What we really need is a great _____ design to be able to break into that niche market.
7 They gave their design _____ to the R&D department to think over and they'll meet to discuss it next week.
8 We had a training session in the company to learn how to implement design _____ in order to make use of customers' ideas in order to develop the products they want.
9 He has always dreamed of working in the design _____ as that is a field he thinks is creative and challenging.

5 Complete the sentences 1-10 using the terms and phrases a-j from the box.

A outsourcing provider	B reintegrate activities	C shortfall in inventory	
D core business	E downsizing	F renegotiate the contracts	
G logistics	H just-in-time (JlT)	I switch providers	J back office

1 Our _____ staff spend a great deal of time organising work for the customer facing departments.
2 If a company which offers outsourcing does not hold up its end of the bargain, it may be necessary to _____.
3 We had problems getting the components we needed for production so we are now facing a _____ and have a backlog of orders.
4 We may need to close down several subsidiaries and concentrate on our _____ in order to increase profit. In my opinion, we have been distracted by some of the non-essential services we have been offering.
5 We are looking to move some of our non-customer related tasks overseas and are looking for a reliable _____.
6 As we found that we had lost touch with some vital processes due to outsourcing we decided to _____ and take them over ourselves again.
7 Material management within the company and distribution of finished products to customers both belong to _____ .
8 Using a system of _____ delivery has helped us to cut down drastically on storage of both inventory and materials needed for production.
9 Due to the financial crisis, a number of companies feel the need for _____ in order to become more fiscally viable and efficient.
10 We are going to have to sit down with our business partners and _____, as the economic landscape has changed a lot since we first signed it.

6 Match each statement 1-9 to a stance a-i (stances intensify or tone down the message). Two stances are extra.

a hesitant	b evasive	c critical	d confrontational	e assertive / very direct
f defensive	g diplomatic /tactful	h objective / balanced	i highly subjective / one-sided	

1 I can't give you an answer today and our management is not available for the next week. We will perhaps want to renegotiate the contract, but it might be helpful if we could hear what you have to say first.
2 I don't care what your company policy is, this has to be done our way.
3 This is the lowest quality we have ever received. I can't believe these products got through your quality control. If I were you, I would think about revamping your system before you deliver to us again as we can't accept such low-quality goods.
4 I am really not sure if this is going to work as you have stipulated. Can I have some time to think about it and let you know by the end of the week?
5 If you break the contract, there is no question that we will be forced to engage in legal action against your company.
6 It wasn't our fault. If you had given us all the information, we could have done it as you wanted.
7 I see your point of view, we should have made our requirements clearer and clarified them with you from the start.

Критерии оценки (в баллах):
5 баллов выставляется обучающемуся, если даны правильные ответы на 85-100% вопросов;
3-4 балла выставляется обучающемуся, если даны правильные ответы 70-84% вопросов;
1-2 балла выставляется обучающемуся, если даны правильные ответы на 50-69 % вопросов;
0 баллов выставляется обучающемуся, если даны правильные ответы менее чем на 50 % вопросов

Комплект кейсов

Семестр 5

Тема 1. Управление организацией

Кейс:

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

HARDING TOOL CORPORATION
INTRODUCTION

Although relatively unknown a few years ago, counter trade - the exchanging of goods for goods - is becoming more common in international business dealings. Originally confined primarily to trading between Eastern and Western Europe, counter trade is now a worldwide phenomenon. The exchange of goods is generally concentrated between Western manufacturing countries and developing countries. Usually the Western company sends highly specialized items (cars, cameras, and computers) to a developing country; a company in the developing country (or a middleman representing that country) sends less specialized goods (shoes, bicycles and tuna) to the Western nation. Recently a number of firms specializing in counter trade have been established. Although a few major corporations have set up subsidiary companies to market goods received through countertrade, most companies find they need to use a specialist. These specialist firms, sometimes called transit houses, are often offshoots of banks or commodity houses. Some have been highly successful, with annual profits in the millions of dollars; others have quickly gone bankrupt. Many critics argue that counter trade is bad for business and commerce. But with the rise of the dollar on foreign exchange markets and increasingly tight credit in many developing countries, it is obvious that counter trade is one method to maintain international trade.

BACKGROUND
Harding Tool Corporation, an American manufacturer of large and small machine tools and parts, gears, valves, and bearings, was a major supplier to industries and companies worldwide. Because of the rise of the U.S. dollar on foreign exchange markets and serious financial crises in many of the countries in which Harding did business, sales, particularly to Latin America, began to decline. A major market for Harding's products had until recently been Brazil. For instance, in 1980 sales to that country'sindustries were $640,000; but by 1983 sales had declined to just $183,000. This serious problem seemed to have little solution because of Brazil's chronic credit problems and lack of foreign exchange. In the fall of 1984, however, a unique proposition was received at Harding's head office near Cleveland, Ohio, from a Brazilian commodities broker, Companhia Internacional de Comercio, S.A. (CIC). CIC's offer was essentially *this:* In exchange for US$400,000 in assorted gears, Harding would receive the equivalent in Brazilian shoes, which it could sell in the American market.
Harding's first reaction was to reject the deal; indeed, the overseas sales manager, Lloyd Wilcox, found the arrangement almost laughable. On further consideration, however, he began to think more seriously about the proposition. Four hundred thousand dollars was a significant amount of money. But what would a machine tool manufacturer do with shoes?

DIALOGUE: CONSIDERING A COUNTERTRADE PROPOSAL
CAST: Lloyd Wilcox, Overseas Sales Manager, Harding Tool Corp. Jose Cabral, President, Companhia Internacional de Comercio
Mr. Wilcox is talking on the telephone to Mr. Cabral.

Wilcox: I must confess, Mr. Cabral, that at first your offer seemed completely out of the question, but after talking with my associates, we decided we might as well investigate it.
Cabral: I'm sure it must have seemed unusual to you at first, but it's one way Brazil has managed to cope with its foreign exchange problems.
Wilcox: Obviously, we're happy to sell you $400,000 worth of gears. But what in the world are we to do with shoes? We have absolutely no use for shoes and know nothing about selling them.
Cabral: There are a couple of actions you can take. You can arrange to transfer title to a middleman, say an importer there in the U.S., or you can do as some companies have done Sears, G.M. or Citicorp, for instance -and set up a trading subsidiary of your own.
Wilcox: I can't see us setting up a trading company. What I can see is my boss laughing me out of the office for even suggesting it.
Cabral: That's usually the first reaction. But a company such as yours that deals extensively in the Third World might want to consider it.
Wilcox: Well, that's another matter. What about this deal? How would it work? *Cabral:* It's really fairly simple. You send us $400,000 in parts we send you the title for $400,000 in shoes. When you sell the shoes, we'll deliver them wherever you want. That way you don't have to house them.
Wilcox: Hmm. But suppose we can't sell the shoes? *Cabral:* That shouldn't be a problem, They're excellent shoes, and the price is extremely low.
Wilcox: But I don't know anything about shoes! I don't know what a good shoe is or what a good price is.
Cabral: That's where the specialist comes in. If you hand the deal over to a commodities specialist, he should be able to evaluate the product and sell it.
Wilcox: I don't know. The whole business sounds very risky.
Cabral: It's not risky. You can even make an extra profit on it.
Wilcox. How?
Cabral: Take a small commission on the sale of the shoes, say 2-3 per cent.
Wilcox. Well, Mr. Cabral, I obviously can't make a decision now. Let me talk to some commodity specialists and to my associates. Maybe if they feel we can move the shoes, we might consider it. I think, I should say, I know, that Harding is going to be reluctant to ship $ 400,000 worth *of* gears without first having some assurance we will actually get paid. Do this for me - send me the specs on the shoes - even some samples. Also, a breakdown on what gears you want to purchase. Then, we can talk some more.
Cabral: Okay, I'll get the shoes off to you right away and also a tentative order for your gears. Thanks for considering this proposal. I feel sure we can work something out.

EXHIBITS AND SUPPORTING MATERIALS

Exhibit I Information from Cabral Regarding Shoes

Companhia Internacional de Comercio, S.A.
Ruado Acre 87
20081 Rio de Janeiro, R.J., Brasil
Tel: (021)232-4624
Telex: 6782986

OFFER TO SELL

General Description: 15,200 men's shoes; 31,670 women's shoes.Total Price: US$400,000 C.I.F. Styles: Oxfords - leather uppers and soles; brown, black, gray, burgundy.Loafers - leather uppers and soles; brown, black, burgundy, tan.Casual Lace ups - leather uppers, crepe soles, foam insole; natural dark brown.

Women's

Pumps - leather uppers and soles; black, brown, navy, red, burgundy, gray Pumps - leather uppers, man-made material soles; black, brown, navy, burgundy, taupeFlats - leather uppers, crepe soles; red, black, blue, white, gray, burgundy Sandals - leather uppers and soles; natural light brown., natural dark brown, black, tan, navy

C.I.F. Prices (US$)

Men's

Oxfords, *4,500 @ 13.50*
Loafers, 6,200 @ 12.00
Casuals, 2,500 @ 9.00

Women's

Pumps (all leather), 8,000 @ 10.00
Pumps (man-made soles), 12,000 @ 8.00
Flats, 4,000 @ 7.00
Sandals, 7,670 @ 5.00

U.S. Sizes

Men's

7, 7 1/2, 8, 8 1/2, *9*, 9 1/2, 10, 10 1/2, 11, 11 1/2, 12,12 1/2
Widths: B, C, D, some E

Women's

5, 5 1/2, 6, 6 1/2, 7, 7 1/2, 8, 8 1/2, 9, 9 1/2,10
Widths: some A, B, C

Please see accompanying samples and literature

Exhibit 2 Harding's Gross Sales to Latin America, 1976-1983 (in thousands of US$)

	1976	1977	1978	1979	1980	1982	1982	1983
Argentina	—	—	126	114	83	197	112	133
Brazil	264	327	431	524	640	342	206	183
Colombia	324	531	589	320	512	434.	486	472
Venezuela	434	576	484	372	464	207	181	192
Mexico	312	236	174	189	76	62	41	77
Chile	—	—	—	—	—	122	221	204
Other	120	170	330	410	474	314	306	284
Total	1,454	1,840	2,134	1,929	2,249	1,678	1,553	1,545
Percentage of total gross sales	7.8	6.5	8.9	10.7	10.2	9.8	8.2	6.1

Exhibit 3. Letter from Julia Peters, Commodities Broker, to Lloyd Wilcox

Overseas Development Corporation
International Commodities Brokers
64 W. *56th St.*
New York, NY 10019
(212)489-7019

September 21, 1984
Mr. Lloyd Wilcox
Overseas Sales Manager
Harding Tool Corporation
16265 South Miles
Warrensville Heights, Ohio 44128

Dear Mr. Wilcox
Thank you for your phone call on Wednesday. Today the information and samples of Brazilian shoes arrived at the office by express mail. As we discussed in our conversation, we do specialize in handling counter trade consignments. After examining the offer to sell and the samples, we feel we could indeed place these shoes. Additional information from the seller, however, is necessary. Specifically, we need to know the exact quantities of shoes in Various sizes, widths, and colors. We can either obtain this information directly from the seller, or you can contact your client. If the offer meets the general requirements of our potential buyers, we would be delighted to proceed with the arrangement.
Please note that we charge a 2 percent commission for placing your goods.
Let us know as soon as possible how you wish to proceed with obtaining the additional information. Hoping to do business with you soon.

Sincerely yours,
Julia Peters President

Exhibit 4. Minutes from Meeting of Harding Executives to Discuss the Brazilian Offer Minutes of Meeting, September 26, 1984
Present: Garret, L. Wilcox, M. Ross, C. Carmichael, P. Lamoreux,
R. Kaplan (Recording Secretary)

The meeting began at *9:45* A.M. in the conference room.
Mr. Wilcox presented the details of the offer from Companhia Internacional de Comercio and the letter from J. Peters, a commodities broker in New York (sec attached photocopies).
Mr. Garret questioned whether Harding was so desperate that it needed to get into the shoe business.
Mr. Wilcox answered by saying that while Harding was not “desperate”, countertrade was becoming more common, particularly with countries experiencing foreign exchange problems. Ms. Carmichael added that barter or countertrade was used by many large companies in order to maintain clients in economically troubled regions and that Harding should think about doing the same. Mr. Ross suggested that if the deal were accepted, Harding should add *5* - 10 percent on to the cost of the gears to cover additional costs (commissions) incurred by the arrangement.
Ms. Carmichael said that this was customary and feasible. She added that Harding was in a “seller’s market” as far as Brazil was concerned.
Ms. Lamoreux expressed her concern that no goods should be shipped until Harding was sure they could actually sell the shoes. Mr. Wilcox agreed. Mr. Garret felt strongly that the title to the shoes should be received before “even one gear” was shipped. Mr. Ross, Ms. Carmichael, and Mr. Wilcox agreed.
Mr. Garret moved that the meeting be adjourned. Mr. Wilcox argued that no decision had been made. Mr. Garret said that he thought it had been decided to investigate the matter further, bearing in mind the ideas discussed in the meeting. All agreed that this was correct. Mr. Garret asked to be informed of the progress. He said he would make a decision on cost increases to cover *commissions* depending on Mr. Wilcox’s investigation.

The meeting was adjourned at 10:41 A.M.

Respectfully submitted,
Rosemary Kaplan Recording Secretary

Тема 2. Командная работа

Кейс:

Индикаторы достижения: УК-4.1, УК-4.3

Big Fish don`t Jump

At the press conference to announce his latest hotel construction project, Hong Kong businessman Alan Peng was in a particularly good mood.

“I can guarantee”, he told his audience, “that this will be the finest new hotel in downtown Shenzen. And it will be ready for its first occupants in less than two years”.

Several of the journalists looked up from their notebooks. “Are you serious about that deadline?” asked one of them.

“Like I said,”` Alan Peng replied, “I guarantee it.”` Then he paused and roared with laughter. “I`ll tell you what. If it`s late…., I`ll dive into Victoria Harbour.”`

The conference broke up with the journalists still laughing at the idea of the millionaire tycoon jumping into Hong Kong`s busiest and most polluted stretch of water.

Twenty months later, Alan Peng didn`t find his joke quite so funny, when his aide, Harry Seling, handed him an article from one of Hong Kong`s business journals:

BIG FISH DON`T JUMP

Alan Peng runs into problems on mainland China by Nancy Au in Hong Kong

Alan Peng might be a big fish in the small pond of Hong Kong business, but when it comes to working on mainland China, he is a fish out of water.

At the beginning of last year, Peng boasted that he could build Shenzen`s finest luxury hotel in record time. But after a series of disputes with contractors and botched negotiations with officials, the hotel looks like being neither Shenzen`s finest, nor ready anywhere near its promised completion date.

A spokesman for Peng`s company, Peng Holdings, claimed that the delays were due to the intransigence of local planning authorities. However, industry insiders are saying that Peng`s cost-cutting measures and insensitive management have brought the project to the brink of standstill.

The news comes at a bad time for Peng Holdings. Rumours have been flying around the Hong Kong Stock Exchange that Peng`s investment in a Shanghai-based plastics factory has also turned sour and that his company is now desperately short of liquidity.

So, is there any chance of the Shenzen hotel meeting its two year completion deadline? When Alan Peng announced the project, he promised that if the hotel was not completed on time, he would dive into Hong Kong`s Victoria Harbour. As his financial backers will soon find out, when it comes to keep his promises, Alan Peng is a big fish who just doesn`t jump.

“Shall I ask out lawyers to do something about this?”` asked Seling.

“I don`t know, Harry,” said Peng. “A long court case is not going to help us. This is a question of confidence. It`s true that we`re not going to meet the deadline on the Shenzen hotel, but we still need to show people that we mean what we say.”

Peng walked over to the window and looked out across the Hong Kong skyline. Harry Seling watched his boss and tried to read his thoughts. “Alan”, he said, “you`re not thinking of… Alan listen, you`re fifty-five years old. You`re one of the most respected businessmen in this city. Alan please, don`t…” But Alan Peng wasn`t listening…

Vocabulary

botched negotiations – negotiations which have failed because they have been badly handed

intransigence – refusal to change an opinion or negotiating position

the brink of standstill – the edge of shopping completely

financial backers – people who have invested money in something

Критерии оценки в баллах:

- **5 баллов** выставляется обучающемуся за все кейсы, если суть и проблема кейс задачи была правильно понята и проанализирована, были получены ответы на все вопросы к кейс задаче, продемонстрировано грамотное употребление ключевой лексики курса, в основном не было допущено ошибок в использованных грамматических структурах; уровень освоения компетенций соответствует продвинутому уровню.
- **4-3 балла** выставляется обучающемуся за все кейсы, если суть и проблема кейс задачи была правильно понята и проанализирована, однако были получены ответы не на все вопросы к кейс задаче, продемонстрировано в основном грамотное употребление ключевой лексики курса, были допущены незначительные ошибки в использовании грамматических структур, не препятствовавшие пониманию; уровень освоения компетенций соответствует повышенному уровню.
- **2-1 балла** выставляется обучающемуся за все кейсы, если не была правильно понята суть и проблема кейс задачи, не выполнен анализ заявленной в кейс задаче проблемной ситуации, были получены ответы не на все вопросы к кейс задаче, продемонстрирован ограниченных лексический запас ключевых единиц и грамматических структур курса, допущен ряд грамматических ошибок; уровень освоения компетенций соответствует базовому уровню.
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Семестр 6

Тема 4 Построение взаимоотношений с клиентами

Кейс:

Индикаторы достижения: УК-4.1, ПК-1.2

« New product promotion»

ISSUE

Promoting a new product or service can be a very costly exercise, as Slimmers' Health Club are just finding out. After a successful launch 6 months ago, the number of regular users has started to drop off. The three directors are getting worried. Located in the centre of Newtown's commercial district, the club should be well placed to pick up business from busy executives, in need of a workout - either during their lunch break or after work. In fact, the club has gone to great lengths to provide the right facilities for this market and a flexible membership scheme. The main competition comes from two other well-established health centres, but their customers have complained that the equipment is often oversubscribed and the exercise areas too full. A new club would be well placed to pick up the overcapacity. However, it is clear that more needs to be done to bring in the customers - or perhaps to look for other customers.

Therefore, a team of three advertising consultants have been invited to advise on the different types of promotional strategies that you could adopt within your budget of £3,000.

AGENDA

1. The problems of Slimmers' Health Club
2. The role of promotion
3. The opportunities provided by promotional tools
4. Action plan for Slimmers' Health Club

Notes to the agenda

1. The problems of Slimmers' Health Club

The directors present the problems facing the club.

2. The role of promotion

The consultants present the role and benefits of promotion.

3. The opportunities provided by promotional tools

Each participant presents his or her favoured approach.

4. Action plan for Slimmers' Health Club

The participants agree on an action plan.

Тема 5 Управление кризисом

Кейс:

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3

«Competition»

ISSUE

Five years ago your company employed a young computer expert, Geoff Peters. He has worked in the customer service department for the last two years. Essentially he supports a number of key customers doing maintenance and trouble-shooting work. Three months ago he suddenly left the company and he is now working for several of your customers, providing service as an independent computer consultant. His employment contract had a competition clause in it forbidding him from working for any customers for a two-year period after leaving. The meeting has been called to discuss this case and also to see whether any lesson can be learned for the future.

AGENDA

1. Geoff Peters: report and discussion.
2. Competition clause
3. Legal action
4. Employment contracts

Notes to the agenda

1. Geoff Peters: report and discussion.

The Personnel Manager will report on the case and then there will be a chance to discuss why Geoff left the company.

2. Competition clause

The Legal Affairs Manager will clarify the exact meaning of the competition clause and the implications.

3. Legal action

The meeting will decide whether to take Geoff Peters to court for breach of contract.

4. Employment contracts

Finally a decision on whether the competition clause needs to be changed.

Тема 6. Международное сотрудничество.

Кейс:

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3

Big Fish don`t Jump

At the press conference to announce his latest hotel construction project, Hong Kong businessman Alan Peng was in a particularly good
mood.

"I can guarantee", he told his audience, "that this will be the finest new hotel in

downtown Shenzen. And it will be ready for its first occupants in less than two years". Several of the journalists looked up from their notebooks. "Are you serious about that deadline?" asked one of them.

"Like I said,"` Alan Peng replied, "I guarantee it."` Then he paused and roared with laughter. "I`ll tell you what. If it`s late…., I`ll dive into Victoria Harbour."` The conference broke up with the journalists still laughing at the idea of the millionaire tycoon jumping into Hong Kong`s busiest and most polluted stretch of water.

Twenty months later, Alan Peng didn`t find his joke quite so funny, when his aide, Harry Seling, handed him an article from one of Hong Kong`s business journals:

BIG FISH DON`T JUMP

Alan Peng runs into problems on mainland China by Nancy Au in Hong Kong

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"Shall I ask out lawyers to do something about this?"` asked Seling. "I don`t know, Harry," said Peng. "A long court case is not going to help us. This is a question of confidence. It`s true that we`re not going to meet the deadline on the Shenzen hotel, but we still need to show people that we mean what we say."

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- **4-3 балла** выставляется обучающемуся за все кейсы, если суть и проблема кейс задачи была правильно понята и проанализирована, однако были получены ответы не на все вопросы к кейс задаче, продемонстрировано в основном грамотное употребление ключевой лексики курса, были допущены незначительные ошибки в использовании грамматических структур, не препятствовавшие пониманию; уровень освоения компетенций соответствует повышенному уровню.
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Деловая игра

Индикаторы достижения: УК-4.1., УК-4.2, УК-4.3, ПК-1.2

Семестр 5

Тема 3. Финансы организации.
1 Тема: Building relationships at a conference
2 Концепция игры: Making successful pre-meeting small talk
3 Роли:
-A new business partner 1;
-A new business partner 2;
You are at a business conference. You are interested in making some new business contacts. Try to speak to as many people at the reception as possible.
4 Ожидаемый (е) результат (ы) Introduce yourself. Talk about one of the small talk topics you have prepared. Show interest in what other people say.

Семестр 6

Тема 6. Международное сотрудничество.
1 Тема: Promoting sales abroad
2 Концепция игры: Agreeing on steps to launch a successful marketing campaign abroad
3 Роли:
- An overseas agent;
- A marketing manager;
Discuss plans for advertising the company's new range of up-market coffee machines. The manager and the agent have various ideas for promoting the sales of these items. Try to agree on a suitable advertising strategy.
4 Ожидаемый (е) результат (ы) Introduce yourself. Present the means of promotion you find the most suitable. Negotiate the financial contribution of each party. Show interest in what your partner says.

Критерии оценки (в баллах):
- 5 баллов выставляется обучающемуся, если суть игры была правильно понята, отмечено эффективное взаимодействие с другими участниками, было продемонстрировано развернутое и аргументированное изложение своей мысли, употребление ключевой лексики курса, в

основном не было допущено ошибок в использовании грамматических конструкций; уровень освоения компетенций соответствует продвинутому уровню.
- 4 балла выставляется обучающемуся, если суть игры была правильно понята, отмечено эффективное взаимодействие с другими участниками, но было продемонстрировано не совсем развернутое и аргументированное изложение своей мысли, было отмечено употребление ключевой лексики курса, но допущены незначительные ошибки в использовании грамматических конструкций; уровень освоения компетенций соответствует повышенному уровню.
- 3 балла выставляется обучающемуся, если суть игры была правильно понята, отмечено эффективное взаимодействие с другими участниками, но возникали сложности при демонстрации развернутого и аргументированного изложения своей мысли, был отмечен ограниченный лексический запас ключевых единиц грамматических конструкций; уровень освоения компетенций соответствует базовому уровню.
- 2 балла выставляется обучающемуся, если суть игры была неправильно понята, проявлена сложность в формировании своего высказывания, что помешало эффективному воздействию с другими участниками, отмечено лимитированное употребление ключевой лексики курса, допущены ошибки в использовании грамматических конструкций.

Задания для творческого рейтинга

Темы индивидуальных и/или групповых проектов

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

Групповые проекты:
Семестр 5:
1. Categories of stocks and shares
2. Successful Company Employee Reward Systems
3. Organization Framework
4. Company Change Management Programs

Семестр 6:
1. Shareholders
2. Adoption and Implementation of ABC Accounting Method in Russia or in other countries
3. Socially Responsible Companies

Индивидуальные проекты:
Семестр 5:
1. STEEP Analysis of Global Companies
2. Designs for Cultivating Creative Thinking at work
3. Recent Multinational Mergers /outcomes/
4. Project Management Company Profile

Семестр 6:
1. Financial planning
2. Microfinance Institutions
3. SWOT Analysis of auditing companies in Russia

Критерии оценки (в баллах):

No	ITEM	MAX. SCORE
1.	Contents and relevance	2
2.	Appropriacy (vocabulary)	1
3.	Grammar	1
4.	Presentation skills:	1
4.1.	*Timing (**7-10** minutes)*	1
4.2.	*Visuals*	1
4.3.	*Contact with the audience*	1
4.4.	*Sign posting*	1
4.5.	*Body language*	1
	TOTAL	**10**

- 10-8 баллов выставляется обучающемуся, если задание проекта было правильно понято и проанализировано, продемонстрировано развернутое и аргументированное изложение своей мысли и употребление ключевой лексики курса, в основном не было допущено ошибок в использовании грамматических конструкций; уровень освоения компетенций соответствует продвинутому уровню.
- 7-5 балла выставляется обучающемуся, если задание проекта была правильно понято и проанализировано, однако продемонстрировано не полностью развернутое и аргументированное изложение своей мысли и употребление ключевой лексики курса, и допущены незначительные ошибки в использовании грамматических конструкций; уровень освоения компетенций соответствует повышенному уровню.
- 4-2 балла выставляется обучающемуся, если задание проекта не было правильно понято и проанализировано, возникали сложности при демонстрации развернутого и аргументированного изложения своей мысли, был отмечен ограниченный лексический запас ключевых единиц грамматических конструкций; уровень освоения компетенций соответствует базовому уровню.
- 0 балла выставляется обучающемуся, если задание проекта совсем не было понято и проанализировано, студент не смог ответить на заданные вопросы.

Темы эссе

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

<u>Семестр 5:</u>

Тема1
1. Эффективное управление
2. Управление человеческими ресурсами
3. Управление временем

4. Управление доходами
5. Менеджмент Организации

Тема 3
1. Менеджмент коммерческой деятельности
2. Финансовый Менеджмент
3. Менеджмент предпринимательской деятельности
4. Управление инновационным бизнесом
5. Финансовые документы

Критерии оценки по всем темам (в баллах):
- 5 баллов выставляется обучающемуся, если тема эссе раскрыта полностью, идеи представлены в логической последовательности с использованием связующих слов, отмечена грамотная организация эссе, соответствующая его структуре; продемонстрировано использование активной лексики курса, основном не было допущено ошибок в использовании грамматических конструкций;
- 4-3 балла выставляется обучающемуся, если тема раскрыта полностью, но с незначительными отступлениями, идеи представлены с использованием связующих слов, но лексически не всегда грамотно подобраны, продемонстрировано использование активной лексики курса, были допущены незначительные ошибки в использовании грамматических конструкций;
- 2-1 балла выставляется обучающемуся, если тема раскрыта частично, с незначительными погрешностями, идеи представлены с использованием недостаточного количества связующих слов, продемонстрирована организация эссе, не полностью соответствующая его структуре с ограниченным использованием лексических единиц, допущены ошибки в использовании грамматических конструкций, которые частично мешают пониманию;
- 0 балла выставляется обучающемуся, если тема не раскрыта, идеи не связаны друг с другом, отсутствуют связующие слова и использован ограниченный запас лексических единиц с огромным содержанием ошибок в грамматических структурах.

<u>Семестр 6:</u>

Тема 5:
1. Аудит
2. Венчурный капитал
3. Международные компании
4. Стартап Бизнес
5. Финансовые услуги

Тема 6:
1. Категории акций и облигаций
2. Малый и средний Бизнес
3. Преимущества и недостатки современного бизнеса
4. Бизнес Стратегии
5. Инновационные технологии в Бизнесе

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- 0 балла выставляется обучающемуся, если тема не раскрыта, идеи не связаны друг с другом, отсутствуют связующие слова и использован ограниченный запас лексических единиц с огромным содержанием ошибок в грамматических структурах.

Темы докладов

<u>Семестр 5</u>

Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

1. Using the Internet, library and other resources, briefly present which large multinational corporations seem very powerful at the moment? What sectors are they in? Who are their competitors?
2. Explain the Global consumer goods industry. How do companies plan for the future?
3. Discuss with your colleagues the following topic ‘Recent Successful Company Employee Reward System’. What do you think about pay being linked to experience? Should pay be based more on merit, or experience, or time spent with the company?
4. What are some of the advantages and disadvantages of the given energy sources – nuclear, gas, solar, coal, wind, wave and oil?
5. Identify the basic types of corporate cultures. What are some of the possible problems that cultural differences can lead to? What opportunities can they lead to?
6. What types of non-verbal communication (NVC) can you think of? Why do you think it is important to be aware of different forms NVC in different cultures?
7. Explain what country branding is? What images and associations do you have of countries like China, the USA, Italy, Japan, etc?
8. Define the term microfinance. What financial services do you use? How have they changed with the development of information technologies?
9. What are the objectives of MBO? Search online using the key term Management by Objectives to learn more about it.
10. Use your online searching skills to find out more about career opportunities in management consultancy.

Критерии оценки по всем темам (в баллах):
- 5 баллов выставляется обучающемуся, если тема доклада раскрыта полностью, идеи представлены в логической последовательности с использованием связующих слов, отмечена грамотная организация доклада, соответствующая его структуре; продемонстрировано использование активной лексики курса, основном не было допущено ошибок в использовании грамматических конструкций;

- 4-3 балла выставляется обучающемуся, если тема раскрыта полностью, но с незначительными отступлениями, идеи представлены с использованием связующих слов, но лексически не всегда грамотно подобраны, продемонстрировано использование активной лексики курса, были допущены незначительные ошибки в использовании грамматических конструкций;
- 2-1 балла выставляется обучающемуся, если тема раскрыта частично, с незначительными погрешностями, идеи представлены с использованием недостаточного количества связующих слов, продемонстрирована организация доклада, не полностью соответствующая его структуре с ограниченным использованием лексических единиц, допущены ошибки в использовании грамматических конструкций, которые частично мешают пониманию;
- 0 балла выставляется обучающемуся, если тема не раскрыта, идеи не связаны друг с другом, отсутствуют связующие слова и использован ограниченный запас лексических единиц с огромным содержанием ошибок в грамматических структурах.

Семестр 6
Индикаторы достижения: УК-4.1, УК-4.2, УК-4.3, ПК-1.2

1. Use your online searching skills to find out more about career opportunities in management consultancy.
2. Visit www.wackyinventions.com and select three inventions. Then devise your own decision-making grid to evaluate each invention.
3. Search online using the key term stage-gate process to learn more about this process.
4. Explore www.surveymonkey.com and some related YouTube tutorials. Create a simple online survey that you can develop further and use in an organization with which you are familiar.
5. Visit the Institute of Risk Management website at www.theirm.org to find out how the International Standards can help business managers to approach risk management.
6. Think about managing quality in an organization you know. What are the main issues? Compare your ideas with the information about quality management standards on the ISO website at www.iso.org
7. Use the terms «online inventory management benefits» in a search engine to find out how this technique can help a business with which you are familiar.
8. To find out more about financial analysis search for articles on www.businesslink.gov.uk

Explore www.managementteacher.co.uk for a fuller description of SWOT analysis from a management perspective. Give at least one example of your organization's internal strengths and weaknesses and any opportunities and threats you can identify in the external environment.

Критерии оценки по всем темам (в баллах):
- 5 баллов выставляется обучающемуся, если тема доклада раскрыта полностью, идеи представлены в логической последовательности с использованием связующих слов, отмечена грамотная организация доклада, соответствующая его структуре; продемонстрировано использование активной лексики курса, основном не было допущено ошибок в использовании грамматических конструкций;
- 4-3 балла выставляется обучающемуся, если тема раскрыта полностью, но с незначительными отступлениями, идеи представлены с использованием связующих слов, но лексически не всегда грамотно подобраны, продемонстрировано использование активной лексики курса, были допущены незначительные ошибки в использовании грамматических конструкций;
- 2-1 балла выставляется обучающемуся, если тема раскрыта частично, с незначительными погрешностями, идеи представлены с использованием недостаточного количества связующих слов, продемонстрирована организация доклада, не полностью соответствующая его

структуре с ограниченным использованием лексических единиц, допущены ошибки в использовании грамматических конструкций, которые частично мешают пониманию;
- 0 балла выставляется обучающемуся, если тема не раскрыта, идеи не связаны друг с другом, отсутствуют связующие слова и использован ограниченный запас лексических единиц с огромным содержанием ошибок в грамматических структурах.

МЕТОДИЧЕСКИЕ МАТЕРИАЛЫ, ХАРАКТЕРИЗУЮЩИЕ ЭТАПЫ ФОРМИРОВАНИЯ КОМПЕТЕНЦИЙ ВО ВРЕМЯ ПРОВЕДЕНИЯ ПРОМЕЖУТОЧНОЙ АТТЕСТАЦИИ

5 СЕМЕСТР

Типовая структура зачетного задания

Наименование	*Максимальное количество баллов*
Вопрос 1.	10
Вопрос 2.	10
Тест 1.	5
Тест 2.	5
Тест 3.	5
Тест 4.	5

Задания, включаемые в зачетное задания:

Типовой перечень вопросов к зачету:

1. Discuss the advantages and disadvantages of being a freelancer.
2. Describe the motivator factors.
3. What are the main causes of stress in the job? How would you combat stress?
4. Discuss the advantages and disadvantages of flexible working
5. What is the importance of team building? Describe the stages if team life.
6. What are the criteria for quality in the organization you would like to work for?
7. What benefits are claimed for a merger and takeover?
8. How does a company produce new ideas?
9. What are the risks for an organization? How does it handle risks?
10. Describe the main assets of the company.
11. What are the ethical issues of the company?
12. What factors should be taken into account when measuring the level of development of a country?
13. Describe social responsibility issues in an organization.
14. Are you optimistic about the capacity of the planet for future growth?
15. How is knowledge shared in the organization?
16. Speak about forecasting and budgeting in corporate finance.
17. Speak about the qualities a competent manager needs and different roles he/she has to fulfill.
18. Which management styles are you familiar with? Which of them do you consider the most efficient (in which cases)?
19. Speak about advantages and disadvantages of working in teams.
20. What qualities could you contribute to a team? What qualities would the other members need to have to create an effective team?

21. Speak about the factors to consider while dealing with conflict.
22. Speak about the Belbin team roles model.
23. Speak about the team-life stages.
24. Speak about different sources from which a private individual may borrow money, describe the benefits and drawbacks of each source.
25. Speak about various ways a start-up company may raise funds.

Типовые тестовые задания

Test 1

Variant 1

Give the definitions to the following words:

1. Operating profit –
2. Social inclusion –
3. Intranet –

Give the appropriate words to the following definitions:

4. - Movement of ideas and options to the same/similar point.
5. – the act of understanding by means of the sense or of the mind
6.– payment linked to performance

Choose the correct verb in each sentence.

7 We've just signed the contract and now we're going to have dinner together to cement/sour our new business relationship.
8 We need to develop/restore our reputation after the disastrous publicity last month.
9 Talks with the workers have resumed/restored this morning after the 3-day strike.
10 I've been promising/cultivating relations with the purchasing manager of EXO inc for several months in the hope that he will give us a big order.
11 The strike severely disrupted/fostered the flow of orders leaving the factory last week..

Variant 2

Give the definitions to the following words:

1. Knowledge officer –
2. Disposable income –
3. Dominate the market –

Give the appropriate words to the following definitions:

4.– connections between a person giving money to an organization and this organization in order to get profit
5.– a specific branch or field of study or business
6. – the company buys a local firm, or sets up its own manufacturing subsidiaries – the method is called: "“
7. Profit -*sharing/-pricing* schemes are often a bonus for senior management.
8. Customer *management/service* gives customers after-sales support.
9. Free refreshments are a value -*losing/-adding* service our clients really like.
10 A loss-*making/-pricing* organisation is unprofitable and could close.
11. That is the Unique Selling *Point/Profit* of our product that no competitor product has.

Test 2

Variant 1

Complete the sentences with one word from each box.

competitive/signature/luxury/marketing (x2)/absolute/ market(x2)/raw/ad/key

Campaign/ penetration/vision/ brands/priority/ segmentation/ advantage/material/product/mix

1. They are in the business of designing some of the word's most famous _____
2. You have to adapt all levels of the _____ to the different countries and regions you are in .
3. We're going to have to make savings on our _____ costs. Can we find alternative, cheaper suppliers?
4. They're changing the image of their product to appeal to all age groups to gain maximum _____ .
5. Our _____ is based on the income levels of our potential customers.
6. It is an _____ that our products reflect the Italian tradition for quality and style.
7. Their misleading _____ was criticized by government regulators.
8. Increases in the cost of raw materials make it difficult to maintain a _____ on price.
9. Trevor Baylis' _____ was to produce a basic radio which did not require mains or batteries.
10. The decorated Easter egg was Feberge's _____ but the company also produce fine jewelry for personal wear.

Variant 2

Complete the conversation with the words from the list below.

you like to know ***take it from there*** ***suggested I call*** ***are offering a top salary*** ***might be interested in*** ***don't we get together*** ***often say that to me*** ***above industry average*** ***they hear what I've got to say*** ***well into 6 figures***

A: Hans Schecken speaking.
B: Hello Mr Shecken. Dolores Eigen (1)_____ you.
A: What's this about?
B: She thought you (2)_____ a position which has become vacant at Interstate Bank.
A: I'm quite happy where I am, thank you.
B: People (3)___ but they change their mind when (4)___.
A: Well it would have to be a really good offer to interest me.
B: Interstate (5)_____ package. I'm sure you'd find it more than satisfactory.
A: Are they now?
B: Would (6)_____ the salary range?
A: Why not?
B: It's (7)___ and they give substantial bonuses well (8)____.
A: Sounds interesting.
B: Why (9)_____ so I can give you more details and if you're still interested we can (10)_____.

Test 3

Variant 1

Make up collocations

1. failure	a. industry
2. enchanting	b. standard
3. measurable	c. fault
4. resource	d. objectives
5. industry	e. management
6. just-in-time	f. rate
7.design	g. quality

Complete the sentences using the correct form of the verbs in brackets. They are all past modals.

A: I regret what I did. I ___(8. should/do) things differently.

B: No, don't blame yourself. You __(9. could/not/do) anything else. I (10. would/act) in exactly the same way if I had been in your shoes.

Variant 2

Make up collocations

1. measurable	a. fault
2. industry	b. management
3. enchanting	c. industry
4. resource	d. objectives
5. design	e. standard
6. just-in-time	f. quality
7. failure	g. rate

Complete the sentences using the correct form of the verbs in brackets.

Things __(8. might/be) very different if I ____ (9. be) so stupid last week. I _(10. ought/not/pay) attention to that terrible advice in the astrology section of my magazine**.**

V. Complete the telephone conversation with the correct option (a–e).

A: Xenon Components, JanJohannsen speaking.
B: Hello Jan. Yoshi here from Tenta Manufacturing.
A: Hi Yoshi. How can I help you?
B: We need 10,000 more of the 125Z components.
A: Sorry, (26)_____. I can't hear you. (27)_____ ?
B: 125Z components.
A: I still can't hear you very well. (28) _____ ?
B: Of course.
(Yoshi's phone rings)
A: Hi, Yoshi, Jan here, let's start again.
B: 125Z – 10,000 units and we also need some of the 253S plastic sheets
A: Sorry, I didn't (29)_____, it's a (30)_____. I don't know why.
B: 253S plastic sheets.
A: Right got that.

a) really terrible connection
b) it's a very bad line
c) catch that
d) Can I call you back
e) Could you speak up please

Test 4

Variant 1
Choose the correct alternative

A: As you know, today we are looking at ideas to improve job satisfaction. Okay, Geoff, (1)*you/come/with/what/up/did*?
B: Well, I think that the staff would be happier if their pay was increased first.
A: (2)*you/about/feel/how/this/do*, Tom?
C: Sorry, (3) *can't/Geoff/with/ agree/I.* My staff told me that what they want is more training.
B: Now, (4) *think/hold/you/don't/on* they'd want more money in their pockets first?
C: (5)*that/with/I/along/go/can't*. With better training, they'll earn more in the long run and have more chance of keeping their jobs.
A: (6)*view/this/your/on/what's*, Scott?
D: Well, (7)*agree/training/the/I/providing* is tailored to their specific needs. Otherwise they'll be even more unhappy.
A: (8)*more/agree/with/couldn't/you/I.* There's nothing worse than irrelevant training.

9. We've _____ that the risks are minimal so we're going ahead with the expansion plan.
   a) calculated b) weighed c) minimised d) faced
10. You can never really _____ all risks, but you can limit them.
   a) emanate b) encounter c) eliminate d) expect
11. Several people had accidents because of the faulty product. The company will have to pay product ____ costs.
   a) responsibility b) damages c) catastrophe d) liability
12. Once we have _____ any risks which may occur, we can then do everything we can to avoid them.
   a) identified b) insured c) reduced d) spread

Variant 1
Choose the correct alternative

1. I '*ll ask/'ll be asking* Mr Sato about the contract when I see him next.
2. By this time tomorrow, Ben *will sit/will be sitting* in the sun in southern Italy.
3. I'm afraid I'll miss the meeting*, I'll leave/'ll be leaving* for the airport at three.
4. I'm *sure I'll get/'ll be getting* a job soon, especially if I write a good CV.
5. Would you like a lift? *I'll go/'ll be going* past your hotel on my way home.
6. I'll be seeing Dan tomorrow , so *I'll tell/ 'll be telling* him the news then.
7. It's not certain, but it's likely that *I'll go/I'll be going* to China for my holiday this week.
8. What do you think you *will be doing/will do* a year from now?
9. 21. When we start doing business overseas we're likely to ____ many unfamiliar risks so we must be careful.
10. a) reduce b) gauge c) assess d) face
11. 22. We're taking a __ isk investing heavily in expansion in the current economic climate. We could lose everything.
12. a) potential b) tremendous c) miniscule d) immediate
13. 23. The chances of another ship sinking tomorrow are _____. It's just not going to happen again for a very long time.
14. a) negligible b) considerable c) substantial d) huge
15. 24. We need to _____ the pros and cons of this joint venture. Is it really as good as it seems to be?
16. a) encounter b) foresee c) evaluate d) anticipate

6 семестр

Типовая структура экзаменационного билета

Наименование	*Максимальное количество баллов*
Вопрос 1.	10
Вопрос 2.	10
Кейс 1.	20

Задания, включаемые в экзаменационный билет

Типовой перечень вопросов к экзамену:

1. What are the main areas of business communication? Speak about internal and external ways of communication.
2. What is the difference between face to face communication and written forms of communication? Give the advantages and disadvantages of both ways.
3. Does technology make communication easier? Give examples.
4. How do you understand the watchword “Think global, act local”? What are the methods and stages of entering overseas markets?
5. What is the image of Tod’s? What challenges have they faced entering new markets?
6. How can products be designed to be suitable for international markets?
7. Is business-to-business relationship important for doing business? Speak about networking events.
8. Speak about stakeholder theory. What is the effect of a large company’s activity on the places where it operates?
9. What advice would you give to someone trying to develop business relationships in China?
10. What are the success factors relating to people, products, companies and countries? What is the key to success?
11. What are the essential qualities of a successful business? Give example of a successful business and reasons for its success.
12. What can you say about such things as continuity, anticipation, contestation and mobility? What are the possible disadvantages of them?
13. Speak about different theories and factors that make people satisfied with their work and motivate them.
14. How have job priorities among employees have changed over the last 10 years?
15. What are the benefits of working for Marriot Hotels International?
16. What is the model for leadership in business? Speak about recent trends in leadership.
17. What are the qualities for a successful manager today, compared to the past?
18. Describe the management style of Anna Wintour. What are the advantages and disadvantages of her style?
19. Describe models for team roles and stages of team life.
20. Do attitudes to team-working vary in different countries? How can business build a successful team?
21. Why is it so popular to attend a cookery course as part of a team-building exercise? Give at least 5 reasons with explanations.
22. Define the process of raising finance from the point of view of business owner and from investor.

23. In which ways can a business raise finance, and what are the advantages and the disadvantages of each one.
24. Speak about the problems of raising finance from the “angel” networking clubs, bank finance and venture capital funds.
25. Give the tips how to achieve customer satisfaction and how to reduce customer defection?
26. How are customer service requirements changing? How to train staff to deal with demanding customers?
27. Give examples of different accidents in companies. What are the reasons, and what is the effect on companies? What should companies do deal with such situations.
28. What should companies do to prepare themselves to manage crisis, during the crisis and after it?
29. Give at least two examples of crises happened in different companies, how they deal with it and what lessons can be learned.
30. Speak about different hostile and friendly forms of cooperation between companies.
31. What are the reasons of mergers and acquisitions’ failure? What should companies do to succeed in business integration?
32. What do large companies have that smaller companies don’t? And, what values are transported from smaller companies to large multinationals?
33. How to manage payments? Speak about business development.

Типовые кейсы:

Кейс 1

Congress is right to be upset with America’s airlines

When politicians feel they must summon industry bosses and implore them to treat customers better, it is a sure sign that the market is not working as it should. On May 2nd, a Congressional committee pleaded with airline bosses to improve service or, by implication, face legislation to force them to be nicer. Flyers, said Bill Shuster, the Republican chairmen of the House transport committee, are “tired of being treated inappropriately and without courtesy. Something is broken, and the obvious divide between passengers and airlines needs to be addressed.” Fix it, he added, or “we are going to come and you’re not going to like it”.

Among the executives hair shirting it to Washington, DC were representatives from American Airlines, Delta, Southwest and Alaska Airlines, as well as Oscar Munoz (pictured), the boss of United, which has become the emblem of just how disdainful carriers have become towards their customers. In the face of repeated criticism from Congressmen, the airlines did their best to sound contrite. Mr Munoz again repeated his mantra that the recent controversy, when a doctor was dragged semi-conscious from the seat he had paid for to make way for airline staff, “is not who we are”. (Which, as arguments go, is among the most fallacious. Logically it boils down to: “we do not do the thing that we just admitted we did”.)

A couple of the airlines had turned up pre-armed. Last week, United published a 10-point plan on how to treat customers better, including stopping the practice of bumping passengers who do not agree to it. This will be achieved by overbooking fewer flights and lifting the cap on compensation for bumpees to $10,000 (a limit which, as we have explained, will never be reached). Southwest, which has revelled in United’s pain—one advert had the tagline “We beat the competition, not you”—has also unilaterally decided to stop overbooking flights.

Others, though, vowed to continue the practice. Alaska Airlines said that if it had stopped taking bookings once flights were full, it would have sold 675,000 fewer seats in 2016 (airlines bank on the fact that there will often be no-shows). This, goes the argument, would not only have hit profitability, but also raised fares.

Despite politicians’ bluster, there is a limit to what legislation can achieve. It might be appropriate to rule on what happens to a customer if they are denied a service they have paid for, as with involuntary bumping, but other ills are commercial decisions. Last year, for example, lawmakers mulled whether to mandate a minimum amount of legroom on planes. But, unless it becomes a safety

issue, that should be beyond government's remit. American Airlines recently admitted that it is cutting the pitch on some economy-class seats by up to two inches, to between 29"-30". That puts it in line with ultra-low-cost carriers, such as Spirit. But as long as it is upfront about it, that is its right. In a competitive market, the customer will decide where to spend his money. Where there is a gap in the market—a legion of flyers willing to pay a small premium for more comfort, for example—it will be filled. The same goes for much else the committee wrung its hands about, from baggage fees to a lack of space in the overhead bins.

The real trouble is that American aviation is not competitive. Consolidation has meant there are fewer big carriers, each with higher market share. That has allowed them to care little for the flyers they should be nurturing. At many airports, a single carrier has a near monopoly. (As our recent leader on the subject noted, at 40 of America's 100 biggest hubs, one airline accounts for more than half of capacity.) What is more, competitors from abroad are barred from disrupting the cosy status quo because of strict foreign ownership rules. That would be a far better thing for Congress to focus on. Imagine how long United and American would last in their current, disdainful guise if Emirates, Singapore Airlines or even Ryanair were allowed to compete against them for a share of the world's biggest domestic aviation market.

Кейс 2

Alitalia is bankrupt again. This time perhaps it's terminal

WHEN employees of Alitalia were offered the chance on April 25th to vote for pay cuts and redundancies to save the troubled airline, they refused the opportunity. In some ways it is difficult to blame them. After all, in the past they have been able to rely on the Italian government to come to the rescue of the country's flag carrier.

That may not happen this time. Alitalia has lost billions of euros over the past decade. (Indeed, over its 70-year history its accountants have barely had need for a black pen.) The firm had placed its hopes on a €2bn ($2.2bn) capitalisation plan. But that had been dependent on workers accepting cuts that were negotiated by the government and recommended by trade unions. With the workers' no vote, that cash is now off the table.

Alitalia has been here many times before. In 2008 it was placed into bankruptcy after plans for a sell-off were blocked. In 2014, with the airline on the verge of failing yet again, the government helped broker a deal with Etihad, a Middle Eastern superconnector, which took a 49% stake. A plan to make Alitalia profitable by 2017, however, proved wildly optimistic. Bloomberg reports that the carrier's share of the Italian market fell to just 18% in 2015, down from 23% in 2008; passenger numbers have fallen from 30m to 22m in a decade. With its high costs, it has struggled to compete with budget carriers on short-distance routes. Ryanair, an Irish airline, now has the largest market share in the country. On Alitalia's few remaining long-distance services—particularly to America—it must now compete with Emirates, which picks up passengers in Milan on its way from Dubai to New York, and Alitalia's partners in the SkyTeam alliance, Air France/KLM and Delta.

The chances of a reprieve this time around look slim. The Italian government says it will not encourage the nationalization of the firm, making bankruptcy likely. That does not necessarily mean that the airline will disappear. But if the firm avoids liquidation, an administrator will be given the power to sell many of its assets. A much smaller carrier will emerge. Luca Cordero Di Montezemolo, the firm's chairman, says it is to begin the process of naming an administrator shortly.

The loss of the airline would be a blow to national pride. The carrier first flew in 1947. It the papal airline of choice; Benedict XVI, offered prayers for it when it went bankrupt in 2008. The fate of up to 12,000 jobs also hang in the balance. For that reason a taxpayer-funded protection should not be discounted entirely; the government might yet wait first, as it has done so often before. It has already agreed a bridging loan of €300m-€400m, to keep Alitalia aloft in case a buyer can be found (although why any firm would want it is anyone's guess). But, having already spent around €7bn since

the 1970s trying to keep the firm from crashing, it seems patience has run out. The time may have come to park Alitalia in the hangar for good.

Кейс 3

New York may require Uber to provide an option to leave a tip.

UBER has many virtues. The ride-hailing app has disrupted the cosy taxi cartels that care little for customers; it has made travel around cities cheaper, more convenient and reliable; and it has called into question the notion that taxi drivers must be tipped simply for doing their job. Sadly, a proposal in New York might pose a serious threat to the last of these qualities.

Currently, Uber's smart phone app, which charges users automatically at the end of a journey, does not give the option of adding a tip. But Uber drivers in New York are petitioning officials to force the firm to change this. The chance to add a tip is already standard among many of the firm's competitors, including Lyft. The city's Taxi and Limousine Commission is hoping to write this approach into law. It will put forward a formal proposal in July.

Any such change in the rules would be a step back. The New York Times writes that there has "long been confusion" whether or not customers are supposed to tip Uber drivers (by handing over cash). That may be true. But if there is uncertainty, it should be cleared up in the opposite direction: to a default option not to tip any driver.

If tipping serves any purpose, it is to reward exceptional service. But what counts as going beyond the call of duty for a cabbie? Turning up on time? Not getting lost? Managing to avoid ploughing into the back of a bus? These are basic criteria of competence. But any driver who fulfills them (and many that don't) will be affronted unless given an extra 20% on top of the stated fare.

That is because tipping, particularly in America, has very little to do with the level of service. One study from 2000 found that differences in customer-service ratings accounted for only 1-5% of the variation in dining parties' tips. Instead, it is an unwarranted de facto surcharge. Despite what the smart phone will claim at the end of a ride, it will not be "optional". The system of gratuities works through social pressure. It is likely that tipping the Uber driver would soon become normalized. Once New York falls, many other cities will surely follow suit.

Uber itself has been non-committal on the New York proposal, at least in public. However, it may well see the lack of a tipping option as a competitive advantage, because it allows customers to bypass an unpopular and costly social norm with little guilt. But there is another side to the argument. "This rule proposal will be an important first step to improve earning potential in the for-hire vehicle industry," says Meera Joshi, the city's taxi commissioner. It may well be true that Uber drivers are poorly paid. However, the answer is to pay them—and charge its customers—fairly and transparently, not to leave it to the whim of riders to top wages up. History suggests that firms whose workers rely on tips tend to downgrade regular pay to account for the extras. As this blog has argued before, Americans are caught in a nasty cycle of low pay justifying tips and tips justifying low pay.

Кейс 4

Home-sharing sites are targeting business travelers

BUSINESS travel accounts for about a third of total travel spending in America, according to the United States Travel Association, an industry group. But Airbnb, a private firm which is probably the world's second most valuable hospitality provider after Marriott, gets less than 10% of its business from people travelling for work. As the San Francisco-based company continues to expand, it's pretty clear whom it will be targeting.

This week Airbnb is rolling out a new tool specifically for business travelers to book home rentals. All listings deemed "Business Travel Ready" (BTR) feature free Wi-Fi, a desk, soap, shampoo, a hairdryer, an iron and check-in with a doorman (or a digital lock). In other words, all the

basic amenities of a hotel. The tool also allows companies to track their spending, receive invoices directly, and manage employees' itineraries.

Even if it is still principally for vacationers, Airbnb has seen a surge in business travel use in the past several years. The company says that the number of business stays booked through the site tripled last year. It claims that employees of more than 250,000 companies now use Airbnb for work travel. That has spooked traditional hotels. Some have taken to imitating the home-rental service: earlier this year, Marriott unveiled a new suite concept that looks an awful lot like the sort of multi-bedroom apartment that can be booked via Airbnb.

For most business travelers, the new booking tool will not make much of a difference. It was already easy to seek out rentals suitable for business—to screen out, with a single click, bedrooms in shared houses or units without Wi-Fi. But it may go some way toward reassuring their employers. According to a survey from the Global Business Travel Association, 70% of corporate travel policies do not explicitly allow employees to use home-rental services. By centralizing the process for booking and payment, and perhaps by giving the Business Travel Ready stamp of approval, Airbnb might persuade some wary managers that it is as reliable an option as a hotel.

The trend toward home-sharing is hardly unique to Airbnb, or to America. Last week, Xiaozhu dubbed "China's Airbnb", announced its own class of rentals suitable for business travel. These have similar criteria to BTR—properties must have 24-hour check-in and an internet connection but differ in one important way: they must also be within a 10-minute walk of public transport. Xiaozhu is newer and smaller than its American rival, but already has a higher share of its bookings coming from business travelers: 15%, according to its chief executive.

Airbnb has its sceptics in the business travel world. Craig Fichtelberg, the president of AmTrav Corporate Travel, published an article earlier this month in Business Travel News under the headline "Business Travelers Expect Consistency That Airbnb Can't Deliver." Whether it is daily clean sheets and towels, a dry-cleaning service, a gym or a bar, argues Mr Fichtelberg, "hotels around the world have established a standard they all must maintain in order to attract business travelers".

Some will always prefer such dependability: a good hotel is the safer route to comfort. But for people who are on the road for long stretches at a time, the most persistent affliction can be a kind of homesickness—missing the ability to cook breakfast and dinner, to chat with neighbours, to experience a home's quirks and personality that even the finest hotel rooms lack. For these road-weary warriors, home-rental sites might be an increasingly attractive option. At least, Airbnb is betting that they will be.

Кейс 5

What it's like to be an 'Ads Quality Rater' in Wake of YouTube Ad Boycott

In the wake of a YouTube ad boycott that rocked the video platform earlier this year, when top marketers discovered that their ads were running against videos spouting hate-filled and extremist messaging, Wired has taken a deep dive into Google's ads quality raters. Ads quality raters are freelance workers employed by the company to police the more than 400 hours of content that are uploaded to YouTube every minute, in order to flag inappropriate videos for demonetization. Google has ramped up its use of such surveillance in recent months in order to assure marketers that their ad dollars are in safe hands.

Given the insurmountable onslaught of content uploaded to YouTube every minute, the main purpose of involving human eyeballs is ultimately to help train Google's A.I. by amassing data that it can "learn" from, according to Wired. But current and former ads quality raters say that, as Google has come to rely more and more on freelancers since trouble began in March, poor communication with the company, a lack of job security, and tough working conditions may be hindering their ability to assess content accurately.

"I'm worried if I take too long on too many videos in a row I'll get fired," one told Wired of pressing deadlines amid sky-high workloads. Several also said that, given a glut of increasingly

shocking and violent content, they need to take breaks after watching several hours of these videos in a row.

Google's ads quality rating program launched in 2004, according to Wired (Google purchased YouTube in 2006), and most contractors interviewed by the outlet were sourced by a hiring agency called Zero Chaos. Raters from Zero Chaos are hired on one-year contracts and must work at least 10 hours per week — but no more than 29 hours — for which they earn an hourly wage of $15. However, raters are prohibited from working other jobs at the same time. Many also complained about being fired abruptly and without reason, and of having no communication with Google throughout their tenures.

"The people at the other end of this pipeline in Mountain View are like the wizard behind the curtain," a former rater told Wired. "We would like very much to communicate with them, be real colleagues, but no."

"Google strives to work with vendors that have a strong track record of good working conditions," Chi Hea Cho, Google's director of global communications and public affairs for ads and commerce, told Wired of Zero Chaos. "When issues come to our attention, we alert these vendors about their employees' concerns and work with them to address any issues. We will look into this matter further."

Кейс 6

On New Planes, American Airlines Will Add Seats and Reduce Space

American Airlines plans to pack more seats on its new planes, reducing the space between rows from 31 to 29 inches in three rows and 30 inches elsewhere in the economy section.

The plan, to be introduced on the airline's new Boeing 737 Max models, would make American the first legacy carrier to creep closest to low-cost competitors like Spirit Airlines, which offers 28 inches of space between seats — a metric known as "pitch" — in economy.

Boeing's 737 Max is the next-generation 737, a model commonly used by American Airlines on domestic and near international destinations. The first four will arrive in the fall and feature slim seats that reduce seatback depth.

"People focus on the numbers, but the well-designed seats are set up to be space efficient and improve overall living space," said Josh Freed, a spokesman for the airline.

Thinner seats are quickly becoming the industry norm, and while they may give back some space, frequent fliers complain of discomfort.

"Airlines put in more seats by using seats with less padding, so that's not more comfortable for the customer," said Gary Leff, the author of the travel blog Viewfromthewing.com. "It's less legroom and more uncomfortable seats."

Not long ago, in the early 2000s, American advertised itself as the airline with more room throughout coach. Instead, the industry has had more success selling seats with extra legroom in new premium economy cabins, cramming the most-cost-sensitive passengers in tighter quarters in the back.

"The lesson was, only some people care enough about it to pay for it," said Seth Kaplan, managing partner with the industry publication Airline Weekly. "Most people just want safe, cheap transportation."

Whether other carriers will follow American's lead remains to be seen. Many expect United Airlines to make a similar move, given that its president, Scott Kirby, was, until August 2016, the president of American Airlines. United Airlines declined to comment.

On similar 737 economy configurations, according to SeatGuru, United offers 31 inches of pitch, Delta Air Lines 31 to 32 inches and Southwest 32 to 33 inches.

American's reward may be more revenue, but it could lose customers.

"Even if the average traveler doesn't pay attention to this and has an uncomfortable flight, major travel buyers with corporate contracts care about the experiences their travelers have and the airline may risk losing lucrative business travelers," Mr. Leff said.

Показатели и критерии оценивания планируемых результатов освоения компетенций и результатов обучения, шкала оценивания

Шкала оценивания		Формируемые компетенции	Индикатор достижения компетенции	Критерии оценивания	Уровень освоения компетенций
85 – 100 баллов	**«отлично»/ «зачтено»**	*УК-4. Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)*	*УК-4.1. Выбирает на государственном языке РФ и иностранном(-ых) языках коммуникативно приемлемые стиль и средства взаимодействия в общении с деловыми партнерами*	**Знает верно и в полном объеме:** *нормы устной речи, принятые в профессиональной среде*	**Продвинутый**
				Умеет верно и в полном объеме: *выбирать стиль общения на государственном языке РФ и иностранном языке применительно к ситуации взаимодействия; владеть иностранным языком на уровне, необходимо и достаточном для общения в профессиональной среде*	
			УК-4.2. Ведет деловую переписку на государственном языке РФ и иностранном(-ых) языках	**Знает верно и в полном объеме:** *нормы письменной речи, принятые в профессиональной среде*	
				Умеет верно и в полном объеме: *вести деловую переписку на государственном языке РФ и/или иностранном языке*	
			УК-4.3. Использует диалог для сотрудничества в социальной и профессиональной сферах	**Умеет верно и в полном объеме:** *-владеть нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия; -выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи*	
		ПК-1.- Способен осуществлять	*ПК-1.2. Проводит мониторинг*	**Знает верно и в полном объеме:** *-нормативную базу в*	

Шкала оценивания		Формируемые компетенции	Индикатор достижения компетенции	Критерии оценивания	Уровень освоения компетенций
		мониторинг конъюнктуры рынка банковских услуг, рынка ценных бумаг, иностранной валюты, товарно-сырьевых рынков	*информационных источников финансовой информации, анализ состояния и прогнозирование изменений инвестиционного и информационного рынков*	*области финансовой деятельности; основные мировые и российские тенденции изменения законодательства, регулирующего финансовую деятельность; -технологии сбора первичной финансовой информации; методы сбора, обработки и анализа информации с применением современных средств связи, аппаратно-технических средств и компьютерных технологий; -основы инвестиционного менеджмента и инвестиционного маркетинга.*	
				Умеет верно и в полном объеме: *-получать, интерпретировать и документировать результаты исследований; -применять универсальное и специализированное программное обеспечение, необходимое для сбора и анализа информации; -работать в автоматизированных системах информационного обеспечения профессиональной деятельности*	
70 – 84 баллов	**«хорошо»/ «зачтено»**	*УК-4. Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и*	*УК-4.1. Выбирает на государственном языке РФ и иностранном(-ых) языках коммуникативно приемлемые стиль и средства взаимодействия в общении с*	**Знает с незначительными замечаниями:** *нормы устной речи, принятые в профессиональной среде*	**Повышенный**
				Умеет с незначительными замечаниями: *-выбирать стиль общения на*	

Шкала оценивания		Формируемые компетенции	Индикатор достижения компетенции	Критерии оценивания	Уровень освоения компетенций
		иностранном(ых) языке(ах)	*деловыми партнерами*	*государственном языке РФ и иностранном языке применительно к ситуации взаимодействия;* *-владеть иностранным языком на уровне, необходимо и достаточном для общения в профессиональной среде*	
			УК-4.2. Ведет деловую переписку на государственном языке РФ и иностранном(-ых) языках	**Знает с незначительными замечаниями:** *нормы письменной речи, принятые в профессиональной среде*	
				Умеет с незначительными замечаниями: *вести деловую переписку на государственном языке РФ и/или иностранном языке*	
			УК-4.3. Использует диалог для сотрудничества в социальной и профессиональной сферах	**Умеет с незначительными замечаниями:** *-владеть нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия;* *-выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи*	
		ПК-1.- Способен осуществлять мониторинг конъюнктуры рынка банковских услуг, рынка ценных бумаг, иностранной валюты, товарно-сырьевых	*ПК-1.2. Проводит мониторинг информационных источников финансовой информации, анализ состояния и прогнозирование изменений инвестиционного и*	**Знает с незначительными замечаниями:** *-нормативную базу в области финансовой деятельности;* *основные мировые и российские тенденции изменения законодательства, регулирующего финансовую деятельность;*	

Шкала оценивания		Формируемые компетенции	Индикатор достижения компетенции	Критерии оценивания	Уровень освоения компетенций
		рынков	*информационного рынков*	*-технологии сбора первичной финансовой информации; методы сбора, обработки и анализа информации с применением современных средств связи, аппаратно-технических средств и компьютерных технологий;* *-основы инвестиционного менеджмента и инвестиционного маркетинга.*	
				Умеет с незначительными замечаниями: *-получать, интерпретировать и документировать результаты исследований;* *-применять универсальное и специализированное программное обеспечение, необходимое для сбора и анализа информации;* *-работать в автоматизированных системах информационного обеспечения профессиональной деятельности*	
50 – 69 баллов	**«удовлетворительно»/ «зачтено»**	*УК-4. Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)*	*УК-4.1. Выбирает на государственном языке РФ и иностранном(-ых) языках коммуникативно приемлемые стиль и средства взаимодействия в общении с деловыми партнерами*	**Знает на базовом уровне, с ошибками:** *нормы устной речи, принятые в профессиональной среде*	**Базовый**
				Умеет на базовом уровне, с ошибками: *выбирать стиль общения на государственном языке РФ и иностранном языке применительно к ситуации взаимодействия; владеть иностранным языком на уровне, необходимо и достаточном для*	

Шкала оценивания		Формируемые компетенции	Индикатор достижения компетенции	Критерии оценивания	Уровень освоения компетенций
				общения в профессиональной среде	
			УК-4.2. Ведет деловую переписку на государственном языке РФ и иностранном(-ых) языках	**Знает на базовом уровне, с ошибками:** *нормы письменной речи, принятые в профессиональной среде*	
				Умеет на базовом уровне, с ошибками: *вести деловую переписку на государственном языке РФ и/или иностранном языке*	
			УК-4.3. Использует диалог для сотрудничества в социальной и профессиональной сферах	**Умеет на базовом уровне, с ошибками:** *-владеть нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия; -выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи*	
		ПК-1.- Способен осуществлять мониторинг конъюнктуры рынка банковских услуг, рынка ценных бумаг, иностранной валюты, товарно-сырьевых рынков	*ПК-1.2. Проводит мониторинг информационных источников финансовой информации, анализ состояния и прогнозирование изменений инвестиционного и информационного рынков*	**Знает на базовом уровне, с ошибками:** *-нормативную базу в области финансовой деятельности; основные мировые и российские тенденции изменения законодательства, регулирующего финансовую деятельность; -технологии сбора первичной финансовой информации; методы сбора, обработки и анализа информации с применением современных средств связи, аппаратно-технических средств и компьютерных технологий; -основы инвестиционного*	

Шкала оценивания		Формируемые компетенции	Индикатор достижения компетенции	Критерии оценивания	Уровень освоения компетенций
				менеджмента и инвестиционного маркетинга.	
				Умеет на базовом уровне, с ошибками: *-получать, интерпретировать и документировать результаты исследований; -применять универсальное и специализированное программное обеспечение, необходимое для сбора и анализа информации; -работать в автоматизированных системах информационного обеспечения профессиональной деятельности*	
менее 50 баллов	**«неудовлетворительно»/ «не зачтено»**	*УК-4. Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)*	*УК-4.1. Выбирает на государственном языке РФ и иностранном(-ых) языках коммуникативно приемлемые стиль и средства взаимодействия в общении с деловыми партнерами*	**Не знает на базовом уровне:** *нормы устной речи, принятые в профессиональной среде*	**Компетенции не сформированы**
				Не умеет на базовом уровне: *-выбирать стиль общения на государственном языке РФ и иностранном языке применительно к ситуации взаимодействия; -владеть иностранным языком на уровне, необходимо и достаточном для общения в профессиональной среде*	
			УК-4.2. Ведет деловую переписку на государственном языке РФ и иностранном(-ых) языках	**Не знает на базовом уровне:** *нормы письменной речи, принятые в профессиональной среде*	
				Не умеет на базовом уровне: *вести деловую переписку на государственном языке РФ и/или*	

Шкала оценивания		Формируемые компетенции	Индикатор достижения компетенции	Критерии оценивания	Уровень освоения компетенций
				иностранном языке	
			УК-4.3. Использует диалог для сотрудничества в социальной и профессиональной сферах	**Не умеет на базовом уровне:** владеть *нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия; выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи*	
		ПК-1.- Способен осуществлять мониторинг конъюнктуры рынка банковских услуг, рынка ценных бумаг, иностранной валюты, товарно-сырьевых рынков	*ПК-1.2. Проводит мониторинг информационных источников финансовой информации, анализ состояния и прогнозирование изменений инвестиционного и информационного рынков*	**Не знает на базовом уровне:** *-нормативную базу в области финансовой деятельности; основные мировые и российские тенденции изменения законодательства, регулирующего финансовую деятельность; -технологии сбора первичной финансовой информации; методы сбора, обработки и анализа информации с применением современных средств связи, аппаратно-технических средств и компьютерных технологий; -основы инвестиционного менеджмента и инвестиционного маркетинга.*	
				Не умеет на базовом уровне: *-получать, интерпретировать и документировать результаты исследований; -применять универсальное и специализированное программное*	

Шкала оценивания		Формируемые компетенции	Индикатор достижения компетенции	Критерии оценивания	Уровень освоения компетенций
				обеспечение, необходимое для сбора и анализа информации; *-работать в автоматизированных системах информационного обеспечения профессиональной деятельности*	