

Министерство сельского хозяйства Российской Федерации  
федеральное государственное бюджетное образовательное учреждение  
высшего образования  
«Санкт-Петербургский государственный аграрный университет»

Институт экономики и управления  
Кафедра государственного и муниципального управления

**ОЦЕНОЧНЫЕ МАТЕРИАЛЫ**  
**текущего контроля/промежуточной аттестации обучающихся при**  
**освоении ОПОП ВО**

по дисциплине  
*«Иностранный язык»*

Уровень высшего образования  
БАКАЛАВРИАТ

**Направление подготовки**  
38.03.04 Государственное и муниципальное управление

**Направленность образовательной программы (профиль)**  
Государственное и муниципальное управление

**Формы обучения**  
очная, очно-заочная

Год начала подготовки – 2025

Санкт-Петербург  
2025 г.

# 1. ПАСПОРТ ФОНДА ОЦЕНОЧНЫХ СРЕДСТВ

Таблица 1

№	Формируемые компетенции	Контролируемые разделы (темы) дисциплины	Оценочное средство
УК-4. Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)			
1.	ИУК-4.1 Выбирает стиль общения, вербальные и невербальные средства взаимодействия на государственном языке Российской Федерации и иностранном(ых) языке(ах)		
	З-ИУК4.1 Знает: стили общения, вербальные и невербальные средства взаимодействия на государственном языке Российской Федерации и иностранном(ых) языке(ах).	Тема 1,3,4,7,10,11	Коллоквиум Тесты Контрольная работа
	У-ИУК4.1 Умеет: выбирать стили общения, вербальные и невербальные средства взаимодействия.		
	В-ИУК4.1 Владеет: стилями общения, вербальными и невербальными средствами взаимодействия на государственном языке Российской Федерации и иностранном(ых) языке(ах).		
2.	ИУК-4.2 <i>Использует информационно-коммуникационные технологии при поиске необходимой информации в процессе решения стандартных коммуникативных задач на государственном языке Российской Федерации и иностранном(ых) языке(ах)</i>		
	З-ИУК4.2 Знает: информационно-коммуникационные технологии в процессе решения стандартных коммуникативных задач на государственном языке Российской Федерации и иностранном(ых) языке(ах).	Тема 1,4,6,7,8,9,10,11	Коллоквиум
	У-ИУК4.2 Умеет: применять информационно-коммуникационные технологии при поиске необходимой информации в процессе решения стандартных коммуникативных задач.		
	В-ИУК4.2 Владеет: технологиями поиска необходимой информации в процессе решения стандартных коммуникативных задач на		

	государственном языке Российской Федерации и иностранном(ых) языке(ах).		
3.	ИУК-4.3 <i>Ведет деловую переписку с учетом особенностей стилистики официальных и неофициальных писем и социокультурных различий на государственном языке Российской Федерации и иностранном(ых) языке(ах)</i>		
	<b>З-ИУК4.3</b> Знает: основы и особенности переписки на иностранном языке.	Тема 2,5,8,12	Тест Коллоквиум контрольная работа
	<b>У-ИУК4.3</b> Умеет: вести деловую переписку, воспринимать и использовать информацию на государственном языке Российской Федерации и иностранном(ых) языке(ах).		
	<b>В-ИУК4.3</b> Владеет: технологиями построения деловой коммуникации на государственном языке Российской Федерации и иностранном(ых) языке(ах).		
4.	ИУК-4.4 <i>Демонстрирует умение выполнять перевод текстов общей и профессиональной направленности с иностранного(ых) языка(ах) на государственный язык Российской Федерации, с государственного языка Российской Федерации на иностранный(ые) язык(и)</i>		
	<b>З-ИУК4.4</b> Знает: нормы и методы обмена деловой информацией в устной и письменной формах на государственном языке Российской Федерации.	Тема 2,5,9, 3, 6	Тест Коллоквиум Контрольная работа
	<b>У-ИУК4.4.</b> Умеет: находить, воспринимать и использовать информацию на государственном, полученную из печатных и электронных источников для решения стандартных коммуникативных задач; использовать различные формы, виды устной и письменной коммуникации.		
	<b>В-ИУК4.4</b> Владеет: технологиями построения деловой коммуникации на государственном языке и на иностранных языках.		

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## 2. ПРИМЕРНЫЙ ПЕРЕЧЕНЬ ОЦЕНОЧНЫХ СРЕДСТВ

Таблица 2

№	Наименование оценочного средства	Краткая характеристика оценочного средства	Представление оценочного средства в фонде
<b>Проверка знаний</b>			
1.	Коллоквиум	Средство контроля усвоения учебного материала темы, раздела или разделов дисциплины, организованное как учебное занятие в виде собеседования преподавателя с обучающимися	Вопросы по темам/разделам дисциплины
2.	Тест	Система стандартизированных заданий, позволяющая автоматизировать процедуру измерения уровня знаний и умений обучающегося	Фонд тестовых заданий
<b>Проверка умений</b>			
3.	Коллоквиум	Проблемное задание, в котором обучающемуся предлагают осмыслить реальную профессионально-ориентированную ситуацию, необходимую для решения данной проблемы.	Вопросы по темам/разделам дисциплины
4.	Тест	Продукт самостоятельной работы студента представляющий собой публичное выступление по представлению полученных результатов решения определенной учебно-практической, учебно-исследовательской или научной темы.	Фонд тестовых заданий
<b>Проверка навыков</b>			
5.	Коллоквиум	Средство оценки умения применять полученные теоретические знания в практической ситуации. Задача (задание) должна быть направлена на оценивание тех компетенций, которые подлежат освоению в данной дисциплине, должна содержать четкую инструкцию по выполнению или алгоритм действий	Вопросы по темам/разделам дисциплины
6	Тест	Частично регламентированное задание, имеющее нестандартное решение и позволяющее диагностировать умения, интегрировать знания различных областей. Практические вопросы могут выполняться в индивидуальном порядке или группой обучающихся.	Фонд тестовых заданий

### 3. ПОКАЗАТЕЛИ И КРИТЕРИИ ОЦЕНИВАНИЯ КОМПЕТЕНЦИЙ НА РАЗЛИЧНЫХ ЭТАПАХ ИХ ФОРМИРОВАНИЯ, ОПИСАНИЕ ШКАЛ ОЦЕНИВАНИЯ

Таблица 3

Планируемые результаты освоения компетенции	Уровень освоения				Оценочное средство
	неудовлетворительный	удовлетворительно	хорошо	отлично	
ИУК-4.1 Выбирает стиль общения, вербальные и невербальные средства взаимодействия на государственном языке Российской Федерации и иностранном(ых) языке(ах)					
3-ИУК4.1 Знает: стили общения, вербальные и невербальные средства взаимодействия на государственном языке Российской Федерации и иностранном(ых) языке(ах).	Уровень знаний ниже минимальных требований, имели место грубые ошибки	Минимально допустимый уровень знаний, допущено много негрубых ошибок	Уровень знаний в объеме, соответствующем программе подготовки, допущено несколько негрубых ошибок	Уровень знаний в объеме, соответствующем программе подготовки, без ошибок.	Тест Коллоквиум Контрольная работа
У-ИУК4.1 Умеет: выбирать стили общения, вербальные и невербальные средства взаимодействия.	При решении стандартных задач не продемонстрированы основные умения, имели место грубые ошибки	Продemonстрированы основные умения, решены типовые задачи с негрубыми ошибками, выполнены все задания, но не в полном объеме	Продemonстрированы все основные умения, решены все основные задачи с негрубыми ошибками, выполнены все задания в полном объеме, но некоторые с недочетами	Продemonстрированы все основные умения, решены все основные задачи с отдельными несущественными недочетами, выполнены все задания в полном объеме	
В-ИУК4.1 Владеет: стилями общения, вербальными и невербальными средствами взаимодействия на государственном языке Российской Федерации и	При решении стандартных задач не продемонстрированы базовые навыки, имели место грубые ошибки	Имеется минимальный набор навыков для решения стандартных задач с некоторыми недочетами	Продemonстрированы базовые навыки при решении стандартных задач с некоторыми недочетами	Продemonстрированы навыки при решении нестандартных задач без ошибок и недочетов	

иностранном(ых) языке(ах).					
ИУК-4.2					
Использует информационно-коммуникационные технологии при поиске необходимой информации в процессе решения стандартных коммуникативных задач на государственном языке Российской Федерации и иностранном(ых) языке(ах)					
3-ИУК4.2 Знает: информационно-коммуникационные технологии в процессе решения стандартных коммуникативных задач на государственном языке Российской Федерации и иностранном(ых) языке(ах).	Уровень знаний ниже минимальных требований, имели место грубые ошибки	Минимально допустимый уровень знаний, допущено много негрубых ошибок	Уровень знаний в объеме, соответствующем программе подготовки, допущено несколько негрубых ошибок	Уровень знаний в объеме, соответствующем программе подготовки, без ошибок.	Тест Коллоквиум Контрольная работа
У-ИУК4.2 Умеет: применять информационно-коммуникационные технологии при поиске необходимой информации в процессе решения стандартных коммуникативных задач.	При решении стандартных задач не продемонстрированы основные умения, имели место грубые ошибки	Продemonстрированы основные умения, решены типовые задачи с негрубыми ошибками, выполнены все задания, но не в полном объеме	Продemonстрированы все основные умения, решены все основные задачи с негрубыми ошибками, выполнены все задания в полном объеме, но некоторые с недочетами	Продemonстрированы все основные умения, решены все основные задачи с отдельными несущественными недочетами, выполнены все задания в полном объеме	
В-ИУК4.2 Владеет: технологиями поиска необходимой информации в процессе решения стандартных коммуникативных задач на государственном языке Российской Федерации и иностранном(ых) языке(ах.).	При решении стандартных задач не продемонстрированы базовые навыки, имели место грубые ошибки	Имеется минимальный набор навыков для решения стандартных задач с некоторыми недочетами	Продemonстрированы базовые навыки при решении стандартных задач с некоторыми недочетами	Продemonстрированы навыки при решении нестандартных задач без ошибок и недочетов	
ИУК-4.3 Ведет деловую переписку с учетом особенностей стилистики официальных и неофициальных писем и социокультурных различий на					

государственном языке Российской Федерации и иностранном(ых) языке(ах)					
3-ИУК4.3 Знает: основы и особенности переписки на иностранном языке.	Уровень знаний ниже минимальных требований, имели место грубые ошибки	Минимально допустимый уровень знаний, допущено много негрубых ошибок	Уровень знаний в объеме, соответствующем программе подготовки, допущено несколько негрубых ошибок	Уровень знаний в объеме, соответствующем программе подготовки, без ошибок.	Тест Коллоквиум Контрольная работа
У-ИУК4.3 Умеет: вести деловую переписку, воспринимать и использовать информацию на государственном языке Российской Федерации и иностранном(ых) языке(ах).	При решении стандартных задач не продемонстрированы основные умения, имели место грубые ошибки	Продemonстрированы основные умения, решены типовые задачи с негрубыми ошибками, выполнены все задания, но не в полном объеме	Продemonстрированы все основные умения, решены все основные задачи с негрубыми ошибками, выполнены все задания в полном объеме, но некоторые с недочетами	Продemonстрированы все основные умения, решены все основные задачи с отдельными несущественными недочетами, выполнены все задания в полном объеме	
В-ИУК4.3 Владеет: технологиями построения деловой коммуникации на государственном языке Российской Федерации и иностранном(ых) языке(ах).	При решении стандартных задач не продемонстрированы базовые навыки, имели место грубые ошибки	Имеется минимальный набор навыков для решения стандартных задач с некоторыми недочетами	Продemonстрированы базовые навыки при решении стандартных задач с некоторыми недочетами	Продemonстрированы навыки при решении нестандартных задач без ошибок и недочетов	
ИУК-4.4 Демонстрирует умение выполнять перевод текстов общей и профессиональной направленности с иностранного(ых) языка(ах) на государственный язык Российской Федерации, с государственного языка Российской Федерации на иностранный(ые) язык(и)					
3-ИУК4.4 Знает: нормы и методы обмена деловой информацией в устной и	Уровень знаний ниже минимальных требований, имели	Минимально допустимый уровень знаний,	Уровень знаний в объеме, соответствующем	Уровень знаний в объеме, соответствующем	Тест Коллоквиум Контрольная

письменной формах на государственном языке Российской Федерации.	место грубые ошибки	допущено много негрубых ошибок	программе подготовки, допущено несколько негрубых ошибок	программе подготовки, без ошибок.	работа
<p>У-ИУК4.4.</p> <p>Умеет: находить, воспринимать и использовать информацию на государственном, полученную из печатных и электронных источников для решения стандартных коммуникативных задач; использовать различные формы, виды устной и письменной коммуникации.</p>	<p>При решении стандартных задач не продемонстрированы основные умения, имели место грубые ошибки</p>	<p>Продemonстрированы основные умения, решены типовые задачи с негрубыми ошибками, выполнены все задания, но не в полном объеме</p>	<p>Продemonстрированы все основные умения, решены все основные задачи с негрубыми ошибками, выполнены все задания в полном объеме, но некоторые с недочетами</p>	<p>Продemonстрированы все основные умения, решены все основные задачи с отдельными несущественными недочетами, выполнены все задания в полном объеме</p>	
<p>В-ИУК4.4</p> <p>Владеет: технологиями построения деловой коммуникации на государственном языке и на иностранных языках.</p>	<p>При решении стандартных задач не продемонстрированы базовые навыки, имели место грубые ошибки</p>	<p>Имеется минимальный набор навыков для решения стандартных задач с некоторыми недочетами</p>	<p>Продemonстрированы базовые навыки при решении стандартных задач с некоторыми недочетами</p>	<p>Продemonстрированы навыки при решении нестандартных задач без ошибок и недочетов</p>	



## **4. ПЕРЕЧЕНЬ КОНТРОЛЬНЫХ ЗАДАНИЙ И ИНЫХ МАТЕРИАЛОВ, НЕОБХОДИМЫХ ДЛЯ ОЦЕНКИ ЗНАНИЙ, УМЕНИЙ, НАВЫКОВ И ОПЫТА ДЕЯТЕЛЬНОСТИ**

### **4.1. Типовые задания для текущего контроля успеваемости**

#### **4.1.1. Вопросы для коллоквиума**

ИУК-4.1

устанавливает и

поддерживает профессиональные контакты в соответствии с потребностями профессиональной деятельности)

З-ИУК4.1

Знать: государственные нормы и принципы составления академических текстов и деловой документации

1. Answer the question: What kind of questions are posed before managers and management in the course of their work?

2. Answer the question: What does the success or failure of different organizations depend on?

3. Answer the question: What term does the word "manage" come from?

4. Answer the question: What type of resources are involved in the process of management?

5. Answer the question: How do you understand the phrase "management is the art of getting things done through people"?

У-ИУК4.1

Уметь: составлять академические тексты и деловую документацию с учетом специфики или сферы употребления, в том числе на иностранном(ых) языке(ах)

1. Answer the question: How else is management thought of and regarded?

2. Answer the question: How does the Harvard Business School define a manager?

3. Answer the question: Does Peter Drucker's definition differ much from the previous one?

4. Answer the question: Which other functions and activities does the Australian Institute of Management add to the first two?

5. Answer the question: If a manager is part of the organization's team? what is he/she accountable of first of all?

В-ИУК4.1

Владеть: навыками составления академических текстов и деловой документации с учетом специфики или сферы употребления, в том числе на иностранном(ых) языке(ах)

1. Answer the question: What else are managers responsible for?

2. Answer the question: Is managing change within organization as difficult as other activities? If so? why?

3. Answer the question: Why is it important for any manager to stand back from his profession in order to look at the business objectively?

4. Answer the question: Is management an art or a science? Give your reasons.

5. Answer the question: Are managers born or made?

ИУК-4.2

Принимает участие в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах) З-ИУК4.2

Знать: общие подходы и требования к участию в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах)

1. Answer the question: What innate qualities should a manager have?

2. Answer the question: What is the role of training and planned activity in a fascinating management career?

3. Answer the question: What do you understand by the term "management". Explain, using your own words.

4. Answer the question: What is the definition of a term "manager" and what are his/her responsibilities?
5. Answer the question: What difficulties might confront a manager today?

У-ИУК4.2

Уметь: аргументировать свое мнение в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах), при представлении результатов профессиональной деятельности

1. Answer the question: What period of history do some writers trace back the development of management through to?
2. Answer the question: What problems with workforce did slave-owners face through centuries?
3. Answer the question: What kind of innovations in ancient times helped to provide tools for management, planning and control?
4. Answer the question: When did modern management begin to be developed as a discipline?
5. Answer the question: What are the names of classical economists and what were the basic management issues they provided?

В-ИУК4.2

Владеть: навыками презентации результатов профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

1. Answer the question: What other elements were developed by economists about the same time?
2. Answer the question: When was the first tertiary level course in management introduced and by whom?
3. Answer the question: When were the first steps made to place management on a thoroughly scientific basis? What are the first examples?
4. Answer the question: What allowed managers and management to peddle their wares in the XX century?
5. Answer the question: Why do observers in the XXI century find it more and more difficult to subdivide management into functional categories in the way it was done in the XX century?

ИУК-4.3

представляет результаты профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

З-ИУК4.3

формы и виды представления результатов профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

1. Answer the question: What are the demands placed on managers by different sectors? What can happen if managers fail to convince employees of the advantages of staying rather than leaving?
2. Answer the question: What other task is placed on managers if they want to succeed?
3. Answer the question: What was the first tertiary level course in management? When was it introduced and why?
4. Answer the question: What were the two earliest groups of contributors to the understanding of the management theories?
5. Answer the question: What was the concern of the "resultant" theories of management?

У-ИУК4.3

логично и последовательно представить результаты проведенного исследования в виде доклада или статьи, в том числе на иностранном(ых) языке(ах)      навыками

1. Answer the question: What was the classical approach to management primarily concerned with?
2. Answer the question: What issues were of the utmost importance in the achievement of an effective organization?
3. Answer the question: Which method is connected with improving labour productivity and coined the idea? What is the gist of the idea?
4. Answer the question: What was Henry Fayol version of the functions of management?
5. Answer the question: How many principles of Scientific Management did Taylor develop? Tell about these principles in more detail.

В-ИУК4.3

представления результатов научной деятельности, в том числе на иностранном(ых) языке(ах)

1. Answer the question: What difficulties might confront a manager today, if he or she tried to implement Fayol's principles of management as they were originally stated?
2. Answer the question: How would you summarize the principal effects of scientific management on (a) managers and (b) employees?
3. Answer the question: What theory was developed by a German sociologist Max Weber? What were its distinguishing features?
4. Answer the question: How did Max Weber characterize the preceding authority structures?
5. Answer the question: In which case does bureaucracy become inefficient according to Weber?

ИУК-4.4 аргументированно отстаивает свое мнение в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах)

#### 3-ИУК4.4

особенности научного стиля речи, принципы построения научного диалога в устной и письменной форме, в том числе на иностранном(ых) языке(ах) навыками

1. Answer the question: What are the attributes of modern bureaucracy?
2. Answer the question: What are the four bureaucracy concerns in Max Weber's analysis?
3. Answer the question: Try to name and explain seven principles which govern a bureaucratic organization.
4. Answer the question: What are the rights and duties of a bureaucratic official?
5. Answer the question: Give a brief description of one of the most successful business person. What is the secret of his/her success?

У-ИУК4.4. грамотно аргументировать свое мнение в рамках ведения академических и профессиональных дискуссий, в том числе на иностранном(ых) языке(ах)

1. Answer the question: What can happen to the vertical hierarchy of authority?
2. Answer the question: How can competences degenerate?
3. Answer the question: What kind of degenerations can appear in the bureaucratic system and what can they lead to?
4. Answer the question: What was the starting point of the research of the early social scientists?
5. Answer the question: What were subsequent theorists interested in and what issues did they concentrate their attention on?

В-ИУК4.4 логично и последовательно

аргументирования ведения спора в форматах академической и профессиональной дискуссии, в том числе на иностранном(ых) языке(ах)

1. Answer the question: What were the labels assigned to the early social scientists?
2. Answer the question: What was the fundamental idea behind the human relations approach to management?
3. Answer the question: Why was Professor Elton Mayo considered to be the leading figure in this school and who were his followers?
4. Answer the question: What did the original Hawthorne research and in which cases was it true? What were the dominant causes of productivity changes?
5. Answer the question: What was the basis of a group of social scientists whose work was grounded on the idea of organizations as social systems?

## 4.1.2. Темы контрольных работ

### ИУК-4.1

устанавливает и

поддерживает профессиональные контакты в соответствии с потребностями профессиональной деятельности)

#### З-ИУК4.1

Знать: государственные нормы и принципы составления академических текстов и деловой документации

1. Develop the idea: To what extent is micro-electronic technology a key factor in triggering change in the way companies compete in a global marketplace?
2. Develop the idea: Why the international firms concentrating their attention on developing a vision, creating a climate of excellence, and "empowering" their employees?
3. What issues of work structuring and management style would an Anglo Business (e.g. British) need to consider if opening up a manufacturing plant in South Korea for example?
4. Select four different cultural attitudes to the organization of work, and discuss their implications for a multinational company.
5. Why is it advisable for employers to establish clear ground-rules for employees who have access to email and the Internet? How would you personally describe the term "electronic office"?

#### У-ИУК4.1

Уметь: составлять академические тексты и деловую документацию с учетом специфики или сферы употребления, в том числе на иностранном(ых) языке(ах)

1. Discuss: Given the power and portability of modern lap-top computers and mobile telephones, why should business organizations continue to invest in offices?
2. List six fundamental skills and comment on each of them.
3. Develop the idea: What are the six fundamental managerial skills that insure success in today's business world and that are taught in most business schools?
4. Name another group of six New Age skills to achieve corporate excellence in the dynamic future and to harmoniously orchestrate strategy in corporate culture.
5. Discuss: What do quantitative and qualitative methods of risk analysis include?

#### В-ИУК4.1

Владеть: навыками составления академических текстов и деловой документации с учетом специфики или сферы употребления, в том числе на иностранном(ых) языке(ах)

1. Discuss: What is the advantage to the student of management of considering managerial roles rather than managerial functions in analyzing the process of management?
2. List and describe the basic elements (functions) of management.
3. Discuss: Is there any point in considering the elements (functions) of which management is composed?
4. List and describe different management styles.
5. Using your own words discuss advantages and disadvantages of each type of management style.

### ИУК-4.2

Принимает участие в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах) З-ИУК4.2

Знать: общие подходы и требования к участию в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах)

1. Develop the idea: What does organizing involve? What is the purpose of an organizational structure?
2. Explain the idea: Why is an effective organization structure not an easy managerial task?
3. How would you describe the benefits of partnership over sole trader-ship?
4. Discuss: Why do some people prefer to establish a registered cooperative enterprise rather than, say, a private limited company?
5. A national, single-product manufacturing company is about to take over a smaller, but more diversified, rival, which has one-third of its productive capacity overseas. Advise the managing director of the new group about the alternative organization structures which could best serve the company's increased size and scope. State the pros and cons of each alternative.

#### У-ИУК4.2

Уметь: аргументировать свое мнение в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах), при представлении результатов профессиональной деятельности

1. Discuss: What are the benefits of corporate planning of the organization?
2. Discuss: What are the policies at whom benefits of corporate planning are directed? Why are they of importance to an organization?
3. Discuss: In what way might the corporate objectives of a local authority differ from those of a merchant bank (or similar commercial enterprise)?
4. Discuss: Why may it be dangerous to consider Management by Objectives as a system of management rather than as a Management technique?
5. Discuss: In what ways might an organization's policies and procedures both reflect and help to shape the organization's culture?

В-ИУК4.2

Владеть: навыками презентации результатов профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

1. Discuss: What are the visible aspects of an organization's life that might lead an interested outsider to get an idea of its culture?
2. Select four different cultural attitudes to the organization of work, and discuss their implications for a multinational company.
3. Discuss: What issues need to be resolved by managers undertaking a strategic review of their organization?
4. Discuss: What practical difficulties are managers likely to face when attempting to redesign work and jobs?
5. Discuss: How would you describe the benefits of more effective time-management for persons in management positions?

ИУК-4.3

представляет результаты профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

З-ИУК4.3

формы и виды представления результатов профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

1. Discuss: In what way could you argue that Covey's Seven Habits suggest a new way forward for achieving personal success?
2. Develop a topic: How do different organizations treat change?
3. Develop a topic: How to respond to changes brought about by a crisis?
4. Discuss: What are the main concepts dealt with in the process of delegation?
5. Discuss: What factors would influence your decision to delegate work to a subordinate?

У-ИУК4.3

логично и последовательно представить результаты проведенного исследования в виде доклада или статьи, в том числе на иностранном(ых) языке(ах)      навыками

1. Discuss: Why doesn't delegation come easily to most managers?
2. In your own words, describe the sequence of events which lead to successful decision-making illustrating your answer with an example taken from an organization you are familiar with.
3. Explain a theoretical model of decision process.
4. Name and describe types of decisions.
5. Explain the Japanese decision-making style. Compare it to American decision-making style.

В-ИУК4.3

представления результатов научной деятельности, в том числе на иностранном(ых) языке(ах)

1. Describe the main principles and recommendations how to lead negotiations. Give recommendations how to reach negotiating agreement.
2. Give recommendations as how to behave during the negotiation process.
3. Discuss: Is it easy to do well in negotiation process? What do standard strategies for negotiation do to people?
4. Develop the topic: What is the relationship between control and planning?
5. Develop the topic: Why do firms need to pay attention to a quality control?

ИУК-4.4

аргументированно отстаивает свое мнение в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах)

### З-ИУК4.4

особенности научного стиля речи, принципы построения научного диалога в устной и письменной форме, в том числе на иностранном(ых) языке(ах) навыками

1. Speculate on the topic: the marketing concept, competitiveness and the global dimension.
2. Discuss: What are the implications for a business organization of adopting the marketing concept?
3. Discuss: In what ways can marketing department differ from other departments in terms of key objectives, main activities and system of values?
4. Discuss: Is marketing research a luxury?
5. Discuss: How might an organization divide up the responsibility for marketing activities between its sub-divisions and head office?

У-ИУК4.4. грамотно аргументировать свое мнение в рамках ведения академических и профессиональных дискуссий, в том числе на иностранном(ых) языке(ах)

1. Discuss: What is the role of inspection in quality control?
2. Discuss: What, in your opinion, are the most convincing arguments for extending the application of microelectronics to manufacturing processes?
3. Discuss: What do JIT systems look like and what do they require from the workforce and the suppliers? What twin assumptions is JIT approach based on?
4. Develop the idea: What are the key elements of the production process? Why are modern production processes complex and costly? What do they require?
5. Develop the idea: What does the production function exist for? What is the responsibility of the production management?

В-ИУК4.4 логично и последовательно

аргументирования ведения спора в форматах академической и профессиональной дискуссии, в том числе на иностранном(ых) языке(ах)

1. Discuss: How can batch production be distinguished from mass production? Give an example of each type of production.
2. Discuss: How do Quality Circles approach shop-floor problems, and what is considered to be distinctive in this approach?
3. Discuss: What, in your opinion, are the most convincing arguments for extending the application of microelectronics to manufacturing process?
4. Discuss: Why have three principal ways of assessing performance not always been effective, especially in the case of middle management. Give your reasons.
5. Who and when made attempts to identify specific areas of knowledge and skills? Describe the four main categories in which the various methods employed in management development can be placed?

## 4.1.3. Примерные темы курсовых работ

*«Курсовые работы не предусмотрены в РПД»)*

### 4.1.5.

### 4.1.6. Тесты

*[40 тестовых заданий по каждому индикатору]*

### ИУК-4.1

устанавливает и

поддерживает профессиональные контакты в соответствии с потребностями профессиональной деятельности)

### З-ИУК4.1

Знать: государственные нормы и принципы составления академических текстов и деловой документации

1. Insert the necessary word or word combination, explain your choice: The principal function of credit is to ... from those who own it to those who wish to use it.

2. Insert the necessary word or word combination, explain your choice: The transferor in credit operation is a ..., and the transferee is a ... .
3. Insert the necessary word or word combination, explain your choice: The transfer is temporary and is made for a price, known as ... .
4. Insert the necessary word or word combination, explain your choice: Credit operations are carried out by means of documents known as ... .
5. Insert the necessary word or word combination, explain your choice: Usual negotiable instruments in credit are: ... .
6. Agree or disagree with the following statement, explain your choice: A lot of pre-industrial enterprises tried to face the issues of management systematically.
7. Agree or disagree with the following statement, explain your choice: According to some scientists management as a discipline began as an off-school of economics in the XIX century.
8. Agree or disagree with the following statement, explain your choice: Such elements of technical production as standardization, quality-control procedures etc. were developed only in the XX century.
9. Agree or disagree with the following statement, explain your choice: Managers never tried to place their theories on a thoroughly scientific basis.
10. Agree or disagree with the following statement, explain your choice: At present business management consists of six separate branches.
11. Agree or disagree with the following statement, explain your choice: The approaches of "Scientific Managers" were generally descriptive, as they did not try to set out what managers ought to do.
12. Agree or disagree with the following statement, explain your choice: Taylor and Fayol wanted to produce a set of rational principles of management which could be applied universally.
13. Agree or disagree with the following statement, explain your choice: Fayol and Taylor both worked in the USA and developed their ideas together.
14. Agree or disagree with the following statement, explain your choice: Fayol was the first to identify the four functions of management.
15. Agree or disagree with the following statement, explain your choice: "Principles of Management" is widely considered a foundational work in classical management theory.
16. Agree or disagree with the following statement, explain your choice: Taylor's scientific management cannot be found in menial industries at present.
17. Agree or disagree with the following statement, explain your choice: Workers at repetitive job work at the slowest rate that goes unpunished.
18. Agree or disagree with the following statement, explain your choice: Taylor's works have had no influence on American scientists.
19. Agree or disagree with the following statement, explain your choice: According to Weber officials do not own the resources necessary for the performance of their functions therefore they are not accountable for their use of these resources.
20. Agree or disagree with the following statement, explain your choice: Official and private business and income are not separated.
21. Refer the sentences from Russian into English: Большие организации могут иметь менеджеров различного уровня, включая топ менеджеров, менеджеров среднего звена и менеджеров низшего звена.
22. Refer the sentences from Russian into English: Топ менеджеры ответственны за всю организацию и обычно участвуют в решении стратегических и концептуальных вопросов.
23. Refer the sentences from Russian into English: Топ менеджеры руководят менеджерами среднего звена, которые ответственны за главную функцию и отдел.
24. Refer the sentences from Russian into English: Менеджеры среднего звена руководят менеджерами низшего звена, ответственными за управление ежедневными действиями группы рабочих.
25. Refer the sentences from Russian into English: Имеются различные типы менеджеров на одних и тех же уровнях в организации.
26. Refer the sentences from Russian into English: Функциональный менеджер отвечает за главную функцию, например: маркетинг, продажи, финансы, и т.д.
27. Refer the sentences from Russian into English: Генеральные директора отвечают за многочисленные функции в пределах организации или отдела.

28. Refer the sentences from Russian into English: Примеры планирования - стратегическое планирование, планирование бизнеса, планирование проекта, планирование кадрового обеспечения, планирование рекламирования и продвижения товаров.
29. Refer the sentences from Russian into English: Управление - ответственная и трудная работа. Во всех типах организаций организаторская эффективность зависит от прямых персональных отношений менеджера.
30. Refer the sentences from Russian into English: Менеджеры часто делегируют полномочия. Делегирование означает, что служащие на более низких уровнях в иерархии компании могут использовать свою инициативу и принимать решения, не спрашивая у менеджера.
31. Refer the sentences from Russian into English: Организации нуждаются в управлении, и в лидерстве.
32. Refer the sentences from Russian into English: Многие руководители очень квалифицированы в управлении административными и практическими аспектами своих организаций.
33. Refer the sentences from Russian into English: Хороший лидер должен как вести за собой, так и хорошо управлять.
34. Refer the sentences from Russian into English: Важность лидерства не может быть переоценена.
35. Refer the sentences from Russian into English: Лидерство - это больше чем планирование деловой стратегии и мотивация сотрудников.
36. Refer the sentences from Russian into English: Лидеры, которые изучают и осуществляют на практике технологии лидерства, будут намного более эффективны в своей работе.
37. Refer the sentences from Russian into English: Все крупные решения, касающийся объема используемых ресурсов, структуры и распределения продукции, производства и потребления, принимаются центральным плановым органом.
38. Refer the sentences from Russian into English: Поскольку значительная доля полученной прибыли должна быть выплачена государству, то в условиях плановой экономики стимулы работать эффективно невелики.
39. Refer the sentences from Russian into English: Если хозяйство плановое, то работа промышленности подчиняется плану, в котором государство определяет производственные задачи и планирует развитие на 5 лет вперед.
40. Refer the sentences from Russian into English: Промышленность часто выпускает непривлекательные и старомодные товары, поскольку невозможно предсказать изменения моды на 5 лет вперед.

#### У-ИУК4.1

Уметь: составлять академические тексты и деловую документацию с учетом специфики или сферы употребления, в том числе на иностранном(ых) языке(ах)

1. Create a short text on the topic: Creative industry as an object of management: basic concepts and management categories .
2. Create a short text on the topic: The main stages of management development in the field of creative industries.
3. Create a short text on the topic: Schools of scientific management.
4. Create a short text on the topic: Management system in the sphere of creative industries.
5. Create a short text on the topic: Interaction of the economy with the sphere of creative industries.
6. Create a short text on the topic: Interaction of ecology with the sphere of creative industries.
7. Create a short text on the topic: Interaction of technology with the sphere of creative industries.
8. Create a short text on the topic: Interaction of politics with the sphere of creative industries.
9. Create a short text on the topic: Interaction of the social system with the sphere of creative industries.
10. Create a short text on the topic: Features of creative industries as an object of management.
11. Create a short text on the topic: Principles of management: general and particular principles of management.
12. Create a short text on the topic: Management structure of the creative industries sphere: concept, elements, levels.
13. Create a short text on the topic: Horizontal and vertical division of labor in the field of creative industries.
14. Create a short text on the topic: Formal and informal organizations.
15. Create a short text on the topic: The essence and interrelation of management functions.
16. Create a short text on the topic: The essence of the planning function. Principles of planning.



17. Create a short text on the topic: The planning process. Forms and types of plans.
18. Create a short text on the topic: Organizational function.
19. Create a short text on the topic: Motivation as a management function: types and theories.
20. Create a short text on the topic: Control function: stages and types.
21. Create a short text on the topic: Requirements for the manager: power, influence, authority of the manager.
22. Create a short text on the topic: Management style. Democratic management style.
23. Create a short text on the topic: Management style. Authoritarian management style.
24. Create a short text on the topic: Management style. Liberal management style.
25. Create a short text on the topic: The content and types of managerial decisions.
26. Create a short text on the topic: The process of managerial decision-making.
27. Create a short text on the topic: Decision-making methods.
28. Create a short text on the topic: The concept of management methods and their classification.
29. Create a short text on the topic: Organizational and administrative management methods.
30. Create a short text on the topic: Economic management methods.
31. Create a short text on the topic: Socio-psychological management methods.
32. Create a short text on the topic: Self-government.
33. Create a short text on the topic: Business meetings: tasks, classification.
34. Create a short text on the topic: Technology for organizing and conducting business meetings.
35. Create a short text on the topic: Business negotiations: preparation, rules of conduct.
36. Create a short text on the topic: Typical mistakes when negotiating.
37. Create a short text on the topic: Nature, model and causes of conflict.
38. Create a short text on the topic: Types of conflicts.
39. Create a short text on the topic: Methods and strategies for conflict resolution.
40. Create a short text on the topic: Typical mistakes in conflict management.

#### В-ИУК4.1

Владеть: навыками составления академических текстов и деловой документации с учетом специфики или сферы употребления, в том числе на иностранном(ых) языке(ах)

1. Write a short essay on strategic aspects of management.
2. Write a short essay on objectives, policies and organizational ethics.
3. Write a short essay on the origins of the internet.
4. Write a short essay on creating a web page.
5. Write a short essay on selling on a net.
6. Write a short essay on advertising, its benefits and disadvantages.
7. Write a short essay on advertising strategies.
8. Write a short essay on methods of advertising. Their strong and weak points.
9. Write a short essay on marketing as the wide range of activities.
10. Write a short essay on developing a marketing concept.
11. Write a short essay on target marketing.
12. Write a short essay on differences in financial management in a small company and a big company.
13. Write a short essay on financial planning and its importance for business.
14. Write a short essay on how to write a business plan.
15. Write a short essay on the process of business planning.
16. Write a short essay on purpose of training and education of employees and their development.
17. Write a short essay on types and methods of employees' training.
18. Write a short essay on how to improve the performance of the employee.
19. Write a short essay on factors that satisfy employees' needs and methods to raise employees' job performance.
20. Write your own resume for the position of salesperson in a big department store.
21. Write your own resume for the position of sales manager in a firm selling personal computers.
22. Write your own resume for the position of accountant in a big production plant.
23. Write a short essay on the process and techniques of interviewing the applicant.
24. Write a short essay on how to compose an application form.
25. Write a short essay on how to write a job description.
26. Write a short essay on the tasks of personnel management.
27. Write a short essay on the process of selecting applicants for a position.

28. Write a short essay on the responsibilities of a personnel manager.
29. Write a short essay on the instruments in recruiting and hiring process.
30. Write a short essay on goals and objectives of production management.
31. Write a short essay on typical work activities of production manager, factory manager, production supervisor.
32. Write a short essay on Sole Proprietorship, their advantages and disadvantages.
33. Write a short essay on Partnerships, their types, their advantages and disadvantages.
34. Write a short essay on Corporations, their advantages and disadvantages.
35. Write a short essay on the purpose of a board of directors in a corporation.
36. Write a short essay on major duties of a board of directors in a corporation.
37. Write a short essay on the difference between leadership and management.
38. Write a short essay on what to do to manage successfully and improve the performance of employees.
39. Write a short essay on the importance of strategic thinking for the success of business.
40. Write a short essay on the role of CEO in an organization.

#### ИУК-4.2

Принимает участие в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах) 3-ИУК4.2

Знать: общие подходы и требования к участию в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах)

1. Discuss the following issue: Basic principles of marketing.
2. Discuss the following issue: The business plan and its relation to the marketing program.
3. Discuss the following issue: Evolution of marketing concepts.
4. Discuss the following issue: Strategic Marketing.
5. Discuss the following issue: Marketing as a market-oriented management system.
6. Discuss the following issue: Model 4P.
7. Discuss the following issue: Examples of a marketing mix.
8. Discuss the following issue: Marketing mindset.
9. Discuss the following issue: Price and non-price competition.
10. Discuss the following issue: Methods of competition.
11. Discuss the following issue: Competitive advantages of business in the field of creative industries.
12. Discuss the following issue: The concept of the market: different points of view.
13. Discuss the following issue: The potential and capacity of the market in the field of creative industries.
14. Market conditions in the field of creative industries.
15. Discuss the following issue: Competitive markets.
16. Discuss the following issue: Uncompetitive market.
17. Discuss the following issue: Barriers to market entry in the creative industries.
18. Discuss the following issue: Consumer behavior in the creative industries market.
19. Discuss the following issue: The essence and importance of marketing management in the enterprise.
20. Discuss the following issue: Types of organizational structures of marketing.
21. Discuss the following issue: Planning and control in marketing.
22. Discuss the following issue: Strategic planning and marketing planning.
23. Discuss the following issue: The concept of a marketing environment.
24. Discuss the following issue: Microenvironment of the enterprise.
25. Discuss the following issue: The main factors of the macro environment.
26. Discuss the following issue: Opportunities for the creative industry to influence the marketing environment.
27. Discuss the following issue: Marketing research: concept, goals and objectives.
28. Discuss the following issue: Methods of obtaining and processing marketing information.
29. Discuss the following issue: Desk and field marketing research.
30. Discuss the following issue: The concept of market segmentation.
31. Discuss the following issue: Creating a market segment.
32. Discuss the following issue: Study of existing segments.
33. Discuss the following issue: The essence of stress: types, causes.
34. Discuss the following issue: Phases and symptoms of stress development.
35. Discuss the following issue: The meaning of business communication, its forms.

36. Discuss the following issue: The art of communication in tourism: organization of communication.
37. Discuss the following issue: Personnel management.
38. Discuss the following issue: Methods of personnel evaluation
39. Discuss the following issue: Movement and professional development of personnel. Staff turnover.
40. Discuss the following issue: Social efficiency of management in the field of creative industries.

#### У-ИУК4.2

Уметь: аргументировать свое мнение в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах), при представлении результатов профессиональной деятельности

1. Make an argued statement on the following topic: Selection of target segments of the tourist market.
2. Make an argued statement on the following topic: International Marketing.
3. Make an argued statement on the following topic: International marketing environment.
4. Make an argued statement on the following topic: Methods of penetration of creative industries enterprises into the international market.
5. Make an argued statement on the following topic: The essence and principles of the company's policy in the creative industry.
6. Make an argued statement on the following topic: Development of a new product and its introduction to the market.
7. Make an argued statement on the following topic: The concept of the product life cycle in the creative industry.
8. Make an argued statement on the following topic: Factors that ensure the attractiveness of the product.
9. Make an argued statement on the following topic: Brand and branding in the creative industry.
10. Make an argued statement on the following topic: Pricing in different types of markets.
11. Make an argued statement on the following topic: The value of production costs in pricing.
12. Make an argued statement on the following topic: Pricing methods.
13. Make an argued statement on the following topic: Reactions of consumers and competitors of the company to price changes.
14. Make an argued statement on the following topic: Pricing strategies.
15. Make an argued statement on the following topic: Organization of sales service activities.
16. Make an argued statement on the following topic: Channels of distribution of goods and services in the creative industry.
17. Make an argued statement on the following topic: Distribution channel management.
18. Make an argued statement on the following topic: Forms of wholesale trade.
19. Make an argued statement on the following topic: Retail trade.
20. Make an argued statement on the following topic: Sales promotion.
21. Make an argued statement on the following topic: Complex marketing communications as a means of product promotion in the creative industry.
22. Make an argued statement on the following topic: Advertising as the main type of marketing communications.
23. Make an argued statement on the following topic: Types and means of advertising distribution.
24. Make an argued statement on the following topic: Evaluation of advertising effectiveness.
25. Make an argued statement on the following topic: PR as an element of the marketing communications system.
26. Make an argued statement on the following topic: Fairs and exhibitions in the marketing communications system.
27. Make an argued statement on the following topic: Interactive and direct marketing in the creative industry.
28. Make an argued statement on the following topic: Four major functions of managers.
29. Make an argued statement on the following topic: Planning. Kinds of planning.
30. Make an argued statement on the following topic: Supervision as a management activity.
31. Make an argued statement on the following topic: Main responsibilities carried out by supervisors.
32. Make an argued statement on the following topic:

33. Make an argued statement on the following topic: Creative Industries manager, his key roles and functions.
34. Make an argued statement on the following topic: The role of the manager, the difference between the manager and the employee
35. Make an argued statement on the following topic: Goals and objectives of the manager
36. Make an argued statement on the following topic: Management cycle.
37. Make an argued statement on the following topic: Personal qualities and competencies of a manager in the field of creative industries.
38. Make an argued statement on the following topic: Time management.
39. Make an argued statement on the following topic: Self-management
40. Make an argued statement on the following topic: Features of behavior and communication of people belonging to different.

#### В-ИУК4.2

Владеть: навыками презентации результатов профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

1. Make an essay on the topic: Effective management.
2. Make an essay on the topic: Human resource management.
3. Make an essay on the topic: Time management.
4. Make an essay on the topic: Quality management.
5. Make an essay on the topic: Management of the organization.
6. Make an essay on the topic: Financial management.
7. Make an essay on the topic: Management of commercial activities.
8. Make an essay on the topic: Business management.
9. Make an essay on the topic: Innovative business management.
10. Make an essay on the topic: Marketing management.
11. Make an essay on the topic: Leadership.
12. Make an essay on the topic: General strategic management.
13. Make an essay on the topic: International companies.
14. Make an essay on the topic: Startup business.
15. Make an essay on the topic: Management guru.
16. Make an essay on the topic: Creative management.
17. Make an essay on the topic: Small and medium-sized businesses.
18. Make an essay on the topic: Advantages and disadvantages of modern business.
19. Make an essay on the topic: Business strategies.
20. Make an essay on the topic: Innovative technologies in business.
21. Make an essay on the topic: The essence and basic concepts used in management. Management as a science and art.
22. Make an essay on the topic: Features of Russian management.
23. Make an essay on the topic: The concept of "organization".
24. Make an essay on the topic: Organizational culture. Object and subject of management.
25. Make an essay on the topic: Internal and external environment of the organization.
26. Make an essay on the topic: The external environment of the organization and the signs that characterize it: mobility, complexity and uncertainty.
27. Make an essay on the topic: Life cycle and types of organizations.
28. Make an essay on the topic: Strategic management of the organization.
29. Make an essay on the topic: Types of organizational management structures.
30. Make an essay on the topic: Formal and informal groups in the organization.
31. Make an essay on the topic: Vertical and horizontal division of labor in the organization. A pyramid of management levels.
32. Make an essay on the topic: The concept of powers and their delegation.
33. Make an essay on the topic: The concept and principles of planning.
34. Make an essay on the topic: Types of plans are promising and strategic, a business plan. Features of current plans.

35. Make an essay on the topic: The process of strategic planning: the mission of the organization and its goals, requirements for goals; analysis of the strengths and weaknesses of the organization; analysis of strategic alternatives.
36. Make an essay on the topic: Motivation: concepts and types.
37. Make an essay on the topic: Meaningful concepts of motivation.
38. Make an essay on the topic: A process approach to motivation.
39. Make an essay on the topic: Needs and rewards are the main categories of motivation.
40. Make an essay on the topic: The concept of A. Maslow. Primary and secondary needs.

#### ИУК-4.3

представляет результаты профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

#### 3-ИУК4.3

формы и виды представления результатов профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

1. Make a report on the following: What has the proliferation of personal computers and work-stations resulted in? Why has it become necessary to introduce a clear policy on email and Internet use and to establish proper disciplinary rules?
2. Make a report on the following: What is the advantage of email communication? But what can the excessive use of email lead to?
3. Make a report on the following: What are the six fundamental managerial skills that insure success in today's business world and that are taught in most business schools?
4. Make a report on the following: Describe creativity insight, what happens if executives lack insight? How sensitivity helps employees and managers?
5. Make a report on the following: Modern approaches to management.
6. Make a report on the following: Management goals and objectives.
7. Make a report on the following: History of management development. Classical School (Taylor, Fayol). School of Human Relations. Management models are Japanese and American.
8. Make a report on the following: The concept and principles of control.
9. Make a report on the following: Types, stages of the control process.
10. Make a report on the following: The economic method.
11. Make a report on the following: Organizational and administrative methods.
12. Make a report on the following: Socio-psychological methods.
13. Make a report on the following: Concept and power.
14. Make a report on the following: Leadership styles.
15. Make a report on the following: Requirements for solutions and their classification.
16. Make a report on the following: Stages of decision-making.
17. Make a report on the following: Methods of decision-making.
18. Make a report on the following: Conflict as a process. Types of conflicts.
19. Make a report on the following: Strategies for overcoming conflicts.
20. Make a report on the following: Methods of decision-making.
21. Make a report on the following: The essence and principles of self-management.
22. Make a report on the following: Business communication.
23. Make a report on the following: Technology of holding a business meeting.
24. Make a report on the following: The model of conducting business negotiations.
25. Make a report on the following: The technique of telephone conversations.
26. Make a report on the following: Modern approaches in management: quantitative, process, system and situational. Their essence and main differences.
27. Make a report on the following: National features of management.
28. Make a report on the following: Management as a human factor, specialty and system.
29. Make a report on the following: Organization as an object of management.
30. Make a report on the following: Management bodies.
31. Make a report on the following: The internal environment of the organization.
32. Make a report on the following: External environment of the organization: environmental factors of direct and indirect impact.

33. Make a report on the following: The management cycle (planning, organization, motivation and control) as the basis of managerial activity.
34. Make a report on the following: The main components of the management cycle.
35. Make a report on the following: Characteristics of the cycle functions. Interrelation and interdependence of management cycle functions.
36. Make a report on the following: The role of planning in the organization. Forms of planning.
37. Make a report on the following: Types of plans. The main stages of planning.
38. Make a report on the following: Strategic planning. The process of strategic planning: mission and goals, analysis of the external environment, analysis of strengths and weaknesses, analysis and choice of strategy, its evaluation.
39. Make a report on the following: The basic principles of building organizational structures. Types of control structures: linear, functional, linear-functional, linear-template, etc.
40. Make a report on the following: What do large companies have that smaller companies don't? And, what values are transported from smaller companies to large multinationals.

#### У-ИУК4.3

логично и последовательно представить результаты проведенного исследования в виде доклада или статьи, в том числе на иностранном(ых) языке(ах)                   навыками

1. Make an internet research and present the theses on the following: Cultural differences and their impact on business.
2. Make an internet research and present the theses on the following: Innovative technologies in business.
3. Make an internet research and present the theses on the following: The role of motivation in a successful company.
4. Make an internet research and present the theses on the following: The role and functions of the HR department.
5. Make an internet research and present the theses on the following: Types of organization structures.
6. Make an internet research and present the theses on the following: Cycles of organization development on the example of a specific company.
7. Make an internet research and present the theses on the following: Supply chain management within the organization.
8. Make an internet research and present the theses on the following: Quality management and Kaizen theory.
9. Make an internet research and present the theses on the following: Marketing theory and 4P.
10. Make an internet research and present the theses on the following: Managing customer interaction.
11. Make an internet research and present the theses on the following: Accounting and financial reporting.
12. Make an internet research and present the theses on the following: Finance. The investment market.
13. Make an internet research and present the theses on the following: Management decision-making strategies.
14. Make an internet research and present the theses on the following: Theory of a learning organization on the example of a company.
15. Make an internet research and present the theses on the following: 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?
16. Make an internet research and present the theses on the following: Explain the Global consumer goods industry. How do companies plan for the future?
17. Make an internet research and present the theses on the following: 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?
18. Make an internet research and present the theses on the following: What are some of the advantages and disadvantages of the given energy sources – nuclear, gas, solar, coal, wind, wave and oil?
19. Make an internet research and present the theses on the following: 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?

20. Make an internet research and present the theses on the following: 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?
21. Make an internet research and present the theses on the following: Explain what country branding is? What images and associations do you have of countries like China, the USA, Italy, Japan, etc?
22. Make an internet research and present the theses on the following: Define the term microfinance. What financial services do you use? How have they changed with the development of information technologies?
23. Make an internet research and present the theses on the following: What are the objectives of MBO? Search online using the key term Management by Objectives to learn more about it.
24. Make an internet research and present the theses on the following: Use your online searching skills to find out more about career opportunities in management consultancy.
25. Make an internet research and present the theses on the following: Why is it so important to notice talented men and women in time? What can happen if leaders fail to do that?
26. Make an internet research and present the theses on the following: Tactical (current) planning, its stages.
27. Make an internet research and present the theses on the following: Motivation and criteria of labor motivation. Individual and group motivation.
28. Make an internet research and present the theses on the following: Primary and secondary needs.
29. Make an internet research and present the theses on the following: Needs and motivational behavior. Motivation and hierarchy of needs.
30. Make an internet research and present the theses on the following: Procedural theories of motivation.
31. Make an internet research and present the theses on the following: The essence of delegation, rules and principles of delegation.
32. Make an internet research and present the theses on the following: Basic management methods: organizational and administrative, economic, socio-psychological, their advantages and disadvantages.
33. Make an internet research and present the theses on the following: System of methods: modeling, experimentation, economic-mathematical and social measurements, etc.
34. Make an internet research and present the theses on the following: Self-management. Planning and organization of the manager's work.
35. Make an internet research and present the theses on the following: Improvement of working conditions and mode.
36. Make an internet research and present the theses on the following: The concept of communication and communication.
37. Make an internet research and present the theses on the following: Information and its types: functional, coordination and evaluation.
38. Make an internet research and present the theses on the following: Transactions, three forms of transaction: parallel, cross, hidden.
39. Make an internet research and present the theses on the following: Effective communication.
40. Make an internet research and present the theses on the following: Functions and purpose of managerial communication. Conditions for effective communication.

#### В-ИУК4.3

представления результатов научной деятельности, в том числе на иностранном(ых) языке(ах)

1. Search and study information and summarize the results on the following: Two laws of managerial communication.
2. Search and study information and summarize the results on the following: Rules for conducting conversations, meetings. Planning of these events.
3. Search and study information and summarize the results on the following: Abstract types of interlocutors.
4. Search and study information and summarize the results on the following: Factors of increasing the efficiency of business communication.
5. Search and study information and summarize the results on the following: The technique of telephone conversations. Phases of business communication.
6. Search and study information and summarize the results on the following: Types of solutions and the requirements imposed on them.

7. Search and study information and summarize the results on the following: Methods of decision-making.
8. Search and study information and summarize the results on the following: Decision-making levels: routine, selective, adaptive, innovative.
9. Search and study information and summarize the results on the following: Decision-making stages: problem identification, identification of factors and conditions, solution development, evaluation and decision-making.
10. Search and study information and summarize the results on the following: Control, concept and essence.
11. Search and study information and summarize the results on the following: Control stages: development of standards and criteria, comparison with real results, correction.
12. Search and study information and summarize the results on the following: Control and its types: preliminary, current, final.
13. Search and study information and summarize the results on the following: Final control documentation.
14. Search and study information and summarize the results on the following: The essence and classification of conflicts.
15. Search and study information and summarize the results on the following: Conflicts in the team and ways to overcome them.
16. Search and study information and summarize the results on the following: Causes and types of conflicts.
17. Search and study information and summarize the results on the following: Methods of conflict management.
18. Search and study information and summarize the results on the following: Consequences of conflicts.
19. Search and study information and summarize the results on the following: The nature and cause of stress. The relationship between conflict and stress.
20. Search and study information and summarize the results on the following: Methods of stress relief.
21. Search and study information and summarize the results on the following: Types of power: coercion-based power, reward-based power; legitimate power; example power (charisma); expert power.
22. Search and study information and summarize the results on the following: Methods of influence, their content.
23. Search and study information and summarize the results on the following: Leadership and power.
24. Search and study information and summarize the results on the following: Management styles in administration.
25. Search and study information and summarize the results on the following: Two-dimensional interpretation of styles.
26. Search and study information and summarize the results on the following: Manager's image.
27. Search and study information and summarize the results on the following: The external environment of the organization: factors of the external environment of the organization of direct action (suppliers, consumers, competitors, trade unions, government agencies).
28. Search and study information and summarize the results on the following: Factors of the external environment of the organization of indirect impact (the state of the economy, political and socio-cultural factors, international events).
29. Search and study information and summarize the results on the following: Formation and development of organizational and managerial structures of the enterprise.
30. Search and study information and summarize the results on the following: The role of socio-psychological methods in enterprise management.
31. Search and study information and summarize the results on the following: Managerial tasks and psychological features of their solution.
32. Search and study information and summarize the results on the following: Social and psychological factors of the effective activity of the organization.
33. Search and study information and summarize the results on the following: Building a staff motivation system in the organization.
34. Search and study information and summarize the results on the following: The main mechanisms for improving the efficiency of personnel.
35. Search and study information and summarize the results on the following: Improvement of the personnel motivation system in the organization.



36. Search and study information and summarize the results on the following: Evaluation of the effectiveness of the motivation system in the organization.
37. Search and study information and summarize the results on the following: The dependence of staff motivation on the characteristics of organizational culture.
38. Search and study information and summarize the results on the following: Personnel certification as a career growth tool.
39. Search and study information and summarize the results on the following: Personnel certification: problems of business evaluation.
40. Search and study information and summarize the results on the following: Improving the leadership style.

ИУК-4.4 аргументированно отстаивает свое мнение в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах)

#### З-ИУК4.4

особенности научного стиля речи, принципы построения научного диалога в устной и письменной форме, в том числе на иностранном(ых) языке(ах) навыками

1. Agree or disagree with the following statement, explain your choice: Maslow's work on motivation was based on a hierarchy of human needs.
2. Agree or disagree with the following statement, explain your choice: British researchers from the Tavistock Institute of Human relations recognized that human or social factors were the most important consideration in achieving organizational effectiveness.
3. Agree or disagree with the following statement, explain your choice: Management has to select one single theory that meets the needs of the organization and its internal and external pressures at a particular period in its life.
4. Agree or disagree with the following statement, explain your choice: The appreciation of the importance of human skills, ingenuity and motivation has diminished with the arrival of new technologies.
5. Agree or disagree with the following statement, explain your choice: Both large and smaller business corporations seek to find skilled labour and low-cost production facilities.
6. Agree or disagree with the following statement, explain your choice: Academics, rather than management consultants are inclined to be prescriptive in their approach.
7. Agree or disagree with the following statement, explain your choice: There is a desire among developing economies to trade on more equal terms their well-established counter-parts in Europe, Japan and the North American continent.
8. Agree or disagree with the following statement, explain your choice: At present organizations are thought of as machines requiring efficient systems to enable them to function effectively.
9. Agree or disagree with the following statement, explain your choice: Today trading is conducted on a truly worldwide scale.
10. Agree or disagree with the following statement, explain your choice: Companies that want to be successful in foreign markets do not have to be aware of the local characteristics that affect the business.
11. Agree or disagree with the following statement, explain your choice: In Protestant cultures management is based largely on personal relations and sensitivity.
12. Agree or disagree with the following statement, explain your choice: In Asian cultures rewards and promotions are expected to come with age and experience.
13. Agree or disagree with the following statement, explain your choice: A set of management competencies including entrepreneurial drive, the ability to lead and develop others, and integrity can be used worldwide.
14. Agree or disagree with the following statement, explain your choice: Microelectronic applications give rise to a lot of problems.
15. Agree or disagree with the following statement, explain your choice: More and more stuff are able to access personal data about customers and other individuals.
16. Agree or disagree with the following statement, explain your choice: The subject of personal data as well as numerical and statistical data is covered by law in the UK.
17. Agree or disagree with the following statement, explain your choice: Unlike a telephone conversation, an email is captured in writing and this makes it easier for an employer to produce evidence of misconduct.

18. Agree or disagree with the following statement, explain your choice: At present employers are not keen to set down clear and fair guidelines on use of IT communications.
19. Agree or disagree with the following statement, explain your choice: You need to be born with six New Age skills.
20. Agree or disagree with the following statement, explain your choice: Without insight, executives don't get at the roots of problems.
21. Agree or disagree with the following statement, explain your choice: Versatility is considered to be a very simple skill to master.
22. Agree or disagree with the following statement, explain your choice: In all kinds of businesses what people are looking for isn't only money, it's recognition, appreciation and creative freedom.
23. Agree or disagree with the following statement, explain your choice: The main problem in advertising business is to get out a superior product.
24. Agree or disagree with the following statement, explain your choice: POMC activities (planning, organizing, motivating, coordination) apply only to supervisory and junior management position.
25. Agree or disagree with the following statement, explain your choice: Organizing is the management function that usually follows after planning.
26. Agree or disagree with the following statement, explain your choice: Motivating only implies meeting the social needs of employees.
27. Agree or disagree with the following statement, explain your choice: Some groupings of management activities include coordination.
28. Agree or disagree with the following statement, explain your choice: Providing corrective mechanisms refers to organizing.
29. Agree or disagree with the following statement, explain your choice: Tannebaum and Schmidt argued that the style of leadership is not dependent upon the prevailing circumstance and should be universal.
30. Agree or disagree with the following statement, explain your choice: The main advantage of the autocratic style is that the direction of the business will remain constant.
31. Agree or disagree with the following statement, explain your choice: Paternalistic style usually leads to a high labour turnover and never engenders loyalty.
32. Agree or disagree with the following statement, explain your choice: In a democratic style the manager seldom allows the employees to take part in decision making.
33. Agree or disagree with the following statement, explain your choice: A lack of staff focus and sense of direction can lead to much dissatisfaction.
34. Agree or disagree with the following statement, explain your choice: In facilitating style the employees are encouraged to express themselves, to get things done in their own way.
35. Agree or disagree with the following statement, explain your choice: Good management cannot permit employees to grow according to individual abilities.
36. Agree or disagree with the following statement, explain your choice: A two-way flow of communication ensures efficient functioning through feedback, suggestions and grievances.
37. Agree or disagree with the following statement, explain your choice: Making a profit is by no means a sole aim of a business.
38. Agree or disagree with the following statement, explain your choice: In recent years very few state-owned corporations have been privatized in Britain.
39. Agree or disagree with the following statement, explain your choice: The organization couldn't begin to operate without money and people.
40. Agree or disagree with the following statement, explain your choice: Leadership is a lost art in modern organizations.

У-ИУК4.4. грамотно аргументировать свое мнение в рамках ведения академических и профессиональных дискуссий, в том числе на иностранном(ых) языке(ах)

1. Explain your opinion on the topic: Types of leadership and dominance.
2. Explain your opinion on the topic: Formal and informal leaders in the team.
3. Explain your opinion on the topic: The difference between a leader and a leader.
4. Explain your opinion on the topic: Leadership qualities and competencies required by a manager in the field of creative industries.
5. Explain your opinion on the topic: The concept and functional structure of a team as a manager's management object
6. Explain your opinion on the topic: Roles in the team.

7. Explain your opinion on the topic: Team building.
8. Explain your opinion on the topic: Stages of formation, development of the team.
9. Explain your opinion on the topic: Features, rules and techniques of social and interpersonal interaction in a team.
10. Explain your opinion on the topic: The concept and types of motivation.
11. Explain your opinion on the topic: Development of staff motivation systems.
12. Explain your opinion on the topic: Planning, distribution of work, goal setting in a team.
13. Explain your opinion on the topic: Methods of making rational management decisions.
14. Explain your opinion on the topic: Building effective communications in a team.
15. Explain your opinion on the topic: Team effectiveness, evaluation and improvement.
16. Explain your opinion on the topic: Recruitment planning algorithm.
17. Explain your opinion on the topic: Main sources of recruitment.
18. Explain your opinion on the topic: Job specification.
19. Explain your opinion on the topic: Qualification requirements for personnel.
20. Explain your opinion on the topic: Technology for analyzing job applicants' questionnaires.
21. Explain your opinion on the topic: Rules for preparing for the job interviewing process.
22. Explain your opinion on the topic: Groups and assignment of questions for an interview with a job applicant.
23. Explain your opinion on the topic: Methods of conducting an interview with a job applicant.
24. Explain your opinion on the topic: Criteria for the selection of personnel to work in the field of creative industries in the organization.
25. Explain your opinion on the topic: Content of professional orientation and employee training programs.
26. Explain your opinion on the topic: Methods of preparation and conducting trainings for employees.
27. Explain your opinion on the topic: The content of the Training manager's work.
28. Explain your opinion on the topic: The essence of motivation and features of staff incentives.
29. Explain your opinion on the topic: What is the importance of setting the project goals correctly? What criteria should these goals meet?
30. Explain your opinion on the topic: What is the difference between risk and uncertainty? Explain why risk is a more important category for project activities and why risk is objectively inherent in any projects
31. Explain your opinion on the topic: You were offered to lead a project to change the bonus system for the staff of the sewing workshop of the factory. Which elements of the project's internal environment will affect it most intensively? What can be said about the impact on the project of such, for example, a factor as leadership style?
32. Explain your opinion on the topic: The impact of different stakeholders on the project varies. Suggest methods for assessing the strength of such an impact.
33. Explain your opinion on the topic: Time limits of planning. System of plans: long-term, medium-term, current planning.
34. Explain your opinion on the topic: Highlight the main elements of the control system and show the relationship between them.
35. Explain your opinion on the topic: Define the standard and technical conditions.
36. Explain your opinion on the topic: Define the estimates and budget of the project. What is the relationship between these concepts?
37. Explain your opinion on the topic: Describe the quality and competitiveness of products.
38. Explain your opinion on the topic: Investment policy of the company.
39. Explain your opinion on the topic: Sources of financing of entrepreneurial projects.
40. Explain your opinion on the topic: What are the important specific characteristics inherent in any project?

В-ИУК4.4 логично и последовательно

аргументирования ведения спора в форматах академической и профессиональной дискуссии, в том числе на иностранном(ых) языке(ах)

1. Make a statement paying attention to the logic and sequence of arguments: What are the main tasks that a business plan helps an entrepreneur solve?

2. Make a statement paying attention to the logic and sequence of arguments: What are the reasons for the early completion of the project? Who and on the basis of what data can make a decision on early completion?
3. Make a statement paying attention to the logic and sequence of arguments: What factors influence the choice of the location of the enterprise?
4. Make a statement paying attention to the logic and sequence of arguments: What functions does the project audit perform and what are the conditions for the successful implementation of the audit?
5. Make a statement paying attention to the logic and sequence of arguments: What functions does project planning perform? What are the main types of project plans.
6. Make a statement paying attention to the logic and sequence of arguments: How is project risk management carried out? List the main stages of risk management and justify the range of activities associated with each stage.
7. Make a statement paying attention to the logic and sequence of arguments: What is the main task of the production plan?
8. Make a statement paying attention to the logic and sequence of arguments: What should be the content and sequence of stages of the implementation of ideas? What should the goal statement contain?
9. Make a statement paying attention to the logic and sequence of arguments: What sequence of actions does the normal completion of the project imply?
10. Make a statement paying attention to the logic and sequence of arguments: Logistics concept in project management.
11. Make a statement paying attention to the logic and sequence of arguments: Marketing research.
12. Make a statement paying attention to the logic and sequence of arguments: The matrix structure of the organization is more progressive than the organizational one. If this is the case, then two branches of government arise simultaneously in the firm. What is the right solution for such a situation? Determine the place of each of the structures in the life of the company, as well as the framework for its application.
13. Make a statement paying attention to the logic and sequence of arguments: Methods of analysis of investment projects.
14. Make a statement paying attention to the logic and sequence of arguments: Methods of research of the project environment. Give them a brief description.
15. Make a statement paying attention to the logic and sequence of arguments: Risk reduction methods.
16. Make a statement paying attention to the logic and sequence of arguments: Methods of conflict management in the project team.
17. Make a statement paying attention to the logic and sequence of arguments: Uncertainty and risk. Classification of risks.
18. Make a statement paying attention to the logic and sequence of arguments: Explain what the role of the closing phase of the project is. How can the phase affect the effectiveness of the company's current
19. Make a statement paying attention to the logic and sequence of arguments: Explain why the basic principles of the concept of "universal quality management" are close to the philosophy of project management.
20. Make a statement paying attention to the logic and sequence of arguments: Describe the main quality control tools used in project management. Give an example.
21. Make a statement paying attention to the logic and sequence of arguments: Define the tasks of the project audit. What factors influence the quality of the project audit?
22. Make a statement paying attention to the logic and sequence of arguments: Main objectives and directions of commodity market research.
23. Make a statement paying attention to the logic and sequence of arguments: The main types of conflict management strategies. What methods can be applied to implement each strategy and how appropriate the use of a particular method? Give an example.
24. Make a statement paying attention to the logic and sequence of arguments: The main elements of the near and far environment of projects. How is the scope of the project related to its environment? Give examples of such a connection.
25. Make a statement paying attention to the logic and sequence of arguments: What factors determine the composition of the business plan and the degree of its detail?
26. Make a statement paying attention to the logic and sequence of arguments: Evaluation of the investment project.
27. Make a statement paying attention to the logic and sequence of arguments: List and describe the main stages of the project execution control process.

28. Make a statement paying attention to the logic and sequence of arguments: List the categories and corresponding functions of the project stakeholders. What determines the strengthening or weakening of the importance of certain categories of stakeholders for the completion of the project?
29. Make a statement paying attention to the logic and sequence of arguments: List the key international project management standards. What tasks is the creation of each standard aimed at solving?
30. Make a statement paying attention to the logic and sequence of arguments: List three options for completing projects and give them characteristics.
31. Make a statement paying attention to the logic and sequence of arguments: List what tasks the project planning solves.
32. Make a statement paying attention to the logic and sequence of arguments: List what functions network and calendar planning perform in project planning.
33. Make a statement paying attention to the logic and sequence of arguments: Production plan.
34. Make a statement paying attention to the logic and sequence of arguments: Indicators of the financial condition of the enterprise.
35. Make a statement paying attention to the logic and sequence of arguments: Performance indicators of entrepreneurial projects.
36. Make a statement paying attention to the logic and sequence of arguments: Concept, content, role and meaning; interrelation of forecasting and planning.
37. Make a statement paying attention to the logic and sequence of arguments: Advantages and disadvantages of project financing. Give an example.
38. Make a statement paying attention to the logic and sequence of arguments: Give one or two examples of the relationship between the goals of the project and the functional goals of the organization (department). Through what goals of the organization can they be coordinated, and their achievement is coordinated?
39. Make a statement paying attention to the logic and sequence of arguments: Give an example of a project and describe the planning levels in it. How important is level detail? What problems can arise with a large number of planning levels?
40. Make a statement paying attention to the logic and sequence of arguments: Give examples of everyday and administrative decisions in management projects. Do you think that the proportion of these decisions remains at the planning and execution phases of the project?

## **4.2. Типовые задания для промежуточной аттестации**

### **4.2.1. Вопросы к зачету** *(при наличии в учебном плане. При отсутствии зачета в учебном плане указать «Зачет не предусмотрен учебным планом»)*

#### **ИУК-4.1**

устанавливает и

поддерживает профессиональные контакты в соответствии с потребностями профессиональной деятельности)

#### **З-ИУК4.1**

Знать: государственные нормы и принципы составления академических текстов и деловой документации

1. Tell what you know about: thee standards applicable to the management system in the organization. How and for what is international certification carried out according to the UP? Give an example.

2. Tell what you know about: The role and place of planning in the management of the enterprise, subject and method.

3. Tell what you know about: The project management is considering the possibility of increasing the size of the project team from four to seven people. Give examples of criteria that can be used to make such a decision. Do the concepts of criteria and constraints coincide?
4. Tell what you know about: Business project planning and management system.
5. Tell what you know about: The specifics of the company's personnel training in the field of UP in contrast to the usual corporate training system? Give an example.

#### У-ИУК4.1

Уметь: составлять академические тексты и деловую документацию с учетом специфики или сферы употребления, в том числе на иностранном(ых) языке(ах)

1. Create a text or document according to specification and sphere it is used in: Compare the project and matrix structure: which of these structures provides the best opportunities for project management by a project manager? Explain the answer.
2. Create a text or document according to specification and sphere it is used in: Product sales promotion and after-sales service.
3. Create a text or document according to specification and sphere it is used in: Strategic management of the enterprise, the choice of strategy and its impact on business planning and investment planning of the enterprise.
4. Create a text or document according to specification and sphere it is used in: Risk insurance and how to use this method of risk reduction. How to use the distribution of risks between project participants. Give an example.
5. Create a text or document according to specification and sphere it is used in: Management structure and organizational structure.

#### В-ИУК4.1

Владеть: навыками составления академических текстов и деловой документации с учетом специфики или сферы употребления, в том числе на иностранном(ых) языке(ах)

1. Submit your own version of an academic text or business document in accordance with the specifics and scope of use on a given topic: Subjects of investment activity and structure of investments by sources of financing.
2. Submit your own version of an academic text or business document in accordance with the specifics and scope of use on a given topic: The essence of planning and forecasting in a market economy.
3. Submit your own version of an academic text or business document in accordance with the specifics and scope of use on a given topic: Resource procurement management. The main tasks of procurement and supply.
4. Submit your own version of an academic text or business document in accordance with the specifics and scope of use on a given topic: Risk factors. Risk management process.
5. Submit your own version of an academic text or business document in accordance with the specifics and scope of use on a given topic: Financial section of the business plan.

#### ИУК-4.2

Принимает участие в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах) 3-ИУК4.2

Знать: общие подходы и требования к участию в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах)

1. Discuss on the following: Formation of the production structure.
2. Discuss on the following: Formation and development of the project team.
3. Discuss on the following: Functional and process approach to the development of the company, business processes and their classification.
4. Discuss on the following: What is the difference between project management and traditional management? Why can traditional management be called "routine management", but project management is not?
5. Discuss on the following: What is the difference between programmed solutions and unprogrammed ones? Is it possible to program all the solutions in the project, or are there any fundamental limitations? If the latter is true, then what is their nature?

#### У-ИУК4.2

Уметь: аргументировать свое мнение в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах), при представлении результатов профессиональной деятельности

1. Give your arguments on the following: Has the interest in the management of organizations remained at the beginning of the XXI century? What do researches and managers want to understand more and more profoundly?
2. Give your arguments on the following: Has the arrival of new technologies diminished the appreciation of the importance of human skills, ingenuity and motivation? Why not? What has changed and how?
3. Give your arguments on the following: Why has the strategic importance of management grown considerably over the last quarter of the XX century? What factors contributed to the growth?
4. Give your arguments on the following: How did the rapid advance of micro-electronics influence the process of management growth? What helped to increase the ability of firms to compete with each other?
5. Give your arguments on the following: Which issues have been identified in management theories promoted during the latter part of the XX century? Which of them do you find the most important?

#### В-ИУК4.2

Владеть: навыками презентации результатов профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

1. Make a brief review and present the results of your research on the topic: What are the prospects for the development of the management theory for the coming decade of the XXI century?
2. Make a brief review and present the results of your research on the topic: When did trade between nations become a feature of vibrant human societies? What is the modern feature of trade now? What helped the economy to become global nowadays?
3. Make a brief review and present the results of your research on the topic: What are the factors contributing to the increasingly international dimensions of management practice? Name the most important ones.
4. Make a brief review and present the results of your research on the topic: Why is management of a multinational, global company not that simple? What should companies that want to be successful be aware of?
5. Make a brief review and present the results of your research on the topic: What are the two managerial cultures and their characteristics?

#### ИУК-4.3

представляет результаты профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

#### З-ИУК4.3

формы и виды представления результатов профессиональной деятельности на научных мероприятиях, в том числе на иностранном(ых) языке(ах)

1. Describe what corporate management has already developed and what their development includes.
2. Describe what happened in human life with the advent of microelectronics. How has microelectronics transformed people's life and ability to use information.
3. Describe the forms of information and where can they be applied. Where can the impact of information technology revolution be seen most powerfully?
4. Describe the types of information technology that are increasingly used in manufacturing areas. What are the other applications that we are used to seeing more generally? Which problems might such applications give rise to?
5. Describe why some aspects of the use of information technology require monitoring. What does the integration of much information on anyone individual's computer lead to? What should the personnel staff do in this regard?

#### У-ИУК4.3

логично и последовательно представить результаты проведенного исследования в виде доклада или статьи, в том числе на иностранном(ых) языке(ах)      навыками

1. Represent logically and consequently the results of your research on the topic: What are the success factors relating to people, products, companies and countries? What is the key to success?
2. Represent logically and consequently the results of your research on the topic: What are the essential qualities of a successful business? Give example of a successful business and reasons for its success.
3. Represent logically and consequently the results of your research on the topic: What can you say about such things as continuity, contestation and mobility? What are the possible disadvantages of them?
4. Represent logically and consequently the results of your research on the topic: Speak about different theories and factors that make people satisfied with their work and motivate them.
5. Represent logically and consequently the results of your research on the topic: How have job priorities among employees have changed over the last 10 years?

#### В-ИУК4.3

представления результатов научной деятельности, в том числе на иностранном(ых) языке(ах)

1. Prepare a statement of your research on the topic: What are the main areas of business communication? Speak about the internal and external ways of communication.
2. Provide a report on the results of scientific activity on the topic: What is the difference between face to face communication and written forms of communication? Give the advantages and disadvantages of both ways.
3. Prepare a statement of your research on the topic: How can products be designed to be suitable for international markets?
4. Prepare a statement of your research on the topic: Is business-to-business relationship important for doing business? Speak about networking events.
5. Provide a report on the results of scientific activity on the topic: Speak about stakeholder theory. What is the effect of a large company's activity on the places where it operates?

ИУК-4.4 аргументированно отстаивает свое мнение в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах)

#### З-ИУК4.4

особенности научного стиля речи, принципы построения научного диалога в устной и письменной форме, в том числе на иностранном(ых) языке(ах) навыками

1. Make a statement on the following: What is the model for leadership in business? Speak about recent trends in leadership.
2. Make a statement on the following: What are the qualities for a successful manager today, compared to the past?
3. Make a statement on the following: Describe models for team roles and stages of team life.
4. Make a statement on the following: Do attitudes to team-working vary in different countries? How can business build a successful team?
5. Make a statement on the following: Why is it so popular to attend a cookery course as part of a team-building exercise? Give at least 5 reasons with explanations.

У-ИУК4.4. грамотно аргументировать свое мнение в рамках ведения академических и профессиональных дискуссий, в том числе на иностранном(ых) языке(ах)

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

#### В-ИУК4.4 логично и последовательно



аргументирования ведения спора в форматах академической и профессиональной дискуссии, в том числе на иностранном(ых) языке(ах)

1. Argument your opinion in a professional discussion on: Give examples of different accidents in companies. What are the reasons, and what is the effect on companies? What should companies do to deal with such situations.
2. Argument your opinion in a professional discussion on: What should companies do to prepare themselves to manage crisis, during the crisis and after it?
3. Argument your opinion in a professional discussion on: Give at least two examples of crisis happened in different companies, how they deal with it and what lessons can be learnt.
4. Argument your opinion in a professional discussion on: Speak about different hostile and friendly forms of cooperation between companies.
5. Argument your opinion in a professional discussion on: What are the reasons of mergers and acquisitions' failure? What should companies do to succeed in business integration?

## 5. МЕТОДИЧЕСКИЕ МАТЕРИАЛЫ, ОПРЕДЕЛЯЮЩИЕ ПРОЦЕДУРЫ ОЦЕНИВАНИЯ ЗНАНИЙ, УМЕНИЙ И НАВЫКОВ И ОПЫТА ДЕЯТЕЛЬНОСТИ, ХАРАКТЕРИЗУЮЩИХ ЭТАПЫ ФОРМИРОВАНИЯ КОМПЕТЕНЦИЙ

Оценочное средство	Шкала оценивания
<b>Тест</b>	<p>Результат тестирования оценивается по процентной шкале оценки. Каждому обучающемуся предлагается комплект тестовых заданий из 25 вопросов:</p> <p>Оценка <b>«отлично»</b> – 25-22 правильных ответов.</p> <p>Оценка <b>«хорошо»</b> – 21-18 правильных ответов.</p> <p>Оценка <b>«удовлетворительно»</b> – 17-13 правильных ответов.</p> <p>Оценка <b>«неудовлетворительно»</b> – менее 13 правильных ответов.</p>
<b>Коллоквиум</b>	<p>Оценка <b>«отлично»</b> выставляется обучающемуся, если: обучающийся четко выражает свою точку зрения по рассматриваемым вопросам, приводя соответствующие примеры.</p> <p>Оценка <b>«хорошо»</b> выставляется обучающемуся, если: обучающийся допускает отдельные погрешности в ответе</p> <p>Оценка <b>«удовлетворительно»</b> выставляется обучающемуся, если: обучающийся обнаруживает пробелы в знаниях основного учебного и нормативного материала</p> <p>Оценка <b>«неудовлетворительно»</b> выставляется обучающемуся, если: обучающийся обнаруживает существенные пробелы в знаниях основных положений дисциплины, неумение с помощью преподавателя получить правильное решение конкретной практической задачи.</p>
<b>Доклад, сообщение</b>	<p>Оценка <b>«отлично»</b> выставляется обучающемуся, если:</p> <ul style="list-style-type: none"> <li>– доклад оформлен в соответствии с предъявляемыми требованиями;</li> <li>– при написании докладчик использовал нормативные правовые акты, научную и специальную литературу (монографии, диссертации и т.п.), позволяющие раскрыть тему доклада в полном объеме;</li> <li>– докладчик показал владение понятийным аппаратом темы доклада;</li> <li>– уверенно и грамотно отвечает на заданные вопросы;</li> <li>– выводы самостоятельны и соответствуют действующему законодательству (при этом могут носить дискуссионный характер).</li> </ul> <p>Оценка <b>«хорошо»</b> выставляется обучающемуся, если:</p> <ul style="list-style-type: none"> <li>– доклад оформлен в соответствии с предъявляемыми требованиями;</li> <li>– при написании докладчик использовал нормативные правовые акты, научную и специальную литературу (монографии, диссертации и т.п.) позволяющие раскрыть тему доклада в полном объеме;</li> <li>– докладчик показал владение понятийным аппаратом темы доклада;</li> <li>– докладчик неуверенно отвечает на заданные вопросы;</li> <li>– выводы нечетки и неясны.</li> </ul> <p>Оценка <b>«удовлетворительно»</b> выставляется обучающемуся, если:</p> <ul style="list-style-type: none"> <li>– доклад оформлен в соответствии с предъявляемыми требованиями;</li> <li>– при написании докладчик в недостаточной степени (мере) использовал нормативные правовые акты, научную и специальную литературу (монографии, диссертации и т.п.) позволяющие раскрыть тему доклада в полном объеме (доклад не завершен, есть «пробелы» и т.п.);</li> <li>– докладчик не показал владение понятийным аппаратом темы доклада в полном объеме;</li> <li>– докладчик не может четко ответить на вопросы;</li> <li>– выводы имеются, но не доказаны.</li> </ul>

	<p>Оценка <b>«неудовлетворительно»</b> выставляется обучающемуся, если:</p> <ul style="list-style-type: none"> <li>– доклад не оформлен в соответствии с предъявляемыми требованиями;</li> <li>– доклад зачитывается, т.е. докладчик не показал владение понятийным аппаратом темы доклада в полном объеме;</li> <li>– содержание доклада не соответствует теме;</li> <li>– докладчик не может ответить на заданные вопросы;</li> <li>– отсутствуют выводы.</li> </ul>
Кейс-задание	<p>Оценка <b>«отлично»</b> выставляется, если обучающийся:</p> <ul style="list-style-type: none"> <li>– в полной мере осмыслил реальную профессионально-ориентированную ситуацию;</li> <li>– знает содержание юридической терминологии и умеет применять её для конкретной реальной профессионально-ориентированной ситуации;</li> <li>– полностью правильно решил кейс-задание;</li> <li>– дал исчерпывающие ответы на все позиции кейс-задания.</li> </ul>
	<p>Оценка <b>«хорошо»</b> выставляется, если обучающийся:</p> <ul style="list-style-type: none"> <li>– в достаточном объеме осмыслил реальную профессионально-ориентированную ситуацию;</li> <li>– знает содержание юридической терминологии и умеет применять её для конкретной реальной профессионально-ориентированной ситуации с незначительными ошибками;</li> <li>– решил кейс-задание более чем наполовину.</li> </ul>
	<p>Оценка <b>«удовлетворительно»</b> выставляется, если обучающийся:</p> <ul style="list-style-type: none"> <li>– не понял в полном объеме представленную в кейс-задании реальную профессионально-ориентированную ситуацию;</li> <li>– в неполном объеме знает содержание юридической терминологии и имеет затруднения в её применении для конкретной реальной профессионально-ориентированной ситуации;</li> <li>– дал неполный ответ на кейс-задание, но в достаточном объеме для проверки сформированности компетенции.</li> </ul>
	<p>Оценка <b>«неудовлетворительно»</b> выставляется, если обучающийся:</p> <ul style="list-style-type: none"> <li>– не осмыслил реальную профессионально-ориентированную ситуацию;</li> <li>– не знает юридическую терминологию по представленной реальной профессионально-ориентированной ситуации;</li> <li>– полностью неправильно решил кейс-задание.</li> </ul>
Задача (практическое задание)	<p>Оценка <b>«отлично»</b> выставляется если:</p> <ul style="list-style-type: none"> <li>– при решении задачи (практического задания) обучающийся дает развернутый и полный ответ на все вопросы, поставленные в ней;</li> <li>– при решении задачи (практического задания) в полном объеме используется соответствующая нормативная правовая база, позволяющая правильно – решить поставленные задачи, доказать точку зрения автора, решение аргументировано и логично.</li> </ul>
	<p>Оценка <b>«хорошо»</b> выставляется если:</p> <ul style="list-style-type: none"> <li>– при решении задачи (практического задания) обучающийся дает развернутый и полный ответ на все вопросы, поставленные в ней;</li> <li>– при решении задачи (практического задания) не в полном объеме используется соответствующая нормативная правовая база, позволяющая доказать точку зрения автора (т.е. обучающийся в решении ссылается не на все необходимые нормы);</li> <li>– решение аргументировано и логично лишь в части.</li> </ul>
	<p>Оценка <b>«удовлетворительно»</b> выставляется если:</p> <ul style="list-style-type: none"> <li>– при решении задачи (практического задания) обучающийся дает развернутый и полный ответ не на все вопросы, поставленные в ней, и допускает 1-2 незначительные ошибки (неточности);</li> <li>– при решении задачи не используется соответствующая нормативная правовая база, позволяющая правильно решить поставленные задачи, т.е. ответ – в целом верен, но решение нет;</li> </ul>

	<p>– решение недостаточно аргументировано и логично.</p> <p>Оценка <b>«неудовлетворительно»</b> выставляется если:</p> <p>– при решении задачи (практического задания) обучающийся дает не правильный ответ;</p> <p>– при решении задачи (практического задания) не используется соответствующая нормативная правовая база, позволяющая правильно решить поставленные задачи, т.е. ответ и решение не верно, решение не аргументировано и не логично.</p>
<b>Практический вопрос</b>	<p>Оценка <b>«отлично»</b> выставляется, если: обучающийся дал полный, развернутый ответ на поставленный практический вопрос, проявил совокупность осознанных знаний об объекте, доказательно раскрыл основные положения темы. В письменном ответе прослеживается четкая структура, логическая последовательность, отражающая сущность раскрываемых понятий, явлений. Обучающийся подкрепляет теоретический ответ практическими примерами. Ответ сформулирован научным языком, обоснована авторская позиция обучающегося. Обучающимся продемонстрирован высокий уровень владения компетенцией(-ями).</p> <p>Оценка <b>«хорошо»</b> выставляется, если: обучающимся дан полный, развернутый ответ на поставленный практический вопрос, проявлено умение выделять существенные и несущественные признаки, причинно-следственные связи. Ответ четко структурирован, логичен, но есть недочеты в формулировании понятий, решении задач. Обучающимся продемонстрирован повышенный уровень владения компетенцией(-ями).</p> <p>Оценка <b>«удовлетворительно»</b> выставляется, если: обучающимся сформулирован неполный ответ на практический вопрос, логика и последовательность изложения имеют существенные нарушения. Допущены грубые ошибки при определении сущности раскрываемых понятий, явлений, нарушена логика изложения письменного ответа, не сделаны выводы. Обучающимся продемонстрирован базовый уровень владения компетенцией(-ями).</p> <p>Оценка <b>«неудовлетворительно»</b> выставляется обучающемуся, если: обучающийся испытывает значительные трудности в ответе на практический вопрос, допускает существенные ошибки, не владеет терминологией, не знает основных понятий. Обучающимся продемонстрирован низкий уровень владения компетенцией(-ями).</p>
<b>Промежуточная аттестация</b>  <b>ЗАЧЕТ</b>	<p>Оценки <b>«зачтено»</b> заслуживает обучающийся:</p> <p>– обучающийся в основном показывает или показывает прочные знания основных процессов изучаемой темы;</p> <p>– обучающийся дает полный и развернутый ответ на поставленные вопросы, но при этом может допускать некоторые незначительные неточности;</p> <p>– обучающийся полностью или не в полном объеме владеет терминологическим аппаратом темы;</p> <p>– обучающийся показывает полное или частичное умение объяснять сущность, явлений, процессов, событий;</p> <p>– обучающийся делает выводы и обобщения, дает ответы на основные поставленные вопросы;</p> <p>– ответу присуще логичность и последовательность.</p> <p>Оценка <b>«не зачтено»</b> выставляется обучающемуся:</p> <p>– обучающийся не показывает знания основных процессов изучаемой темы;</p> <p>– обучающийся не дает полный ответ на поставленные вопросы, и допускает «грубые» (значительные) неточности;</p> <p>– обучающийся не владеет терминологическим аппаратом темы;</p> <p>– обучающийся не показывает достаточное умение объяснять сущность, явлений, процессов, событий;</p> <p>– обучающийся не может сделать выводы и обобщения, не дает аргументированные ответы и не может привести соответствующие</p>

	<p>примеры;</p> <p>– ответ не логичен и не последователен, обучающийся не может ответить на дополнительные вопросы.</p> <p>Оценка «не зачтено» ставится обучающимся, которые не могут продолжить обучение или приступить к профессиональной деятельности по окончании ВУЗа без дополнительных занятий по соответствующей дисциплине.</p>
<p><b>Промежуточная аттестация</b></p> <p><b>ЭКЗАМЕН</b></p>	<p>Оценка <b>«отлично»</b> выставляется обучающемуся, если: обучающийся дал полный, развернутый ответ на поставленный вопрос, проявил совокупность осознанных знаний об объекте, доказательно раскрыл основные положения темы. В ответе прослеживается четкая структура, логическая последовательность, отражающая сущность раскрываемых понятий, явлений. Обучающийся подкрепляет теоретический ответ практическими примерами. Ответ сформулирован научным языком, обоснована авторская позиция обучающегося. Могут быть допущены недочеты в определении понятий, исправленные студентом самостоятельно в процессе ответа или с помощью «наводящих» вопросов преподавателя. Обучающимся продемонстрирован высокий уровень владения компетенцией(-ями).</p> <p>Оценка <b>«хорошо»</b> выставляется обучающемуся, если: обучающимся дан полный, развернутый ответ на поставленный вопрос, проявлено умение выделять существенные и несущественные признаки, причинно-следственные связи. Ответ четко структурирован, логичен, но есть недочеты в формулировании понятий, решении задач. При ответах на дополнительные вопросы допущены незначительные ошибки. Обучающимся продемонстрирован повышенный уровень владения компетенцией(-ями).</p> <p>Оценка <b>«удовлетворительно»</b> выставляется обучающемуся, если: обучающимся дан неполный ответ на вопрос, логика и последовательность изложения имеют существенные нарушения. Допущены грубые ошибки при определении сущности раскрываемых понятий, явлений, нарушена логика ответа, не сделаны выводы. Речевое оформление требует коррекции. Обучающийся испытывает затруднение при ответе на дополнительные вопросы. Обучающимся продемонстрирован базовый уровень владения компетенцией(-ями).</p> <p>Оценка <b>«неудовлетворительно»</b> выставляется обучающемуся, если: обучающийся испытывает значительные трудности в ответе на вопрос, допускает существенные ошибки, не владеет терминологией, не знает основных понятий, не может ответить на «наводящие» вопросы преподавателя. Обучающимся продемонстрирован низкий уровень владения компетенцией(-ями).</p>

## 6. ДОСТУПНОСТЬ И КАЧЕСТВО ОБРАЗОВАНИЯ ДЛЯ ЛИЦ С ОВЗ

При необходимости инвалидам и лицам с ограниченными возможностями здоровья предоставляется дополнительное время для подготовки ответа на зачете.

При проведении процедуры оценивания результатов обучения инвалидов и лиц с ограниченными возможностями здоровья могут использоваться собственные технические средства.

Процедура оценивания результатов обучения инвалидов и лиц с ограниченными возможностями здоровья по дисциплине предусматривает

предоставление информации в формах, адаптированных к ограничениям их здоровья и восприятия информации:

Для лиц с нарушениями зрения:	– в печатной форме увеличенным шрифтом, – в форме электронного документа.
Для лиц с нарушениями слуха:	– в печатной форме, – в форме электронного документа.
Для лиц с нарушениями опорно-двигательного аппарата	– в печатной форме, аппарата: – в форме электронного документа.

При проведении процедуры оценивания результатов обучения инвалидов и лиц с ограниченными возможностями здоровья по дисциплине обеспечивает выполнение следующих дополнительных требований в зависимости от индивидуальных особенностей, обучающихся:

а) инструкция по порядку проведения процедуры оценивания предоставляется в доступной форме (устно, в письменной форме);

б) доступная форма предоставления заданий оценочных средств (в печатной форме, в печатной форме увеличенным шрифтом, в форме электронного документа, задания зачитываются преподавателем);

в) доступная форма предоставления ответов на задания (письменно на бумаге, набор ответов на компьютере, устно).

При необходимости для обучающихся с ограниченными возможностями здоровья и инвалидов процедура оценивания результатов обучения по дисциплине может проводиться в несколько этапов.

Проведение процедуры оценивания результатов обучения инвалидов и лиц с ограниченными возможностями здоровья допускается с использованием дистанционных образовательных технологий.