

Документ подписан простой электронной подписью

Информация о владельце:

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Должность: Директор

Дата подписания: 28.08.2025 14:23:46

Уникальный программный ключ:

798bda6555fbdebe827768f6f1710bd17a9070c31fdc1b6a6ac5a1f10c8c5199

*Приложение 6 к основной профессиональной образовательной программе
по направлению подготовки 38.03.02 Менеджмент
направленность (профиль) программы «Менеджмент
организации»*

МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ

Федеральное государственное бюджетное образовательное учреждение высшего образования

«Российский экономический университет имени Г.В. Плеханова»

Краснодарский филиал РЭУ им. Г.В. Плеханова

Факультет экономики, менеджмента и торговли

Кафедра бухгалтерского учета и анализа

ОЦЕНОЧНЫЕ МАТЕРИАЛЫ

**по учебной дисциплине «Б1.В.12 Анализ деловой ситуации на
иностранном языке»**

Направление подготовки 38.03.02 Менеджмент

Направленность (профиль) программы Менеджмент организации

Уровень высшего образования Бакалавриат

Год начала подготовки 2022

Краснодар – 2021 г.

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Оценочные материалы одобрены на заседании кафедры бухгалтерского учета и
анализа протокол №1 от 30.08.2021 г.

ОЦЕНОЧНЫЕ МАТЕРИАЛЫ

по учебной дисциплине «Анализ деловой ситуации на иностранном языке»

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

Формируемые компетенции (код и наименование компетенции)	Индикаторы достижения компетенций (код и наименование индикатора)	Результаты обучения (знания, умения)	Наименование контролируемых разделов и тем
УК-4. Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном (ых) языке (ах)	УК-4.3. Использует диалог для сотрудничества в социальной и профессиональной сферах	УК-4.3. У-1. Владеет нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия УК-4.3. У-2. Умеет выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи	Тема 1. Деловой стиль общения Тема 2. Деловая корреспонденция. Тема 3. Устройство на работу. Тема 4. Построение взаимоотношений с клиентами. Тема 5. Онлайн коммуникация Тема 6. Международное сотрудничество.
ПК-2 Анализ, обоснование и выбор решения	ПК-2.1 Анализ решений с точки зрения достижения целевых показателей решений.	ПК-2.1. З-1. Знает методы сбора, анализа, систематизации, хранения и поддержания в актуальном состоянии информации бизнес-анализа ПК-2.1. У-1. Умеет планировать, организовывать и проводить встречи и обсуждения с заинтересованными сторонами; оформлять результаты бизнес-анализа в соответствии с выбранными подходами.	Тема 1. Деловой стиль общения Тема 2. Деловая корреспонденция. Тема 3. Устройство на работу. Тема 4. Построение взаимоотношений с клиентами. Тема 5. Онлайн коммуникация Тема 6. Международное сотрудничество.

МЕТОДИЧЕСКИЕ МАТЕРИАЛЫ, ХАРАКТЕРИЗУЮЩИЕ ЭТАПЫ ФОРМИРОВАНИЯ КОМПЕТЕНЦИЙ

Перечень учебных заданий на аудиторных занятиях

Тема 1. Деловой стиль общения.**Индикаторы достижения:** УК-4.3, ПК-2.1

Опрос по темам:

1. How to write emails in a formal and informal style?
2. How to introduce yourself at negotiations?
3. How to write a memo to all staff?
4. How to write a formal email with apologies?
5. How to write a formal email with requests?

Тема 2. Деловая корреспонденция.**Индикаторы достижения:** УК-4.3, ПК-2.1

Опрос по темам:

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

Тема 3. Устройство на работу.**Индикаторы достижения:** УК-4.3, ПК-2.1

Вопросы для групповой дискуссии:

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

Тема 4. Построение взаимоотношений с клиентами.**Индикаторы достижения:** УК-4.3, ПК-2.1

Опрос по темам:

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

Тема 5. Онлайн коммуникация.**Индикаторы достижения:** УК-4.3, ПК-2.1

Опрос по темам:

1. Explain the concept of 4Ps, as well as later added 3Ps.
2. What do the 4Cs stand for? Compare 4Ps and 4Cs.
3. What are the benefits of selling On- & Offline?
4. What is brand identity and how does it work?
5. What 3 elements make the branding successful according to Mary Jo Hatch and Majken Shultz?

Тема 6. Международное сотрудничество.

Индикаторы достижения: УК-4.3, ПК-2.1

Вопросы для групповой дискуссии:

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

Критерии оценки (в баллах):

- 6,6 баллов выставляется обучающемуся, если он свободно владеет материалом по существу заданных вопросов, логично излагает мысли, проявляет способность аргументировать ответы, подкрепляя их примерами;
- 4,6 баллов выставляется обучающемуся, если он владеет материалом в полном объеме, отвечает последовательно, демонстрирует умение сравнивать и обобщать теоретический материал, допускает лишь мелкие неточности, не влияющие на сущность ответа;
- 2,6 баллов выставляется обучающемуся, если он знает материал курса дисциплины недостаточно полно, отвечает не всегда последовательно, сбивчиво и бессистемно;
- 0 баллов выставляется обучающемуся, если в ответе допущены значительные ошибки, свидетельствующие о недостаточном уровне его подготовки.

Задания для текущего контроля

Тема 1. Деловой стиль общения

Индикаторы достижения: УК-4.3, ПК-2.1

Комплект тестов / тестовых заданий:

1. Give the definitions to the following words:
 1. Communication –
 2. Technical knowledge –
 3. Intranet –
 4. Knowledge officer –
 5. Facilitate –
2. Give the appropriate words to the following definitions:
 6. - the promotional message aimed at creating an image, enhancing reputation, building goodwill, or advocating an idea or the philosophy of an organization, instead of sales promotion.
 7. – the act of understanding by means of the sense or of the mind
 - 8.– a place at which all interactions between a customer and a product seller are provided
 - 9.– connections between a person giving money to an organization and this organization in order to get profit
 - 10.– a specific branch or field of study or business
3. Complete the sentences with the words in the box.
bush grapevine nutshell stick wall
 - 11 I heard it on the you’ve been promoted.
 - 12 I asked Rudy to say yes or no, but he just beat around the .
 - 13 Look, in a , my trip to Singapore was a huge success.

- 14 I think you got the wrong end of the _____. I'm not going on holiday, I'm going on a business trip.
- 15 John just doesn't listen. It's like talking to a brick _____.
- 4 Choose the correct option (a–d).
- 16 The new assistant manager is rather _____. He doesn't say much or seem very confident.
a) reserved b) eloquent c) responsive d) rambling
- 17 I'd like you to be more _____ in your summary. I don't need every minor detail, just a broad outline of the key points.
a) hesitant b) fluent c) succinct d) sensitive
- 18 It was very _____ of you to mention the mistake he made in front of everyone. He was very upset.
a) persuasive b) tactless c) inhibited d) focused
- 19 His presentation wasn't particularly _____. It didn't link together very well at all.
a) articulate b) vague c) coherent d) emotional
- 20 His responses were completely _____. I learned nothing from them as there was no detail at all.
a) vague b) inhibited c) concise d) extrovert
5. Complete the telephone conversation with the correct option (a–e).
- A: Xenon Components, JanJohannsen speaking.
B: Hello Jan. Yoshi here from Tenta Manufacturing.
A: Hi Yoshi. How can I help you?
B: We need 10,000 more of the 125Z components.
A: Sorry, (21) _____. I can't hear you. (22) _____ ?
B: 125Z components.
A: I still can't hear you very well. (23) _____ ?
B: Of course.
(Yoshi's phone rings)
A: Hi, Yoshi, Jan here, let's start again.
B: 125Z – 10,000 units and we also need some of the 253S plastic sheets
A: Sorry, I didn't (24) _____, it's a (25) _____. I don't know why.
B: 253S plastic sheets.
A: Right got that.
a) really terrible connection
b) it's a very bad line
c) catch that
d) Can I call you back
e) Could you speak up please

Тема 2. Деловая корреспонденция.

Индикаторы достижения: УК-4.3, ПК-2.1

Комплект тестов / тестовых заданий:

Choose the correct option (a–d).

1. The new assistant manager is rather _____. He doesn't say much or seem very confident.
a) reserved b) eloquent c) responsive d) rambling
2. I'd like you to be more _____ in your summary. I don't need every minor detail, just a broad outline of the key points.
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4. His presentation wasn't particularly _____. It didn't link together very well at all.
a) articulate b) vague c) coherent d) emotional

5. His responses were completely _____. I learned nothing from them as there was no detail at all.
 a) vague b) inhibited c) concise d) extrovert
6. You can get _____ a lot using email instead of face-to-face meetings because it's easier to make excuses when no one can see you.
 a) off b) away with c) out d) on with
7. Email is also a good way of directly _____ your ideas or products to someone powerful who you may not be able to meet otherwise.
 a) launching b) engaging c) influencing d) pitching
8. Could you please _____ what you mean exactly? I'm not sure I fully understand.
 a) engage b) clarify c) interrupt d) digress
9. The audience was extremely _____ to our product presentation and asked lots of questions. Some even placed big orders.
 a) focused b) persuasive c) eloquent d) responsive
10. The speaker kept _____ and talking about his own experiences instead of the main topic.
 a) digressing b) confusing c) interrupting d) clarifying
11. When it launched, Facebook was _____ to students.
 a) closed b) only available c) marketed mostly
12. Universities _____ social media networks.
 a) use b) fail to understand c) discourage the use of
13. Many business schools have their own intranet that they feel _____ Facebook.
 a) is much better than b) could be replaced with c) competes with
14. The article says that business schools don't have the _____ resources available to big companies such as Facebook.
 a) financial b) IT c) networking
15. According to the article, the over-35s group is a _____ Facebook market.
 a) growing b) steady c) shrinking

Тема 3. Устройство на работу.

Индикаторы достижения: УК-4.3, ПК-2.1

Задания для контрольной работы:

Task 1. Choose the best word from the brackets to fill the gap

- We pay reasonable salaries and offer excellent fringe (perks/tips/benefits).
- There are currently 780,000 people work in the UK (away from/ out of/ out off).
- The 7.30 train to London is always full of (commuters/communers/committers).
- When the CEO was arrested our corporate was severely damaged (picture/image/logo).
- Our company is , but our managing director behaves as if it belonged to him (state-owned/state-governed/state-guided).

Task 2. In each gap write one word starting with the given letter

- Started fifty years ago as a family e-----, now it is a large multinational.
- You will get a \$800 salary plus 20% c----- on any sales you make.
- We have a f----- system but everyone must be in the office between 10 and 2.
- After the railways were p----- the new owners laid off many workers.
- I said hello to Jane but she did not return my g-----.

Task 3. Complete the text with the words given below

approachable boring extended exciting temporary

Mary James used to think that working for the same organization all the time was 1) , so she preferred 2) jobs. But already in the very first days of her work for ADV she felt that she wanted to stay there. It was not that her job in ADV was more 3) than in other companies where she had worked. It was the atmosphere that made the difference. All people around her were

nice and friendly, all managers were open and 4) It seemed to Mary that relations between co-workers were like in a big 5) family.

Тема 4. Построение взаимоотношений с клиентами.

Индикаторы достижения: УК-4.3, ПК-2.1

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Тема 5. Онлайн коммуникация.

Индикаторы достижения: УК-4.3, ПК-2.1

Комплект тестов / тестовых заданий:

1. MBA students at Haas first meet one another _____.
a) when they arrive b) using the Haas intranet c) on Facebook
2. Most Haas students and alumni use _____ networking site.
a) only their favourite b) more than one c) the Business Because
3. We've _____ that the risks are minimal so we're going ahead with the expansion plan.
a) calculated b) weighed c) minimised d) faced
4. You can never really _____ all risks, but you can limit them.
a) emanate b) encounter c) eliminate d) expect
5. Several people had accidents because of the faulty product. The company will _____ have to pay product _____ costs.
a) responsibility b) damages c) catastrophe d) liability
6. Once we have _____ any risks which may occur, we can then do _____ everything we can to avoid them.
a) identified b) insured c) reduced d) spread
7. When we start doing business overseas we're likely to _____ many _____ unfamiliar risks so we must be careful.
a) reduce b) gauge c) assess d) face

8. We're taking a _____ risk investing heavily in expansion in the current economic climate. We could lose everything.
a) potential b) tremendous c) miniscule d) immediate
9. The chances of another ship sinking tomorrow are _____. It's just not going to happen again for a very long time.
a) negligible b) considerable c) substantial d) huge
10. We need to _____ the pros and cons of this joint venture. Is it really as good as it seems to be?
a) encounter b) foresee c) evaluate d) anticipate
11. It's unlikely that there will be another _____ such as an earthquake or tsunami in the region for quite a while, so we don't need to worry.
a) damages b) catastrophe c) accumulation d) liability
12. No one could have _____ the events which led to the disaster last year. They were totally unexpected.
a) predicted b) estimated c) calculated d) faced
13. The electricity has been _____ so the electricity company can do major repairs to the network.
a) mismatched b) disconnected c) broken down d) reduced
14. Team building exercises should _____ creativity in their participants, so they usually include exercises that require imagination.
a) build b) motivate c) inspire d) break down
15. One of our main income _____ is the service side of the business.
a) streams b) ventures c) barriers d) locations

Тема 6. Международное сотрудничество.

Индикаторы достижения: УК-4.3, ПК-2.1

Комплект тестов / тестовых заданий:

1. The main purpose of team building courses is to _____ team spirit.
a) match b) foster c) prepare d) contribute
2. I'm afraid that she is very _____ and can never find anything on her desk.
a) mismatched b) intolerant c) disorganised d) impractical
3. The two companies have a _____ agreement about their target markets so there won't be any problems.
a) disloyal b) bilateral c) indecisive d) multicultural
4. Staff morale is very low at the moment so we must try to _____ our staff as soon as possible.
a) reduce b) maximise c) remotivate d) disconnect
5. He has no vision and can never see how good our ideas are. He's so _____.
a) impatient b) unfocused c) inefficient d) unimaginative
6. We've invested a lot in our staff so we must try to _____ staff turnover.
a) reduce b) inspire c) maximise d) build
7. He seemed very _____ about our idea. I don't think he liked it at all.
a) unenthusiastic b) unsociable c) unstable d) unexpected
8. I'm sorry, but it just _____ my mind. I'll do it now.
a) missed b) passed c) ripped d) slipped
9. The shop immediately gave me a _____ for the faulty product.
a) compensation b) refund c) payment d) remuneration
10. Today many companies offer money-back _____ to try to encourage people to buy and try their products.
a) refunds b) compensation c) guarantees d) payments
11. I think we've been talking at cross _____. Shall we start again?

a) purposes b) rapport c) meaning d) reasons

12. Customers are loyal to those companies who are prepared to _____ the extra mile with their customer service.

a) put b) do c) go d) make

13. We need to get to the _____ of this and find out what the real problem is.

a) top b) centre c) bottom d) middle

14. Customer care staff are trained to develop a _____ with their customers.

a) relation b) rapport c) report d) feeling

15. I think we were _____ off. We paid far too much for those chairs.

a) ripped b) taken c) passed d) paid

Критерии оценки (в баллах):

- 6,6 баллов выставляется обучающемуся, если было получено 85-100% правильных вариантов ответов на вопросы тестов или на задания, предусмотренные контрольной работой;
- 4,6 баллов выставляется обучающемуся, если было получено 70-84% правильных вариантов ответов на вопросы тестов или на задания, предусмотренные контрольной работой;
- 2,6 баллов выставляется обучающемуся, если было получено 50-69% правильных вариантов ответов на вопросы тестов или на задания, предусмотренные контрольной работой;
- 0 баллов выставляется обучающемуся, если было получено менее 50% правильных вариантов ответов на вопросы тестов или на задания, предусмотренные контрольной работой.

Задания для творческого рейтинга

Тема 1. Деловой стиль общения

Индикаторы достижения: УК-4.3, ПК-2.1

Темы докладов:

1. Конкуренция. Составляющие понятие конкуренции.
2. Типы деривативов.
3. Составление диаграмм связей и конспектирование.
4. Тенденции бизнеса и будущее. STEEP анализ
5. Мировая индустрия и глобальный потребитель.
6. Правила оформления текста для слайдов презентации
7. Система вознаграждения в российских и международных компаниях.
8. Роль финансовых фьючерсов на бирже.
9. Первый деловой контакт по email.
10. Теория Э. де Боно.
11. Хедж фонды и инвестиционные фонды.
12. Описание бизнес-процесса.

Тема 2. Деловая корреспонденция.

Индикаторы достижения: УК-4.3, ПК-2.1

Темы индивидуальных проектов:

1. STEEP Analysis of Global Companies
2. Designs for Cultivating Creative Thinking at work
3. Recent Multinational Mergers /outcomes/

4. Project Management Company Profile
5. Financial planning
6. Microfinance Institutions
7. SWOT Analysis of auditing companies in Russia

Тема 3. Устройство на работу.

Индикаторы достижения: УК-4.3, ПК-2.1

Темы индивидуальных проектов:

1. STEEP Analysis of Global Companies
2. Designs for Cultivating Creative Thinking at work
3. Recent Multinational Mergers /outcomes/
4. Project Management Company Profile
5. Financial planning
6. Microfinance Institutions
7. SWOT Analysis of auditing companies in Russia

Тема 4. Построение взаимоотношений с клиентами.

Индикаторы достижения: УК-4.3, ПК-2.1

Темы групповых проектов:

1. Categories of stocks and shares
2. Successful Company Employee Reward Systems
3. Organization Framework
4. Company Change Management Programs
5. Shareholders
6. Adoption and Implementation of ABC Accounting Method in Russia or in other countries
7. Socially Responsible Companies

Тема 5. Онлайн коммуникация.

Индикаторы достижения: УК-4.3, ПК-2.1

Темы эссе:

1. Эффективное управление
2. Управление человеческими ресурсами
3. Управление временем
4. Управление доходами
5. Менеджмент Организации
6. Финансовый Менеджмент
7. Менеджмент коммерческой деятельности
8. Менеджмент предпринимательской деятельности
9. Управление инновационным бизнесом
10. Финансовые документы

Тема 6. Международное сотрудничество.

Индикаторы достижения: УК-4.3, ПК-2.1

Темы индивидуальных проектов:

1. STEEP Analysis of Global Companies

2. Designs for Cultivating Creative Thinking at work
3. Recent Multinational Mergers /outcomes/
4. Project Management Company Profile
5. Financial planning
6. Microfinance Institutions
7. SWOT Analysis of auditing companies in Russia

Критерии оценки (в баллах):

- 5 баллов выставляется обучающемуся, если он свободно владеет материалом по существу заданных вопросов, логично излагает мысли, проявляет способность аргументировать ответы;
- 3 балла выставляется обучающемуся, если он владеет материалом в полном объеме, отвечает последовательно, демонстрирует умение сравнивать и обобщать материал, допускает лишь мелкие неточности, не влияющие на сущность ответа;
- 2 балла выставляется обучающемуся, если он знает материал курса дисциплины недостаточно полно, отвечает не всегда последовательно;
- 0 баллов выставляется обучающемуся, если ответ не соответствует требованиям и требует доработки.

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

Структура зачетного задания

1.	Вопрос 1.
2.	Вопрос 2.
3.	Тестовое задание.

Задания, включаемые в зачетное задание

Перечень вопросов к зачету с оценкой:

1. What difference does a degree make to your career and your earning potential?
2. Why do private business schools meet no resistance to price increase?
3. What methods of financing your education can you list? What are their advantages and disadvantages?
4. What interview questions are the most difficult to answer? How will you answer them?
5. What is the purpose and structure of a cover letter?
6. Do you expect technology to make your life easier or harder?
7. Which 3 forces have dramatically changed the work environment?
8. When experienced staff leave a company, what are the consequences?
9. What reasons can you think of to explain why experienced staff may leave a company?
10. What is the purpose of a memo? What is the structure of a memo?
11. What factors influence your decision to buy?
12. What is the idea of TQM and who promoted it in the USA?
13. What are the principles of lean manufacturing/6Sigma?
14. Why do companies need to have planned obsolescence in mind?
15. What is important to know to write a formal/informal email?
16. What are four key elements of an efficient team work?
17. Describe your personality, your strengths and weaknesses and what you would be good or bad at doing a project.
18. Speak about two procedures for coaching team members.
19. What is the structure of a report? What should you write under each heading?
20. In your opinion, can the same business methods and ethical standards be applied all over the world? Should they be adapted to local culture?
21. How do you define SMM?
22. What SMM practices are considered to be unfair? Why are they damaging?
23. What are the variables of the marketing mix? Explain the notions: marketing coherency and marketing dynamics. Give examples of successful marketing coherency and marketing dynamics.
24. List marketing techniques and explain their meaning.
25. What promotion techniques are used to stimulate sales? Give examples.
26. What techniques do salespeople commonly use to deal with objections?
27. How will you structure your mailshot? What useful tips can you give?
28. What will motivate you to start a business?
29. How to build a blockbuster brand?
30. What sources of funding start-ups and small companies would you recommend? Comment on their advantages and disadvantages.
31. Why may business angels turn down young entrepreneurs' proposals?

32. What mistakes do young entrepreneurs make in their business plans?
33. What pieces of advice will you give for fielding questions? What are 5 types of questions and how to deal with them?
34. What are key points to remember about writing a winning company profile?
35. How has the perception of accountancy changed? What is the difference between forensic accountants and other accountancy professionals?
36. To what extent do you think accountancy is a good career choice? Is
37. technology likely to make accountancy easier or more difficult in the future? (your own research)
38. How do you keep tracks of your personal finance?
39. What are three main accounting documents? What information do they provide?
40. How to make meetings more productive? What information should the meeting minutes contain?
41. Виды деловых писем.
42. Структура деловых писем.
43. Другие виды деловой корреспонденции.
44. Ведение телефонных переговоров.
45. Телефонный этикет.
46. Заказ и бронирование билетов по телефону.
47. Написание резюме.
48. Составление заявления о приеме на работу.
49. Прохождение собеседования.
50. Стратегия развития компании.
51. Организация деловой встречи.
52. Назначение и отмена деловой встречи.
53. Подготовка презентации.
54. Основные стадии презентации.
55. Рекламные ходы.
56. Маркетинговая политика компании.

Тестовые задания к зачету с оценкой

1. The new assistant manager is rather _____. He doesn't say much or seem very confident.
a) reserved b) eloquent c) responsive d) rambling
2. I'd like you to be more _____ in your summary. I don't need every minor detail, just a broad outline of the key points.
a) hesitant b) fluent c) succinct d) sensitive
3. It was very _____ of you to mention the mistake he made in front of everyone. He was very upset.
a) persuasive b) tactless c) inhibited d) focused
4. His presentation wasn't particularly _____. It didn't link together very well at all.
a) articulate b) vague c) coherent d) emotional
5. His responses were completely _____. I learned nothing from them as there was no detail at all.
a) vague b) inhibited c) concise d) extrovert
6. You can get _____ a lot using email instead of face-to-face meetings because it's easier to make excuses when no one can see you.
a) off b) away with c) out d) on with
7. Email is also a good way of directly _____ your ideas or products to someone powerful who you may not be able to meet otherwise.
a) launching b) engaging c) influencing d) pitching
8. Could you please _____ what you mean exactly? I'm not sure I fully understand.

- a) engage b) clarify c) interrupt d) digress
9. The audience was extremely _____ to our product presentation and asked lots of questions. Some even placed big orders.
- a) focused b) persuasive c) eloquent d) responsive
10. The speaker kept _____ and talking about his own experiences instead of the main topic.
- a) digressing b) confusing c) interrupting d) clarifying
11. When it launched, Facebook was _____ to students.
- a) closed b) only available c) marketed mostly
12. Universities _____ social media networks.
- a) use b) fail to understand c) discourage the use of
13. Many business schools have their own intranet that they feel _____ Facebook.
- a) is much better than b) could be replaced with c) competes with
14. The article says that business schools don't have the _____ resources available to big companies such as Facebook.
- a) financial b) IT c) networking
15. According to the article, the over-35s group is a _____ Facebook market.
- a) growing b) steady c) shrinking
16. MBA students at Haas first meet one another _____.
- a) when they arrive b) using the Haas intranet c) on Facebook
17. Most Haas students and alumni use _____ networking site.
- a) only their favourite b) more than one c) the Business Because
18. We've _____ that the risks are minimal so we're going ahead with the expansion plan.
- a) calculated b) weighed c) minimised d) faced
19. You can never really _____ all risks, but you can limit them.
- a) emanate b) encounter c) eliminate d) expect
20. Several people had accidents because of the faulty product. The company will _____ have to pay product _____ costs.
- a) responsibility b) damages c) catastrophe d) liability
21. Once we have _____ any risks which may occur, we can then do _____ everything we can to avoid them.
- a) identified b) insured c) reduced d) spread
22. When we start doing business overseas we're likely to _____ many _____ unfamiliar risks so we must be careful.
- a) reduce b) gauge c) assess d) face
23. We're taking a _____ risk investing heavily in expansion in the current economic climate. We could lose everything.
- a) potential b) tremendous c) miniscule d) immediate
24. The chances of another ship sinking tomorrow are _____. It's just not going to happen again for a very long time.
- a) negligible b) considerable c) substantial d) huge
25. We need to _____ the pros and cons of this joint venture. Is it really as good as it seems to be?
- a) encounter b) foresee c) evaluate d) anticipate
26. It's unlikely that there will be another _____ such as an earthquake or tsunami in the region for quite a while, so we don't need to worry.
- a) damages b) catastrophe c) accumulation d) liability
27. No one could have _____ the events which led to the disaster last year. They were totally unexpected.
- a) predicted b) estimated c) calculated d) faced
28. The electricity has been _____ so the electricity company can do major repairs to the network.
- a) mismatched b) disconnected c) broken down d) reduced

29. Team building exercises should _____ creativity in their participants, so they usually include exercises that require imagination.
a) build b) motivate c) inspire d) break down
30. One of our main income _____ is the service side of the business.
a) streams b) ventures c) barriers d) locations
31. The main purpose of team building courses is to _____ team spirit.
a) match b) foster c) prepare d) contribute
32. I'm afraid that she is very _____ and can never find anything on her _____ desk.
a) mismatched b) intolerant c) disorganised d) impractical
33. The two companies have a _____ agreement about their target markets so there won't be any problems.
a) disloyal b) bilateral c) indecisive d) multicultural
34. Staff morale is very low at the moment so we must try to _____ our staff as soon as possible.
a) reduce b) maximise c) remotivate d) disconnect
35. He has no vision and can never see how good our ideas are. He's so _____.
a) impatient b) unfocused c) inefficient d) unimaginative
36. We've invested a lot in our staff so we must try to _____ staff turnover.
a) reduce b) inspire c) maximise d) build
37. He seemed very _____ about our idea. I don't think he liked it at all.
a) unenthusiastic b) unsociable c) unstable d) unexpected
38. I'm sorry, but it just _____ my mind. I'll do it now.
a) missed b) passed c) ripped d) slipped
39. The shop immediately gave me a _____ for the faulty product.
a) compensation b) refund c) payment d) remuneration
40. Today many companies offer money-back _____ to try to encourage people to buy and try their products.
a) refunds b) compensation c) guarantees d) payments
41. I think we've been talking at cross _____. Shall we start again?
a) purposes b) rapport c) meaning d) reasons
42. Customers are loyal to those companies who are prepared to _____ the extra mile with their customer service.
a) put b) do c) go d) make
43. We need to get to the _____ of this and find out what the real problem is.
a) top b) centre c) bottom d) middle
44. Customer care staff are trained to develop a _____ with their customers.
a) relation b) rapport c) report d) feeling
45. I think we were _____ off. We paid far too much for those chairs.
a) ripped b) taken c) passed d) paid
46. When you return goods, you need to show _____ of purchase.
a) receipt b) note c) sign d) proof
47. It was the last _____ when they refused to give me my money back, so I wrote a letter to the CEO.
a) buck b) straw c) time d) complaint
48. We'll finally be in the black next year, after we're repaid our _____.
a) grant b) dividend c) loan
49. When we began, we got our _____ capital from friends and family.
a) credit b) start-up c) asset
50. We _____ on the loan when we missed our January payment.
a) overpaid b) defaulted c) ripped off

Типовые кейсы:

Кейс 1

ISSUE

Westlake is an American university. Two years ago, the university organised a study trip to Poland and the Czech Republic, so that students could learn about the countries' culture and history. Unfortunately, the organizers made many mistakes and the trip was not successful. This year, they will take another group of students (aged 18-21) to the same area. They want to avoid the mistakes they made in the past.

AGENDA

1. Discuss the possible problems that may arise in a trip like this.
2. Hold the meeting to discuss the most serious problems.
3. Rank the problems in order of seriousness.
4. Make suggestions which will make the next trip more successful.

Notes to the agenda

- 1. Discuss the possible problems that may arise in a trip like this.***

Brainstorm possible problems in small groups of colleagues before going to a meeting.

- 2. Hold the meeting to discuss the most serious problems.***

Representatives of the groups should share their ideas concerning the most serious issues.

- 3. Rank the problems in order of seriousness.***

Representatives of the groups should build up a list of problems in order of seriousness.

- 4. Make suggestions which will make the next trip more successful.***

Trip organisers decide on the best ways to avoid difficulties in the next trip.

Кейс 2

H&M: First Sweden then the World.

www.hm.com

If you have an eye for fashion and a good sense of value, chances are you already know about H&M. The Swedish company has grown to be the world's second-largest apparel company by pursuing a balance of cutting-edge style, quality, and attractive prices.

H&M started in 1947 as a women's clothing store in Västerås, Sweden. International expansion came slowly at first, with stores in Norway in 1964, Denmark in 1967, and the United Kingdom in 1976. The product range expanded as well, with the addition of men's and children's lines and eventually cosmetics and items for the home. Germany, currently the company's largest market, followed in 1980. The pace accelerated through the 1990s, and by 2013, the company boasted 3,000 stores in more than 50 countries. Even with so many stores in operation, H&M still aims to expand by 10 to 15 percent every year.

To be sure, H&M's global expansion has not gone uncontested. Its biggest competitor overall—and the world's largest clothing retailer—is the multibrand Spanish company Inditex. Inditex's biggest chain, Zara, is still relatively unknown in the United States but has a huge presence in Europe and other markets. Zara is highly regarded as the innovator of "fast fashion," in which high-speed design, production, and distribution systems can jump on trend shifts and get new styles into retail shops in as little as two or three weeks. Inditex isn't sitting still either, with plans to open 1,000 new stores in the next few years.

Imagine you are Karl-Johan Persson, H&M's managing director and chief executive officer. How would you plot the company's continuing global expansion?

Would you use the same business strategies in every country or adapt to local markets?

Would you present H&M as a consistent global brand or modify the presentation for each country?

How would you keep growing when you're already the world's second-largest apparel retailer?

Типовые тестовые задания:

Индикаторы достижения: УК-4.3, ПК-2.1

I. Give the definitions to the following words:

1. Communication –
2. Technical knowledge –
3. Intranet –
4. Knowledge officer –
5. Facilitate –

II. Give the appropriate words to the following definitions:

6. - the promotional message aimed at creating an image, enhancing reputation, building goodwill, or advocating an idea or the philosophy of an organization, instead of sales promotion.
7. – the act of understanding by means of the sense or of the mind
- 8.– a place at which all interactions between a customer and a product seller are provided
- 9.– connections between a person giving money to an organization and this organization in order to get profit
- 10.– a specific branch or field of study or business

III. Complete the sentences with the words in the box.

bush grapevine nutshell stick wall

- 11 I heard it on the _____ you've been promoted.
- 12 I asked Rudy to say yes or no, but he just beat around the _____.
- 13 Look, in a _____, my trip to Singapore was a huge success.
- 14 I think you got the wrong end of the _____. I'm not going on holiday, I'm going on a business trip.
- 15 John just doesn't listen. It's like talking to a brick _____.

IV Choose the correct option (a–d).

- 16 The new assistant manager is rather _____. He doesn't say much or seem very confident.
a) reserved b) eloquent c) responsive d) rambling
- 17 I'd like you to be more _____ in your summary. I don't need every minor detail, just a broad outline of the key points.
a) hesitant b) fluent c) succinct d) sensitive
- 18 It was very _____ of you to mention the mistake he made in front of everyone. He was very upset.
a) persuasive b) tactless c) inhibited d) focused
- 19 His presentation wasn't particularly _____. It didn't link together very well at all.
a) articulate b) vague c) coherent d) emotional
- 20 His responses were completely _____. I learned nothing from them as there was no detail at all.
a) vague b) inhibited c) concise d) extrovert

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

- A: Xenon Components, JanJohannsen speaking.
B: Hello Jan. Yoshi here from Tenta Manufacturing.
A: Hi Yoshi. How can I help you?
B: We need 10,000 more of the 125Z components.
A: Sorry, (21) _____. I can't hear you. (22) _____ ?
B: 125Z components.
A: I still can't hear you very well. (23) _____ ?
B: Of course.
(Yoshi's phone rings)
A: Hi, Yoshi, Jan here, let's start again.
B: 125Z – 10,000 units and we also need some of the 253S plastic sheets

A: Sorry, I didn't (24)_____, it's a (25)_____. I don't know why.

B: 253S plastic sheets.

A: Right got that.

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

Choose the correct option (a–d).

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12. Universities _____ social media networks.
a) use b) fail to understand c) discourage the use of
13. Many business schools have their own intranet that they feel _____ Facebook.
a) is much better than b) could be replaced with c) competes with
14. The article says that business schools don't have the _____ resources available to big companies such as Facebook.
a) financial b) IT c) networking
15. According to the article, the over-35s group is a _____ Facebook market.
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16. MBA students at Haas first meet one another _____.
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- a) calculated b) weighed c) minimised d) faced
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 24. The chances of another ship sinking tomorrow are _____. It's just not going to happen again for a very long time.
 a) negligible b) considerable c) substantial d) huge
 25. We need to _____ the pros and cons of this joint venture. Is it really as good as it seems to be?
 a) encounter b) foresee c) evaluate d) anticipate
 26. It's unlikely that there will be another _____ such as an earthquake or tsunami in the region for quite a while, so we don't need to worry.
 a) damages b) catastrophe c) accumulation d) liability
 27. No one could have _____ the events which led to the disaster last year. They were totally unexpected.
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 28. The electricity has been _____ so the electricity company can do major repairs to the network.
 a) mismatched b) disconnected c) broken down d) reduced
 29. Team building exercises should _____ creativity in their participants, so they usually include exercises that require imagination.
 a) build b) motivate c) inspire d) break down
 30. One of our main income _____ is the service side of the business.
 a) streams b) ventures c) barriers d) locations

Критерии оценки (в баллах):

- 40 баллов выставляется обучающемуся, ответы которого на поставленные в задании вопросы излагаются логично, последовательно и не требуют дополнительных пояснений, он не затрудняется с ответом при видоизменении задания, при решении практических заданий применяет верную методику и показывает глубокие знания изученного материала, подтверждает полное освоение компетенций, предусмотренных программой;
- 30 баллов выставляется обучающемуся, твердо знающему программный материал, грамотно и по существу излагающего его, допускающему не существенные неточности при освещении основного содержания ответа и в ответе на дополнительные вопросы, которые он легко исправляет по замечанию преподавателя, правильно применяющему теоретические положения при решении практических заданий, в целом подтверждает освоение компетенций, предусмотренных программой;
- 20 баллов выставляется обучающемуся, который имеет знания только основного материала, но не усвоил его детали, допускает неточности, недостаточно правильные формулировки, нарушения последовательности в изложении программного материала и испытывает

трудности в выполнении практических заданий, частично раскрывает содержание дополнительных вопросов, подтверждает освоение компетенций, предусмотренных программой на минимально допустимом уровне;

- 10 балла выставляется обучающемуся, который значительную часть теоретического содержание курса не освоил, необходимые практические навыки не сформировал, не подтвердил освоение компетенций, предусмотренных программой.

Расчет баллов по выполнению учебных заданий на аудиторных занятиях и результатам текущего контроля

Расчет баллов по выполнению учебных заданий на аудиторных занятиях и результатам текущего контроля представлен в таблице.

Форма проведения текущего контроля	Номер темы, выносимой на контроль	Максимальное количество работ, опросов на 1 студента в семестр	Количество баллов, максимально
Выполнение учебных заданий на аудиторных занятиях			
Опрос	1, 2, 4, 5	4	13
Групповая дискуссия	3, 6	2	7
Всего:			20
Текущий контроль, в т.ч.:			
Контрольная работа	3, 4	2	7
Тест	1, 2, 5, 6	4	13
Всего:			20

Критерии оценки творческого рейтинга

Распределение баллов осуществляется по решению кафедры и результат распределения баллов за соответствующие виды работ представляется в виде следующей таблицы

Вид работы по темам дисциплины	Количество баллов, максимально
Выполнение индивидуального проекта, группового проекта, эссе, доклада	5
Разработка в составе команды для последующего использования в учебном процессе: - наглядных пособий, - лекции-визуализации, - сценария деловой игры, - одной или нескольких ситуационных задач или кейсов, - сценария дискуссии, в том числе в форме виртуальной дискуссии, мозгового штурма, тематического круглого стола, - кроссворда, - тестов.	5
Публикация авторской статьи и (или) написание студенческой научной работы, участие в научной студенческой конференции	5

Вид работы по темам дисциплины	Количество баллов, максимально
Работа в научных кружках и (или) участие в конкурсе студенческих научных работ, олимпиаде, создание презентации, написание реферата, доклада	5
Итого	20

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

Шкала оценивания		Формируемые компетенции	Индикатор достижения компетенции	Критерии оценивания	Уровень освоения компетенций
85 – 100 баллов	«отлично»/ «зачтено»	УК-4 ПК-2	УК-4.3 ПК-2.1	Знает верно и в полном объеме: методы сбора, анализа, систематизации, хранения и поддержания в актуальном состоянии информации бизнес-анализа. Умеет верно и в полном объеме: выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи; владеет нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия; планировать, организовывать и проводить встречи и обсуждения с заинтересованными сторонами; оформлять результаты бизнес-анализа в соответствии с выбранными подходами.	Продвинутый
70 – 84 баллов	«хорошо»/ «зачтено»	УК-4 ПК-2	УК-4.3 ПК-2.1	Знает с незначительными замечаниями: методы сбора, анализа, систематизации, хранения и поддержания в актуальном состоянии информации бизнес-анализа. Умеет с незначительными замечаниями: выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи; владеет нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия; планировать,	Повышенный

				организовывать и проводить встречи и обсуждения с заинтересованными сторонами; оформлять результаты бизнес-анализа в соответствии с выбранными подходами.	
50 – 69 баллов	«удовлетворительно»/ «зачтено»	УК-4 ПК-2	УК-4.3 ПК-2.1	Знает на базовом уровне, с ошибками: методы сбора, анализа, систематизации, хранения и поддержания в актуальном состоянии информации бизнес-анализа. Умеет на базовом уровне, с ошибками: выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи; владеет нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия; планировать, организовывать и проводить встречи и обсуждения с заинтересованными сторонами; оформлять результаты бизнес-анализа в соответствии с выбранными подходами.	Базовый
менее 50 баллов	«неудовлетворительно»/ «не зачтено»	УК-4 ПК-2	УК-4.3 ПК-2.1	Не знает на базовом уровне: методы сбора, анализа, систематизации, хранения и поддержания в актуальном состоянии информации бизнес-анализа. Не умеет на базовом уровне: - выстраивать монолог, вести диалог и полилог с соблюдением норм речевого этикета, аргументированно отстаивать свои позиции и идеи; владеет нормами и моделями речевого поведения применительно к конкретной ситуации академического и профессионального взаимодействия; планировать, организовывать и проводить встречи и обсуждения с заинтересованными сторонами; оформлять результаты бизнес-анализа в соответствии с выбранными подходами.	Компетенции не сформированы