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ФИО: Костровец Лариса Борисовна
Должность: директор
Дата подписания: 26.06.2026 11:51:16
Уникальный программный ключ:
6882606104c36dbde41c4ab93a65382136a292d6

Приложение 4
к образовательной программе

ОЦЕНОЧНЫЕ МАТЕРИАЛЫ

**для текущего контроля успеваемости и
промежуточной аттестации обучающихся**

ПО ДИСЦИПЛИНЕ

Б1. В.ДЭ.01.01 Профессионально-ориентированный иностранный язык
(индекс, наименование дисциплины в соответствии с учебным планом)

38.03.02 Менеджмент
(код, наименование направления подготовки/специальности)

Менеджмент внешнеэкономической деятельности
(наименование образовательной программы)

Бакалавр
(квалификация)

Очная форма обучения
(форма обучения)

Год набора - 2025

Донецк

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РАЗДЕЛ 1.
ПАСПОРТ ОЦЕНОЧНЫХ МАТЕРИАЛОВ
 по дисциплине (модулю) «Профессионально-ориентированный
 иностранный язык»

1.1. Основные сведения по дисциплине (модулю)

Таблица 1

Характеристика дисциплины (модуля)
 (сведения соответствуют разделу РПД)

Образовательная программа	бакалавриат
Направление подготовки	38.03.02 Менеджмент
Профиль	Менеджмент внешнеэкономической деятельности
Количество разделов дисциплины	4
Часть образовательной программы	Б1. В.
Формы текущего контроля	собеседование, эссе, ситуационные задания, дискуссия, полемика, диспут, кейс-задача, доклад, сообщение, тестовые задания, задания по деловой корреспонденции, контрольная работа
<i>Показатели</i>	Очная форма обучения
Количество зачетных единиц (кредитов)	10
Семестр	5, 6, 7, 8.
Общая трудоемкость (академ. часов)	360
Аудиторная контактная работа:	
Практические занятия	/ 36/32/42/48
Контактная работа на аттестацию в период в период экзаменационных сессий	4/4/4/9
Самостоятельная работа	30/34/24/85
Консультации	2/2/2/2
Контроль	
Часы на контроль	2./2/2/2
Форма промежуточной аттестации	За/ За/ За/ ЗаО

1.2. Перечень компетенций с указанием этапов формирования в процессе освоения образовательной программы.

Таблица 2

Компетенция	Индикатор компетенции и его формулировка	*Элементы индикатора компетенции	Индекс элемента
<p>УК-4 Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)</p>	<p>УК-4.4: Способен осуществлять коммуникацию на иностранном языке в ситуациях профессионального общения в устной и письменной формах</p>	<i>Знать:</i>	
		<p>-структуру иностранного языка; - грамматический и лексический строй иностранного языка:</p>	УК- 4.4
		<p>- грамматический и лексический строй иностранного языка; - иностранную терминологию в сфере профессиональной деятельности;</p>	УК -4.4
		<p>иностранную терминологию в сфере профессиональной деятельности, общеупотребительную академическую лексику, речевые формулы для осуществления профессиональной деятельности и межкультурного общения; основы деловой переписки.</p>	УК - 4.4

<p>УК-4 Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)</p>	Уметь:	
	<p>- использовать знания иностранного языка в профессиональной деятельности, межкультурной коммуникации и межличностном общении, понимать основные идеи четких устных сообщений, сделанных на иностранном языке;</p>	УК - 4.4
	<p>- - понимать основные идеи четких устных сообщений, сделанных на иностранном языке;</p>	УК- 4.4
	<p>- описывать впечатления, события, надежды, стремления, изложить и обосновывать личное мнение и планы на будущее.</p>	УК- 4.4

Компетенция	Индикатор компетенции и его формулировка	*Элементы индикатора компетенции	Индекс элемента
УК-4 Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)		<i>Владеть:</i>	
		- профессионально направленным иностранным языком на уровне не ниже В2;	УК - 4.4
		- способностью к обобщению, анализу, восприятию и продуцированию информации на иностранном языке;	УК- 4.4
		-основами публичных выступлений;	УК - 4.4
Компетенция	Индикатор компетенции и его формулировка	*Элементы индикатора компетенции	Индекс элемента
		<i>Знать:</i>	
		- структуру иностранного языка; - грамматический	УК - 4.5

УК-4 Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)	УК- 4.5: использует информационно-коммуникационные технологии при поиске необходимой информации в процессе решения профессионально ориентированных коммуникативных задач	и лексический строй иностранного языка	
		- иностранную терминологию в сфере профессиональной деятельности	УК- 4.5
		- иностранную терминологию в сфере профессиональной деятельности, общепотребительную и академическую лексику, речевые формулы для осуществления профессиональной деятельности и межкультурного общения; - основы деловой переписки	УК- 4.5
		Уметь:	
		- понимать основные идеи, содержание и детали письменных текстов различной тематики;	УК- 4.5

УК-4 Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)		- составлять связные сообщения на темы, касающиеся профессиональной, академической и социально-культурной сфер деятельности;	УК- 4.5
		- описывать впечатления, события, надежды, стремления, изложить и обосновывать личное мнение и планы на будущее.	УК -4.5
Компетенция	Индикатор компетенции и его формулировка	*Элементы индикатора компетенции	Индекс элемента
		<i>Владеть:</i>	
		- профессионально направленным иностранным языком на уровне не ниже В2	УК- 4.5

УК-4 Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)	УК-4.5: использует информационно-коммуникационные технологии при поиске необходимой информации в процессе решения стандартных коммуникативных задач	- способностью к обобщению, анализу, восприятию и продуцированию информации на иностранном языке;	УК - 4.5
		. - основами публичных выступлений.	УК - 4.5

Компетенция	Индикатор компетенции и его формулировка	*Элементы индикатора компетенции	Индекс элемента
ПК-1: Способен грамотно организовывать и сопровождать	ПК-1.2: Обеспечивает корректность правовых формулировок, соответствие договора действующему	Знать:	ПК-1.2
		-структуру иностранного языка на базовом уровне;	

<p>процессы во внешнеэкономической деятельности, обеспечивая корректный документооборот и выполнение требований в ходе внешнеторговых операций</p>	<p>законодательству и отсутствие юридических рисков</p>	<p>- основные словосочетания и грамматические структуры необходимые для повседневного общения в типичных ситуациях общения.</p>	<p>ПК-1.2</p>
		<p>- речевые модели, необходимые для осуществления коммуникации в пределах изученных тем и социокультурные особенности общения.</p>	<p>ПК-1.2</p>

	<p>ПК-1.2: Обеспечивает корректность правовых формулировок, соответствие договора действующему законодательству и отсутствие юридических рисков</p>	<p>Уметь:</p>	
		<p>- умеет применять знания лексики и грамматики в повседневном общении, использовать основные словосочетания и грамматический материал в типичных ситуациях общения;</p>	<p>ПК-1.2</p>

ПК-1: Способен грамотно организовывать и сопровождать процессы во внешнеэкономической деятельности, обеспечивая корректный документооборот и выполнение требований в ходе внешнеэкономических операций		- взаимодействовать в устной и письменной формах, используя основные речевые модели;	ПК-1.2
		- использовать социокультурные знания в повседневном общении;	ПК-1.2
Компетенция	Индикатор компетенции и его формулировка	*Элементы индикатора компетенции	Индекс элемента
ПК-1: Способен грамотно организовывать и сопровождать процессы во внешнеэкономической деятельности, обеспечивая корректный документооборот и выполнение требований в ходе внешнеэкономических операций	ПК-1.2: Обеспечивает корректность правовых формулировок, соответствие договора действующему законодательству и отсутствие юридических рисков	<i>Владеть:</i>	
		- основами грамматики и лексики иностранного языка;	ПК-1.2
		- основами грамматики и лексики иностранного языка, речевыми моделями необходимыми для типичных ситуаций общения;	ПК-1.2
		- способностями применять знания иностранного языка в типичных ситуациях общения	ПК-1.2

**Этапы формирования компетенций в процессе освоения
основной образовательной программы**

№ п /п	Контролируемые разделы (темы) дисциплины (модуля)	Номер семестра	Код индикатора компетенции	Наименование оценочного средства*
1	Раздел 1. Качество Тема 1.1. Качество товаров и услуг	5	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания
2	Тема 1.2. Лидерство	5	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания
3	Тема 1.3. Конкуренция	5	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания
4	Раздел 2. Деловые отношения. Тема 2.1 Правила общения в деловых кругах	6	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания

5	Тема 2.2. Международные рынки	6	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания
6	Тема 2.3. Цена успеха	6	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания
7	Раздел 3. Прогноз объема продаж Тема 3.1. Работа и мотивации	7	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания
8	Тема 2.2. Риски	7	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания
9	Тема 3.3. Стили менеджмента	7	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания
10	Раздел 4. Стили делового общения Тема 4.1. Мастерство публичных выступлений	8	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания

11	Тема 4.2. Благосостояние.	8	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания
12	Тема 4.3. Деловая переписка.	8	УК - 4.4 УК - 4.5 ПК-1.2	Устный опрос (собеседование, дискуссия), тестовые задания

РАЗДЕЛ 2.

ТЕКУЩИЙ КОНТРОЛЬ ПО ДИСЦИПЛИНЕ (МОДУЛЮ) «Профессионально-ориентированный иностранный язык»

Текущий контроль знаний используется для оперативного и регулярного управления учебной деятельностью (в том числе самостоятельной работой) обучающихся.

В условиях балльно-рейтинговой системы контроля результаты текущего оценивания обучающегося используются как показатель его текущего рейтинга. Текущий контроль успеваемости осуществляется в течение семестра, в ходе повседневной учебной работы по индивидуальной инициативе преподавателя. Данный вид контроля стимулирует у обучающегося стремление к систематической самостоятельной работе по изучению дисциплины (модуля).

Таблица 2.1.

Распределение баллов по видам учебной
деятельности (балльно-рейтинговая система)

Наименование Раздела/Темы	Вид задания						
	ПЗ			Всего за тему	КЗР	СР	ИЗ*
	УО*	ТЗ*	РЗ*				
Р.1.Т.1.1	12	5	4	21	5	3	3
Р.1.Т.1.2	12	5	4	21	5	4	4
Р.1.Т.1.3	12	5	4	21	5	4	4
Итого: 100б	36	15	12	63	15	11	11
Наименование Раздела/Темы	Вид задания						
	ПЗ			Всего за тему	КЗР	СР	ИЗ*
	УО*	ТЗ*	РЗ*				
Р.1.Т.1.1	12	5	4	21	5	3	3
Р.1.Т.1.2	12	5	4	21	5	4	4
Р.1.Т.1.3	12	5	4	21	5	4	4
Итого: 100б	36	15	12	63	15	11	11
Наименование Раздела/Темы	Вид задания						
	ПЗ			Всего за тему	КЗР	СР	ИЗ*
	УО*	ТЗ*	РЗ*				
Р.1.Т.1.1	12	5	4	21	5	3	3
Р.1.Т.1.2	12	5	4	21	5	4	4
Р.1.Т.1.3	12	5	4	21	5	4	4
Итого: 100б	36	15	12	63	15	11	11
Наименование Раздела/Темы	Вид задания						
	ПЗ			Всего за тему	КЗР	СР	ИЗ*
	УО*	ТЗ*	РЗ*				
Р.1.Т.1.1	12	5	4	21	5	3	3
Р.1.Т.1.2	12	5	4	21	5	4	4
Р.1.Т.1.3	12	5	4	21	5	4	4
Итого: 100б	36	15	12	63	15	11	11

P.1.T.1.1	12	5	4	21	5	3	3
P.1.T.1.2	12	5	4	21	5	4	4
P.1.T.1.3	12	5	4	21	5	4	4
Итого: 1006	36	15	12	63	15	11	11

ЛЗ – лекционное занятие; УО – устный опрос; ТЗ – тестовое задание; РЗ – разноуровневые задания; * другие с виды используемых заданий, предложенных в приложении 1 ПЗ – практическое занятие; СЗ – семинарское занятие; КЗР – контроль знаний по Разделу; Р – реферат. СР – самостоятельная работа обучающегося ИЗ – индивидуальное задание

2.1. Рекомендации по оцениванию устных ответов обучающихся

С целью контроля усвоения пройденного материала и определения уровня подготовленности обучающихся к изучению новой темы в начале каждого семинарского/практического занятия преподавателем проводится индивидуальный или фронтальный устный опрос по выполненным заданиям предыдущей темы.

Критерии оценки.

Оценка «отлично» ставится, если обучающийся:

- 1) полно и аргументировано отвечает по содержанию вопроса;
- 2) обнаруживает понимание материала, может обосновать свои суждения, применить знания на практике, привести необходимые примеры;
- 3) излагает материал последовательно и правильно, с соблюдением исторической и хронологической последовательности;

Оценка «хорошо» – ставится, если обучающийся дает ответ, удовлетворяющий тем же требованиям, что и для оценки «отлично», но допускает одна-две ошибки, которые сам же исправляет.

Оценка «удовлетворительно» – ставится, если обучающийся обнаруживает знание и понимание основных положений данного задания, но:

- 1) излагает материал неполно и допускает неточности в определении понятий или формулировке правил;
- 2) не умеет достаточно глубоко и доказательно обосновать свои суждения и привести свои примеры;
- 3) излагает материал непоследовательно и допускает ошибки.

ВОПРОСЫ ДЛЯ САМОПОДГОТОВКИ ОБУЧАЮЩИХСЯ

Контролируемые разделы (темы) дисциплины (модуля)

Вопросы для подготовки к индивидуальному / фронтальному устному / письменному опросу по темам дисциплины

	<i>(модуля)</i>
Раздел 1. Качество	
Тема 1.1. Качество товаров и услуг	<ol style="list-style-type: none"> 1. What are the main principles of quality management of goods and services? 2. What is the role of ISO standards in quality assurance? 3. What methods and tools are used for quality control? 4. How to conduct a quality audit in a company? 5. What is the relationship between customer satisfaction and product quality? 6. How does the implementation of a quality management system affect business processes? 7. What is the difference between quality management and quality control? 8. What is the role of employee training in quality management?

Тема 1.2. Лидерство	<ol style="list-style-type: none"> 1. Would you like to be a leader? Why? Why not? 2. What conditions are important for people starting new businesses? 3. Discuss the questions. 1 Which modern or historical leaders do you most admire? Which do you admire the least? Why? 4. Which modern or historical leaders do you most admire? Which do you admire the least? Why? 5. Do you think great leaders are born or made? 6. Do you think first-born children make the best lead What is the difference between a manager and a leader?
Тема 1. 3. Конкуренция	<ol style="list-style-type: none"> 1. Are you competitive? 2. Are you fairly competitive or not at all competitive? 3. If a colleague did something very successful, would you feel pleased for them? 4. Have you ever felt you were logging a dead horse at work? 5. Name some major players in the following industries: automotive, telecoms, computing, electronics, an industry you know well.
Раздел 2. Деловые отношения	
Тема 2.1 Правила общения в деловых кругах	<ol style="list-style-type: none"> 1. Think of a good communicator you know. Explain why he/she is good at communicating. 2. What makes a good communicator? 3. What other factors are important for communication? 4. Think of a poor or bad communicator you know. How could they improve their skills? What advice would you give them? 5. What irritates you most about these forms

Тема 2.2. Международные рынки	<ol style="list-style-type: none"> 1. What brands do you know that are marketed internationally? 2. What sort of advertising campaigns does the brand use? (Are they standardised or adapted to local markets?) 3. What are the most famous international brands in your country? What sort of image do they have a) at home, and b) abroad? 4. What are some of the problems companies may face when they try to internationalise a brand? (For example, brand names) 5. What are some of the advantages/drawbacks of standardised global a What's the difference between a retailer and a wholesaler? 6. Give an example of an expanding market in your country.
Тема 2.3. Цена успеха	<ol style="list-style-type: none"> 1. What makes people successful? Add four more words to the list in the box on the left. Then choose the five most important 2. What nationalities are better at building relationships than others at work? 3. What makes employees successful and happy? 4. What makes people successful? Add four more words to the list in the box on the left. Then choose the five most important 5. What sort of risks do businesses face in HRM? 6. What sort of things do companies need to insure against in HRM?
Раздел 3. Прогноз объема продаж	
Тема 3.1. Работа и мотивации	<ol style="list-style-type: none"> 1. What is economic welfare and how is it measured? 2. How do price changes affect overall consumer welfare? 3. What factors determine household welfare? 4. How does technological development affect welfare in the marketplace? 5. How does interfirm competition affect consumer welfare?

	<p>6. What roles do government interventions and regulations play in maintaining welfare?</p> <p>7. How do macroeconomic indicators such as GDP affect the perception of welfare?</p> <p>8. What is the "poverty paradox" in the context of welfare in the marketplace?</p>
<p>Тема 3.2. Риски</p>	<p>1. What is business risk, and why is its management critical to a company's long-term success?</p> <p>2. What are the main categories of risks in business (e.g., operational, financial, strategic, reputational, cyber risks), and how do they differ?</p> <p>3. What methods and tools are used to identify and assess business risks at different stages of a company's lifecycle?</p> <p>4. What are the main risk management strategies (avoidance, mitigation, transfer, acceptance), and when are each applied?</p> <p>5. What are the consequences for a business of inadequate risk management or complete ignorance of potential threats?</p> <p>6. How does business risk relate to opportunities and innovation? Is risk always a negative phenomenon, or can it drive development?</p> <p>7. What is the role of leadership and corporate culture in developing an effective risk management system within an organization?</p> <p>8. How have the development of digital technologies, globalization, and changes in the regulatory environment changed the business risk landscape, and what new threats have emerged in recent years?</p> <p>9. How can various types of business risks be measured and quantified to make informed management decisions?</p> <p>10. What is business resilience, and how can companies improve it to effectively adapt to sudden changes and crises?</p>

Тема 3.3. Стили менеджмента

1. What are the main management styles identified in modern management theory and practice (e.g., authoritarian, democratic, laissez-faire, transformational, transactional, coaching)?
2. How do different management styles affect employee motivation, engagement, and overall team performance?
3. Is there a universally "best" management style, or does its effectiveness always depend on the specific situation (type of task, team maturity, industry characteristics)?
4. What are the key differences between directive (authoritarian) and supportive (democratic) management styles, and what are their typical advantages and disadvantages?
5. What is the role of a laissez-faire manager, and in what situations can this approach be effective or, conversely, counterproductive?
6. How does management style influence corporate culture and an organization's ability to innovate and adapt to change?
7. To what extent is a manager able to consciously change their management style based on the situation, the needs of the team, and the individual characteristics of their subordinates?
8. What challenges arise when applying different management styles in a remote and hybrid work environment, and how do managers adapt to them?
9. How can managers develop their management style, increase self-awareness, and improve their leadership skills?
10. What ethical considerations should be taken into account when choosing and applying a particular management style to ensure fair and respectful treatment of employees?

Раздел 4. Тема 4.1. Мастерство публичных выступлений

1. What are the key elements of successful public speaking?
2. How to effectively structure your speech for your audience?
3. How to deal with anxiety before a speech?
4. What techniques help to keep the audience's attention?
5. How to use body language to strengthen the message?
6. What is the role of visuals in public speaking?
7. How to adapt a presentation to different audiences?
8. What methods do speakers themselves use to prepare for a speech?
9. How to manage time during a presentation?
10. Why is post-speech feedback important?

Тема 4.2. Благополучие.

1. 1. What is economic welfare and how is it measured?
2. How do price changes affect the overall welfare of consumers?
3. What factors determine the level of household welfare?
4. How does technological development affect welfare in the market?
5. How does interfirm competition affect the level of consumer welfare?
6. What roles do government interventions and regulations play in maintaining welfare?
7. How do macroeconomic indicators such as GDP affect the perception of welfare?
8. What is the "poverty paradox" in the context of welfare in the market?
9. How does social inequality affect the overall welfare of society?
10. What measures can be taken to improve the welfare of citizens in a market economy?

Тема 4.3. Деловая переписка	<ol style="list-style-type: none">1. What are the main elements that should be present in a business letter?2. What is the role of the letter subject in business correspondence?3. What features should be taken into account when writing letters to foreign partners?4. How to correctly formulate requests in business correspondence?5. What tone and style is recommended to use in business correspondence?6. How to correctly structure information in a letter?7. What are the most common mistakes in business correspondence?8. What are the features of correspondence in various business sectors?9. How to correctly use e-mail for business correspondence?10. How to effectively respond to negative responses in business correspondence?
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2.2 Рекомендации по оцениванию результатов тестовых заданий обучающихся
В завершении изучения каждого раздела дисциплины (модуля) может

проводиться тестирование (контроль знаний по разделу, рубежный контроль).

Критерии оценивания. Уровень выполнения текущих тестовых заданий оценивается в баллах. Максимальное количество баллов по тестовым заданиям определяется преподавателям и представлено в таблице 2.1.

Тестовые задания представлены в виде оценочных средств и в полном объеме представлены в банке тестовых заданий в электронном виде. В фонде оценочных средств представлены типовые тестовые задания, разработанные для изучения дисциплины.

ТИПОВЫЕ ТЕСТОВЫЕ ЗАДАНИЯ ДЛЯ ТЕКУЩЕГО КОНТРОЛЯ

Раздел 1. Качество

1. Complete each of these sentences with the correct option.

1. Selim believed he deserved a _____, so he just asked his boss for one.
a) target b) progress c) promotion

2 In many countries, there are very few career _____ for people without formal qualifications.

a) plans b) breaks c) opportunities

3 It is very inconvenient to have to work _____ when you have young children.

a) flexitime b) overtime c) time off

2 Anika attends lots of professional development seminars because she wants to _____ a career move.

a) take b) make c) earn

3 If you want to get _____ in your career, you have to have clear short- and long-term goals.

a) ahead b) progress c) the sack

4 'Bright Sparks' is an agency that helps school leavers _____ on a career plan.

a) offer b) decide c) take

5 It is not enough just to _____ your best; you need to have ambitions as well.

a) make b) work c) do

6 Sales representatives often earn a _____ in addition to their salary when they achieve their targets.

a) money b) living c) bonus

2 Complete the sentences using the words in the box.

take / do / evaluate / master / make

2 Do not always wait for your boss to tell you how well you are doing. You also need to

_____ your progress yourself.

3 Vladimir is hoping to _____ research in informatics.

4 Nandita's dream is to _____ a living as a public relations consultant.

5 Delegating tasks is an important skill to _____.

6 Max is only 52, but he would like to _____ early retirement.

3. Complete these sentences with the appropriate form (positive or negative) of can, could or would.

7 Alex _____ speak Chinese, but he is planning to start learning next year.

8 Last year, our employees _____ use the new software, so we hired a consultant to teach them.

9 _____ you like to take a career break?

10 Naruto _____ get a promotion at GFS, so he wants to move to another company.

11 Do you think you _____ recommend one or two employment agencies?

VOCABULARY: WORD PARTNERSHIPS

1 Match a word from A and B and complete sentences 1–10. Use each word from A twice.

A

advertising / consumer / market / product / sales

B

behaviour / budget / campaign / forecast / launch / lifecycle / profile / research / segment / targets

1 The _____ is the length of time people continue to buy a particular product.

2 _____ showed very good potential for marketing the magazine to executives in the age range 25–35.

3 A _____ is simply a description of a typical customer.

4 Our company has established its brand name through a multi-million multi-media _____

5 The introduction of a product to the market is called the _____.

6 Family and friends are a major factor in _____. They really influence what people buy, where and how.

7 A _____ is a group of customers of similar age and income level.

8 I don't think cutting our _____ by half is a good idea. Our campaigns are highly successful and always generate huge profits in the long term.

9 Our representatives are under a lot of pressure to meet their _____.

I'm afraid I can only make a pessimistic _____ for February and March

LANGUAGE REVIEW: FUTURE PLANS

2 Re-order the words to make sentences.

13 Brazil expand hoping in they're to

14 not a bonus expecting get good is she to

15 attract foreign we investment like more to would

16 a Bangalore in open planning subsidiary to we're

17 are going launch when model this to you ?

3 In each sentence, one word is missing. Re-write each sentence with the correct word in the right place.

18 We going to visit our suppliers next week.

19 I help you write the report if you like.

20 We look forward seeing you soon.

21 Analysts say the economy will better next year.

22 They want relaunch their video camera.

Раздел 2. Деловые отношения

Complete these sentences about brands and products with the missing word.

1 The I _____ our consumers have of the brand is one of youth, life and excitement!

2 I've invited all the journalists to the product l _____ next month.

3 What we need is a well-known tennis player to e _____ our new range of leisure wear.

4 You simply can't change the n _____ of the brand after fifty years!

5 James Bond films are great for product p _____ – especially luxury goods.

6 We can expect a product l _____ of about five years on this model.

7 The danger with putting our name on other products and brand s _____ is that the brand loses value.

8 The brand l _____ of our customers is incredible. Some of them wear nothing but a product with our name on it.

9 Here's our brochure with the new r _____ of products for next year.

10 Coca-cola is an example of global brand a _____. There isn't a country that doesn't know what a coke is.

LANGUAGE REVIEW: PRESENT SIMPLE AND PRESENT CONTINUOUS

1 Complete these sentences with the present simple or the present continuous forms of the verbs in brackets.

11 Currently, we _____ (plan) some major changes in the department.

12 We usually _____ (respond) to any competition with a newer model.

- 13 At present I _____ (manage) the division while my boss is away.
 14 It's a temporary problem and these delays _____ (end) very soon.
 15 I _____ (not/eat out) much – except when people visit the company.
 16 I'm afraid he _____ (not/work) here this week. Can I help?
 17 How often _____ you _____ (have) meetings?
 18 They _____ (not/do) much business with us at the moment.
 19 I _____ (not/buy) one brand because I like different types of clothes.
 20 _____ you _____ (outsource) projects or are they always in-company?

SKILLS: TAKING PART IN MEETINGS 1

2 Each phrase contains a mistake. Write the phrase correctly.

- 21 How do you feel to this idea?
 _____?
- 22 How do you think of the proposal?
 _____?
- 23 What's you opinion?
 _____?
- 24 I'm not thinking it's a good idea.
 _____.
- 25 I'm agree with you.

VOCABULARY: DESCRIBING CHANGE

1 Complete sentences 1-10 with the word in brackets. Add a prefix and change the form if necessary.

- 1 Since they took over the company, they've _____ all parts of the workforce. (size)
 2 Some of the people at head office won't like this new initiative to _____ decision-making down to branch level. (centralise)
 3 The _____ from the city centre out to our new site in the midlands is taking longer than planned. (locate)
 4 Oh no! We're having another office _____. It's the third time this year! (organise)
 5 If they _____ the company, he thinks we'll lose our jobs. (structure)
 6 They want a product _____ to try and improve sales. (launch)
 7 I'm going on a course to _____ and work in customer care. (train)
 8 Can we _____ these computers with that new software you bought. (grade)
 9 _____ of the industry has made it easier for use to compete with cheap exports. (regulate)
 10 It would be quicker to build a brand new factory than to _____ this plant. (develop)

LANGUAGE REVIEW: PAST SIMPLE AND PRESENT PERFECT

2 Complete sentences 11-20 with these irregular verbs in the past simple or present perfect.

Be / meet / not have / go / rise / not do / buy / take / come / make

- 11 At last! Finally, he _____ a decision.

- 12 Turnover _____ by 3% every year since 1998.
- 13 A: Did you finish that report? B: No sorry, I still _____ it yet.
- 14 Didn't you hear? They _____ bankrupt last year.
- 15 _____ you ever _____ to Hong Kong?
- 16 We visited the factory and then I _____ them out for dinner.
- 17 I _____ shares in their company six years ago.
- 18 I'm afraid I _____ time to look at it yesterday.
- 19 The majority of our new business _____ from the teenage market in recent months.

_____ you _____ Maggie while you were there? VOCABULARY: THE RECRUITMENT PROCESS

1 Match the words in A and B and complete sentences 1-9. A

pep / head / financial / curriculum / interview / application / fast / probationary / psychometric

B

track / package / hunter / talk / test / form / panel / vitae / period

1 I always find that a quick _____ with my staff raises morale.

2 The _____ includes a pension and an annual bonus.

3 Six months is the standard _____.

4 I'm on a _____ scheme so I should be promoted soon.

5 Please could you fill in this _____ before the interview.

6 We'd also like you to take this _____.

7 It was scary! I had to sit in front of an _____ of six people.

8 I work as a _____. I have to find the best person for the job.

9 My _____ is out of date. It doesn't include details of my most recent job.

LANGUAGE REVIEW: INDIRECT QUESTIONS AND STATEMENTS

2 Each question or statement includes one extra and incorrect word. Delete it. For example: What are do you do?

10 Could you tell me what is your salary is?

11 I'm not sure when does the interview finishes.

12 Could you tell to me why she left?

13 I am wonder whether they'll apply?

14 I'd like to know how would your current boss would describe you?

15 Do you mind if can I ask what your weaknesses are?

3 Re-write these as direct or indirect questions and statements.

16 What's your job?
I was wondering _____.

20 What time does the first one arrive?
I'd like to know _____.

21 Why has he gone so early?
Could you tell me _____?

22 Do you know where the interview room is?

- 23 Where _____?
Do you happen to know if they've finished?
Have _____?
- 24 I have no idea who she is.
- 25 _____
-

Раздел 3. Прогноз объема продаж

Choose the correct words to complete each sentence.

- 21 You (don't have to / mustn't) smoke here. It's dangerous.
- 22 I (have to / should) get a visa before I go to Libya. I can't get in without one.
- 23 You (must / should) learn about a country's culture before you try to do business there. Otherwise, you may not understand what's going on.
- 24 You (don't have to / shouldn't) make an appointment before you visit the embassy but you may have to wait in a long queue if you haven't got one.
- 25 If you want to improve your English, you (have to / should) try watching some English-language films.

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

- 26 We can't afford _____ (invest) more money in research this quarter.
- 27 Your new job will involve _____ (communicate) with our local offices.
- 28 After we'd worked all evening, we stopped _____ (have) a pizza at about midnight.
- 29 Warner intends _____ (sign) the contract tomorrow morning.
- 30 The consultants suggested _____ (improve) our cross-cultural communication skills.
- 31 If you _____ (call) me at four o'clock, I'll be in the office.
- 32 If they _____ (order) 10,000, we would give them a bigger discount.
- 33 Will you _____ (deliver) the goods by Friday if we place the order on Monday?
- 34 What would you do if we _____ (cancel) the order?
- 35 If we _____ (not have) our own fleet of trucks, we wouldn't be able to deliver on schedule.

skills

A Complete the dialogue with the phrases (a-e).

- a) I think that's
- b) I was wondering if
- c) My name's
- d) I'm calling about
- e) I'd like to check

B For Asia sales manager?

A Yes, that's the one. I've been invited for an interview. _____³⁸ you'll be conducting interviews in Singapore as well as Hong Kong.

B That's a good question. Mr Wright, who's running the interviews, splits his time between the two offices.

A Yes, I know. And I'm going to be in Singapore for the next two weeks.

B OK, let me just check.

...

Mr Wright says no problem, just contact the office there to set up the interview.

A Great. Thanks a lot. There's just one other thing _____³⁹. You want someone who can start on 1 June in Hong Kong, right?

B Yes, that's right.

A Thanks. _____⁴⁰ everything.

B Good luck with the interview!

B Match the statements (41–45) with the best replies (a–e).

41 I got the job! **a)** Help yourself.

42 Thanks for your help. **b)** Bad luck.

43 Do you mind if I have some coffee? **c)** Congratulations!

44 Let me buy lunch. **d)** No, it's on me.

45 I heard that Ray has lost his job. **e)** Not at all.

Match the sentence beginnings (46-52) with the best endings (a-g).

46 When I was promoted, my new job was tough. I was really thrown in at the

47 We're planning a party to break the

48 When I gave a client a really big discount, I got into

49 Jim and I agree about a lot of things but we don't see eye to

50 Visiting the factories in South China was a real

51 I don't speak Korean, so whenever I visit the Seoul office, I feel like a fish out of

52 The new manager in Dubai gets on with the area manager like

a) water.

b) deep end.

c) a house on fire.

d) eye-opener for the sales team.

e) ice with the new employers.

f) eye about the issue of bonuses.

g) hot water with my boss.

B Choose the best words to complete these sentences.

53 When high _____ are charged on imports, the market isn't really free.

a) barriers **b)** tariffs **c)** quotas

54 _____ are a feature of protected markets.

- a) Open Borders b) Developing industries c) Restrictions

55 Governments _____ markets by lifting barriers to trade.

- a) liberalise b) subsidise c) compete

56 _____ of foreign goods is driving domestic companies out of business.

- a) Regulation b) Customs c) Dumping

57 We're trying to _____ a team of people to work in the Bahrain office.

- a) assemble b) make c) check

58 We can _____ the candidates, then interview five of them.

- a) train b) shortlist c) advertise

59 I had to take a _____ to assess my mental ability.

- a) probationary period b) psychometric test c) résumé

60 I filled out the _____ and gave it to the interviewer.

- a) curriculum vitae b) application form c) covering letter

You work for a printing firm. You recently received the quote below for some computer hardware. Write a brief letter of reply (40-50 words), accepting the quote

COMPUTER HARDWARE SUPPLIES

Riverside Industrial Estate, Unit 7A, Selby, YO8 9JH

01757 998 099

Joshua Clemmins
Leeway Printing Services
45 Lee Hill Wynd
York
YO26 5MM

6th December 20-

Dear Mr Clemmins,

With reference to your enquiry of 25 November I am pleased to submit the following quotation.

XLogix 6995 20-port fibre channel switch (installed, incl. VAT)	£6,330.00
Powerhead Storage Loader PSL-445 (installed, incl. VAT)	£2,609.00
TOTAL	£8,939.00

I look forward to hearing from you.

Раздел 4. Стили делового общения. Тема 4.1. Мастерство публичных выступлений.

A Read the article and identify the paragraph (i–vii) in which you can find information about the following:

11 What Mike Lynch said about the state of the UK economy.

- 12 What business and enterprise minister Mark Prisk says about the economy.
- 13 A comparison of venture capital funds in 2008 and 2009.
- 14 How politicians will react to the Nesta report.
- 15 What venture capitalists did in 2009.
- 16 What Nesta believes about the future and what investors should do now.
- 17 What the National Endowment for Science, Technology and the Arts has recently said about the venture capital industry.

Venture capital hit by 'slump' in funding

i) The venture capital industry has 'slumped' after the credit crunch, according to the National Endowment for Science, Technology and the Arts. Investment in start-ups specialising in new technology has fallen 40 per cent in value over two years. Fundraising by venture capital companies has dropped 50 per cent to levels below those following the 2000 dotcom crash.

ii) The report from Nesta, an independent body funded by a Lottery endowment, will make discouraging reading for politicians hoping that innovation will help stimulate economic recovery. The reduction in access to funding means that fewer technology companies are likely to bring lucrative new products to market. The UK fell behind France in venture capital investment last year, reflecting weaker tax incentives.

iii) Mike Lynch, chairman of Nesta's investment committee and founder of Autonomy, a quoted software business valued at £4.4bn, said the debilitated state of UK venture capital was partly cyclical but added: 'There is a structural change that is more worrying. Venture capital firms that would have been happy investing £1m-£2m in a start-up have shifted to backing £100m private equity deals.' Mr Lynch said Apax, an early backer of Autonomy, "doesn't do that sort of deal any more". The Nesta chairman said venture-backed businesses were the feedstock from which big, successful technology companies grew. "It is hard to know how the economy will do well without a significant number of know-how-based companies in the FTSE 100." He added that only two FTSE 100 companies – Autonomy and chip designer Arm – currently met those criteria and "we need another five or six".

iv) During 2009, venture capitalists invested just £677m in UK start-ups, a 27 per cent decline and the smallest amount for a decade. The number of investments fell 17 per cent to 266. New companies had the worst difficulties finding capital. 'Early-stage funding', as investment for these fragile fledglings is called, dropped 53 per cent by value.

v) Mark Prisk, business and enterprise minister, said on Wednesday: "The government recognises the importance of high-growth, innovative companies to the UK economy and the problems they can encounter accessing venture capital. That's why in last month's Budget we announced a new Enterprise Capital Fund to target innovative start-ups and a Growth Capital Fund to invest in small businesses needing venture finance to grow."

vi) Only 11 venture capital funds were able to raise capital in 2009 compared with 22 in 2008. Investors provided £574m, 64 per cent less than the year before. Institutions have been discouraged from investing in venture capital by its high risks and low returns. The collapse of dotcom investments earlier in the decade triggered heavy losses. Returns have been better over a 10-year period, with 54 per cent of UK exits recovering one to five times investors' outlays, compared with 27 per cent that failed to break even.

vii) Nesta, which is a significant venture investor, is optimistic about the future. The company believes we have reached the low point in venture capital's fortunes and that growth will soon return. As the economy recovers, exits through flotations and trade sales should increase, allowing companies to recycle profits into new investments and attract new institutional backers. Mr Lynch said: "This is the best time to invest because you can get in at a good price. In contrast, at the top of the cycle the number of good companies is the same but a lot more money is chasing them."



A Now decide if these statements are true (t) or false (f).

- 19 Technology companies will find it more difficult to raise finance.
- 20 Mike Lynch started the company called Autonomy.
- 21 Lynch says that venture capital firms now avoid £100m deals and prefer much smaller ones.
- 22 In 2009, there were only 17 investments in UK start-ups.

C Match each of the functions (a–j) to the most appropriate phrase (11–20) below.

- 11 At this stage, we want all your ideas, however crazy you think they are.
- 12 Could you give me some more details, please.
- 13 I was given your name by Albert Redding.
- 14 Are you saying you don't have that quantity in stock?
- 15 Let me give you an interesting statistic.
- 16 I don't think that would do us much good.
- 17 I really understand how you feel.
- 18 I'll have to get back to you on that one.
- 19 Would anyone like to ask any questions?
- 20 If you increase your order, we'll give you a bigger discount.

- a) checking understanding
- b) expressing dissatisfaction
- c) asking for further information
- d) bargaining
- e) playing for time
- f) asking for feedback
- g) encouraging contributions
- h) mentioning people you know
- i) exemplifying
- j) showing empathy

D. Choose the best word to complete each sentence.

- 21 Bev is an excellent salesperson because she's very (persuasive / reserved).
- 22 The (product / customer) profile is a description of the type of person who we expect to use the product.
- 23 The fire at our distribution centre (disrupted / soured) our ability to fill customer orders.
- 24 One reason that the (brand / workforce) is so successful may be its world-

famous logo.

25 Bob didn't want to leave the job, but he was satisfied with the generous (severance payment / remuneration) when he finally had to go. You can't eliminate risk but you can (negligibly / significantly) reduce it in most cases.

26 The employees really respect Adrian because he's supportive, inspiring, and (irresponsible / considerate).

27 We're having cashflow problems because some of our (debtors / creditors) haven't paid the money they owe us.

28 The most successful customer service teams give (payments / refunds) to customers who are dissatisfied and want to return a product.

29 Roberts Logistics and Global Postal and Telecom have set up a (joint venture / takeover) to run a new business parcel courier and delivery service in northern Europe.

Writing

You are the CEO of a small software firm and you want to increase your sales. Rob Simms, a friend of yours, has suggested that you contact a one-man advertising agency called Owen Bradley Solutions. Mr Bradley, who specialises in helping small businesses, is a friend of your friend and he is expecting to hear from you so the tone of the message can be friendly. Use the notes to explain your needs. Suggest lunch next week. Write 160–180 words.

- *current work: games, online customer feedback form (hoping this will be very successful)*
- *would like to more than double our sales in next three years – how?*
- *one idea: would like our software available online – not sure how to do that*
- *don't know market – need market research (no idea how to do this)*
- *pricing – currently too high? Need advice!*
- *promotion (need some good ideas)*

Раздел 4 Стили делового общения

A Complete the text with words from the box.

exchange interest labour market plan sales tax unempl
oyment

Private sector sets up new fund for small businesses

HTTC, a Birmingham-based telecommunications group, has set up an investment fund to help finance new businesses in the area. The area has a high (11) _____ rate because of the current economic recession. Recent changes in the pound–euro (12) _____ rate have made it harder for businesses that make goods for export. HTTC hopes that providing loans with a low (13) _____ rate will allow new businesses to grow and to create new jobs for the (14) _____ force in the area. The local government has recently agreed to offer (15) _____ incentives for new businesses as well.

In addition to offering funding, HTTC is also providing training and consulting for people who are considering starting a new business. The company is offering assistance with (16) _____ research, product development, and (17) _____ forecasting as well as developing a business (18) _____.

B Choose the best word to complete the sentences.

19 We've just seen last quarter's sales (forecast / figures) and the news is good. We performed very well in all of our markets.

20 We're near the end of the product (lifecycle / range) for the MX-35 so we're going to launch the MX-40 before the end of the year.

21 We're planning an advertising (agency / campaign) that will focus on the high quality of the materials we use.

22 We've done a lot of research about consumer (profile / behaviour) but you can never completely predict what people will buy.

23 We started work on time and if we (keep to / implement) the schedule, we'll launch on time.

24 I'm going to work on Saturday and Sunday so I can (meet / write) the deadline next Monday.

25 We had to (rearrange / prepare) the meeting because the Japanese team were delayed. Tokyo airport was closed because of a storm.

26 We need to (do / collect) more information about our competitors' products before we launch our own.

Put the words in the correct order to make sentences.

27 Bahrain When you do to want visit ?

28 called I soon him as as arrived I .

29 restructuring should How we the announce ?

30 They're to going new open office a .

31 conference the at How people many we are expecting ?

32 our increase to sales We like would .

33 Do you expect next demand year to ?

34 improve to hoping their They're performance .

Complete the sentences with words and phrases from the box.

as soon before going to have having until when while

35 _____ you book your ticket early, you get a discount.

36 Dan is leaving at 4:00. Try to arrive _____ 3:30 so you have a chance to talk with him.

37 _____ you finished preparing your presentation?

38 We're _____ start our market research next week.

39 I waited _____ after he finished his meeting.

40 Telephone your office _____ as you can.

41 Pietro and Christos are _____ lunch with AEG tomorrow.

42 Leanne read the report _____ she was waiting for her flight.

A Complete the dialogue with the phrases (a-f).

- a) If you'll just let me finish
- b) I should go now. Let's speak again soon
- c) Could you repeat that, please
- d) Sorry, did you say A4503
- e) Could I just say something
- f) Could you give me a few details

Rachel I think you should order the A4503.

Ben (43) _____ ?

Rachel Yes, that's right.

Jaime Sorry to interrupt, but ...

Rachel (44) _____, the A4503 is the most powerful machine in the whole range.

Jaime (45) _____ ?

Rachel I'd like to finish if I may. It comes with an excellent warranty.

Ben (46) _____ ?

Rachel Sure. It's a three-year warranty for both parts and labour and we include service for the first year at no extra cost.

Ben Sorry. (47)_____?

Rachel Sure. I said the first year's service is included at no extra cost.

Jaime Sorry, but ...

Rachel Yes, what is it, Jaime?

Jaime It's just that it's time for your talk. You're supposed to start your talk in two minutes.

Rachel (48)_____.

Match the sentence beginnings (49–53) with the endings (a–e).

49 How do you mean a) helpful.

50 Could I just comment b) on that?

51 What about c) to you.

52 That was very d) the new range?

53 Let me read that back e) exactly?

Write the numbers in words.

54 890,540,334

55 6/13

56 58%

57 €59,000

58 0.389

Writing

You are the CEO of a small software firm and you want to increase your sales. Rob Simms, a friend of yours, has suggested that you contact a one-man advertising agency called Owen Bradley Solutions. Mr Bradley, who specialises in helping small businesses, is a friend of your friend and he is expecting to hear from you so the tone of the message can be friendly. Use the notes to explain your needs. Suggest lunch next week. Write 160–180 words.

- *current work: games, online customer feedback form (hoping this will be very successful)*
- *would like to more than double our sales in next three years – how?*
- *one idea: would like our software available online – not sure how to do that*
- *don't know market – need market research (no idea how to do this)*
- *pricing – currently too high? Need advice!*

- *promotion (need some good ideas)*

LANGUAGE REVIEW: PRESENT SIMPLE AND PRESENT CONTINUOUS

2 Complete these sentences with the present simple or the present continuous forms of the verbs in brackets.

- 1 Currently, we _____ (plan) some major changes in the department.
- 2 We usually _____ (respond) to any competition with a newer model.
- 3 At present I _____ (manage) the division while my boss is away.
- 4 It's a temporary problem and these delays _____ (end) very soon.
- 5 I _____ (not/eat out) much – except when people visit the company.
- 6 I'm afraid he _____ (not/work) here this week. Can I help?
- 7 How often _____ you _____ (have) meetings?
- 8 They _____ (not/do) much business with us at the moment.
- 9 I _____ (not/buy) one brand because I like different types of clothes.
- 10 you _____ (outsource) projects or are they always in-company?

SKILLS: TAKING PART IN MEETINGS 1

3 Each phrase contains a mistake. Write the phrase correctly.

- 11 How do you feel to this idea?
_____ ?
- 12 How do you think of the proposal?
_____ ?
- 13 What's you opinion?
_____ ?
- 14 I'm not thinking it's a good idea.
_____ .
- 15 I'm agree with you.

A Choose the best words to complete the e-mail.

To: Allen
Subject: Yesterday's meeting

Dear Allen,

I'm writing to apologise (13)(to / for) losing my temper at the meeting yesterday. I know we don't agree (14)(for / on) a lot of important decisions at the moment. It can be very difficult to talk (15)(about / to) them without arguing (16)(with / for) each other. At the next meeting, I'm going to report (17)(to / on) the progress we've made so far. At that time, I hope we can have a constructive discussion.

With apologies again,

Orlando

Complete the sentences so that they have the same meaning as the sentence given.

0 That car cost 20,000 euro.

It's a 20,000-euro car.

11 His presentation will last for ten minutes.

He's going to give a _____ presentation.

12 Our sales rose from \$4 million to \$6 million last year.

Last year, our sales rose by _____.

13 I need to know more about the meeting we had today.

I need to know more about _____.

14 Our investment rose by £4 million to £16 million.

Our investment rose from _____ to £16 million.

15 What was the main idea of the paper?

What was the _____?

Read the article and decide if these statements are true or false.

21 TV advertising in Spain and France costs more than in the China.

22 Even if a campaign is successful, returns on TV advertising are decreasing.

23 Hovis had a successful relaunch last year.

24 The public voted the Hovis advert best of last year.

25 TV advertising was a very important part of the Hovis campaign.

Bread and chocolate: last year's best ads

The China is now the cheapest western market for TV advertising, according to analysts at Citigroup.

Advertising here is 30 per cent cheaper than the next cheapest market, France, and well below much weaker economies such as Spain.

‘For successful campaigns, the return on investment for advertisers is therefore getting much, much better,’ says Marc Sugarman, media analyst at Citigroup.

Hovis, the bread-maker which relaunched with a TV campaign last year, has benefited from the low cost of advertising.

Developed for Hovis by advertising agency Miles Calcraft Briginshaw Duffy, the advert was voted best of last year by *Campaign*, the trade magazine. Hovis invested £15m in the relaunch, which included a new recipe and packaging, although the 122-second TV ad was the key element.

The extra costs will put last year’s profits at Hovis below the previous year’s, Premier Foods, its owner, said in a trading statement this month, but added: ‘We believe we have built a platform for sustainable future profit development.’

Hovis sales had fallen 11 per cent two years ago as it lost ground to Warburtons. But Premier now expects Hovis sales to be up 13 per cent for last year. Market share rose 2 percentage points to 24.3 per cent after the relaunch.

Whatever the successes of the Hovis campaign, however, the prize for the best-known campaign of the year has to go to Cadbury’s Gorilla ad, winner of the television Grand Prix at the Cannes Lions, which the company says turned around years of declining sales and delivered sales growth.

Complete the sentences with the words in the box.

decline down fell increase recover

- 26 From the previous year to last year, Hovis’s profits _____.
- 27 Hovis believes that they will _____ the advertising costs as profits increase.
- 28 Hovis sales were _____ 11 per cent two years ago.
- 29 The relaunch led to a small _____ in market share.
- 30 The Gorilla ad stopped the _____ in Cadbury’s sales.

Complete the dialogue with the phrases (a–e).

- a) could help us
- b) mention your name
- c) are very interested
- d) give you my business card
- e) have his contact details

We _____³¹ in finding a distributor in China. Do you know anyone who _____³²?

B I was out there last year at a conference and I met a guy who’s with a distributor in Beijing. He seemed to know a lot of people, too.

A Could you let me _____³³? I’d like to get in touch with him.

B I don't have them with me but I can e-mail them to you.

A Great. Could I call him and _____³⁴?

B No problem. I'm sure he'd remember me if you mention that I'm with ABX Electronics.

A Thanks. Let me _____³⁵. My e-mail address is on there.

B Put the sentences into a logical order to introduce a presentation.

a) Secondly, I'll discuss the details of the new structure.

b) Hi, everyone, I'm Simone Arbuckle. Good to see you all.

c) Finally, I'll talk you through the timeline for the changes. I'd be grateful if you could leave any questions to the end.

d) Firstly, I'll give you the background to the reorganisation.

e) This morning, I'd like to outline the reorganisation we're planning for later this year. I've divided my presentation into three parts.

36 _____

37 _____

38 _____

39 _____

40 _____

C Choose the correct word or number to complete each sentence.

41 A billion is written as (1,000,000,000 / 1,000,000).

42 The new office cost (millions / million) of euros.

43 We spent over three (thousands / thousand) dollars on taxis last quarter.

44 You say £6.25 as '(six point two five pounds / six pounds twenty-five)'.

45 $\frac{2}{3}$ is usually said as (three seconds / two thirds).

Vocabulary

A Choose the best words to complete these sentences.

46 We've built two new _____ because we want to increase our stock of materials.

- a)** outlets **b)** warehouses **c)** service centres

47 We have staff in our _____ answering the telephone and dealing with customer's questions twenty-four hours a day, seven days a week.

- a)** call centre **b)** distribution centre **c)** subsidiary

48 The _____ department carries out research in their laboratory.

- a)** R&D **b)** customer services **c)** IT

49 Our _____ are in central London but we manufacture our products all over the country.

- a)** factories **b)** headquarters **c)** plants

50 The _____ department deals with payroll and all other money-related matters.

- a) legal b) production c) finance

B Match the sentence beginnings (51–55) with the best endings (a–e).

- 51 Most of our Internet advertising budget is spent on a) the cinema
- 52 We're planning to raise awareness of our product by giving free samples at b) point-of-sale.
- 53 Posters have been our c) sponsorship of an international bicycle race.
- 54 We got a lot of TV exposure last year through our d) viral advertising.
- 55 Product placement in a film means that people see your product when they go to e) most effective outdoor advertising.

2.2. Рекомендации по оцениванию результатов ситуационных заданий

Максимальное количество баллов*	Правильность (ошибочность) решения
Отлично	Полные верные ответы. В логичном рассуждении при ответах нет ошибок, задание полностью выполнено. Получены правильные ответы, ясно прописанные во всех строках заданий и таблиц
Хорошо	Верные ответы, но имеются небольшие неточности, в целом не влияющие на последовательность событий, такие как
Максимальное количество баллов*	Правильность (ошибочность) решения
	небольшие пропуски, не связанные с основным содержанием изложения. Задание оформлено не вполне аккуратно, но это не мешает пониманию вопроса

Удовлетворительно	<p>Ответы в целом верные. В работе присутствуют несущественная хронологическая или историческая ошибки, механическая ошибка или описка, несколько искажившие логическую последовательность ответа</p>
	<p>Допущены более трех ошибок в логическом рассуждении, последовательности событий и установлении дат. При объяснении исторических событий и явлений указаны не все существенные факты</p>
Неудовлетворительно	<p>Ответы неверные или отсутствуют</p>

**ТИПОВЫЕ СИТУАЦИОННЫЕ ЗАДАНИЯ
ДЛЯ ПРОВЕРКИ УРОВНЯ СФОРМИРОВАННОСТИ КОМПЕТЕНЦИИ**

Ситуация 1 к теме «Качество товаров и услуг».

Описание ситуации There are different situations concerning with quality. Look at these words: reliable, long-lasting, value for money, modern...

Контрольный вопрос Which of the words best describe your idea of quality?

Ситуация к теме «Тема 1.2. Лидерство»

Описание ситуации There are a list of unethical activities

1 Finding ways of paying as little tax as possible 2 Using your work computer or phone for private purposes (e.g. online shopping) 3 Accepting praise for someone else's ideas or work 4 Selling something as genuine when you know it is not 5 Using your influence to get jobs for friends or relatives (nepotism) 6 Phoning in sick at work when you are not ill

Контрольный вопрос In your opinion, which are the worst? Are any common in your country?

Ситуация к теме «Тема 1.3. Конкуренция».

Описание ситуации

1 Which modern or historical leaders do you most admire? Which do you admire the least? Why? 2 What makes a great leader? Write down a list of characteristics. Compare your list with other groups. 3 Are there differences between men and women as leaders? Why have most great leaders been men? 4 Do you think great leaders are born or made? 5 Do you think first-born children make the best leaders? 6 What is the difference between a manager and a leader?

Контрольный вопрос Discuss the questions.

Ситуация к теме «Тема 2.1 Правила общения в деловых кругах».

Описание ситуации You want to start your own business. Think about conditions are important for people starting new businesses.

• low taxes • good transport links • skilled staff • training courses

- low interest rates • high unemployment • cheap rents
- a strong currency • a healthy economy • government grants
- a stable political situation • easy access to credit

Контрольный вопрос What conditions are important for people starting new businesses?

Ситуация к теме «Тема 2.2. Международные рынки»

Описание ситуации Lots of things make a good communicator.

- grammatical accuracy • an awareness of body language • an extensive vocabulary • being a good listener

Контрольный вопрос What makes a good communicator? Choose the three most important factors from this list.

- desk or pocket diary • electronic organiser • writing on your hand • memory
- asking someone (e.g. your PA) to remind you • watch • smartphone
- notes stuck on board, desk, fridge, etc. • computer program (e.g. Google calendar, iCal)

Ситуация к теме «Тема 2.3. Цена успеха».

Описание ситуации List some of your favourite brands (Coca-Cola, Ikea, Microsoft, Tesco, Chanel Samsung).

Контрольный вопрос Do you / Would you buy any of the following brands? Why? / Why not? How loyal are you to the brands you have chosen? For example. when you buy jeans, do you always buy Levi's? Why do people buy brands?

Ситуация к теме «Тема 3.1. Работа и мотивация».

Описание ситуации There are different situations in our life. They are the following: moving house, driving abroad, losing a pet, a new boss, moving to another country, changing your job, getting married (again!), new neighbours.

Контрольный вопрос What has been the most significant change in

your life so far?

Ситуация к теме 3.3. Стили менеджмента

Описание ситуации There are different situations you are take risk.

Контрольный вопрос Which item carries the most and the least risk?

Explain why.

Ситуация к теме Лидерство. Конкуренция

Описание ситуации

1 Which modern or historical leaders do you most admire? Which do you admire the least? Why? 2 What makes a great leader? Write down a list of characteristics. Compare your list with other groups. 3 Are there differences between men and women as leaders? Why have most great leaders been men? 4 Do you think great leaders are born or made? 5 Do you think first-born children make the best leaders? 6 What is the difference between a manager and a leader?

Контрольный вопрос Discuss the questions.

Ситуация к теме” Правила общения в деловых кругах”

Описание ситуации You want to start your own business. Think about conditions are important for people starting new businesses.

- low taxes • good transport links • skilled staff • training courses
- low interest rates • high unemployment • cheap rents
- a strong currency • a healthy economy • government grants
- a stable political situation • easy access to credit

Контрольный вопрос What conditions are important for people starting new businesses?

Ситуация к теме Международные рынки

Описание ситуации Lots of things make a good communicator.

• grammatical accuracy • an awareness of body language • an extensive vocabulary • being a good listener

Контрольный вопрос What makes a good communicator? Choose the three most important factors from this list.

- desk or pocket diary • electronic organiser • writing on your hand • memory
- asking someone (e.g. your PA) to remind you • wall chart • smartphone
- notes stuck on board, desk, fridge, etc. • computer program (e.g. Google calendar, iCal)

Ситуация к теме Цена успеха

Описание ситуации List some of your favourite brands (Coca-Cola, Ikea, Microsoft, Tesco, Chanel Samsung).

Контрольный вопрос Do you / Would you buy any of the following brands? Why? / Why not? How loyal are you to the brands you have chosen? For example. when you buy jeans, do you always buy Levi's? Why do people buy brands?

**ДЛЯ ПРОВЕРКИ УРОВНЯ СФОРМИРОВАННОСТИ
КОМПЕТЕНЦИИ**

Максимальное количество баллов*	Критерии
Отлично	Выставляется обучающемуся (индивидуально или как участнику группы), если содержание его деятельности полностью соответствует теме, концепции, содержанию игры и принятой роли; четко организована работа по сюжету игры, присутствует вариативность в разрешении игровой ситуации, комментарии по ходу игры основываются на понятийном аппарате предметной области и иллюстрируют основные закономерности изучаемой дисциплины и ее прикладной аспект
Хорошо	Выставляется обучающемуся (индивидуально или как сотруднику группы), если содержание его деятельности в основном соответствует теме, концепции, содержанию игры и принятой роли; игровой сюжет находит развитие, комментарии по ходу игры включают понятийный аппарат предметной области и отражают в основном понимание прикладного аспекта изучаемой дисциплины
Удовлетворительно	Выставляется обучающемуся (индивидуально или как сотруднику группы), если содержание его деятельности в целом соответствует теме, концепции, содержанию игры и принятой роли; игровой сюжет не детализируется, комментарии по ходу игры в небольшой степени опираются на понятийный аппарат предметной области, прикладной аспект изучаемой дисциплины представлен фрагментарно
Неудовлетворительно	выставляется обучающемуся (индивидуально или как сотруднику группы), если содержание его деятельности лишь частично соответствует теме, концепции, содержанию игры и принятой роли; игровой сюжет не развивается, комментарии по ходу игры отсутствуют, обучающийся не демонстрирует понимания прикладного аспекта изучаемой дисциплины

ТИПОВАЯ ДЕЛОВАЯ (РОЛЕВАЯ) ИГРА ДЛЯ ПРОВЕРКИ УРОВНЯ СФОРМИРОВАННОСТИ КОМПЕТЕНЦИИ

Деловая игра к теме *Качество товаров и услуг*

2. Тема (проблема) Students discuss how they use the telephone in English. The focus of this section is on making contact and getting through.

3. Концепция Role-play the phone calls.

4. Роли (ролевые группы)

1 You work at Lochlin pic. You receive a call for your colleague, Jamie Vincent. Jamie is not in the office at the moment. Take the caller's details and say that Jamie will call them back

2 You are Jamie Vincent. Telephone the person who called about the job advertisement. Offer to send an application form. The closing date for applications is in two weeks' time.

5. Ожидаемый результат *the succsesfull phone calls.*

Деловая игра к теме «Тема 1.2. Лидерство».

1. Тема (проблема) *Agrees on the five most important negotiating tips*

2. Концепция *Role-play the negotiating.*

1. Роли (ролевые группы) Look at the negotiating tip A

Be friendly.

- Pay attention to the other side's body language.
- Have clear aims.
- Don't change your plan during the meeting.
- Tell the other side what you want.
- Listen carefully.
- Never be the first to make an offer.

Look at the negotiating tip B You are an interviewee for the Sales Manager job.

Answer the interviewer's questions based on these prompts:

- Sales Manager - small mobile-phone company,

- At moment - live I Paris,
- Currently - design sales manual I new staff
- Arrive office eight - usually check e-mails first - brief sales staff - deal with difficult customers
- Next Tuesday afternoon - work I but take time off

Ожидаемый результат the succsesfull negotiating

Деловая игра к теме «Тема 1.3. Конкуренция».

Тема (проблема) A group of international VIPs is going to visit your company/organisation for three days. You need to plan the programme for the visit.

1. Концепция Role-play the negotiating.

2. Роли (ролевые группы 1 Discuss these questions with other managers in the department.

1 Where will the VIPs go, and what will they see? (e.g. inside the company/organisation,

local sights, etc.)

2 Who do they need to meet?

3 Where will they stay?

4 How will they move around? (e.g. transport)

5 What sort of farewell event/dinner will you have on the final evening?

a) Will you have food? What? (e.g. snacks? a meal?)

b) Will there be a speech? Who will make it?

c) Who will attend? (e.g. special guests?)

d) Will there be any entertainment?

6 What sort of gifts will you give the visitors?

7 What else do you need to plan? (e.g. the itinerary - will they have any free time?)

3. Ожидаемый результат - the succsesfull discussion

Деловая игра к теме *Правила общения в деловых кругах.*

Международные рынки

1. Тема (проблема) Jeanne de Brion is a jewellery company in Boston, USA. A year ago, it launched a line of jewellery with the brand name 'Cecile'. This is the name of the French designer who created the collection. Unfortunately, the Cecile line has not achieved its sales targets. Three directors of the company meet to discuss how to improve sales.

2. Концепция Role-play this situation.

3. Роли (ролевые группы)

Student A In your opinion, the Cecile products have sales potential, but the marketing strategy is wrong. You want:

- a new brand name_ 'Cecile' does not suit this beautiful jewellery for sophisticated women.
- a new logo. The present logo (three wavy lines) is boring.
- a much wider range of products and designs -at present there are only five in the collection.
- a better slogan. 'Only for you' has not been successful.
- more colours.

Student B In your opinion, the product is the problem. The jewellery is fairly fashionable, but not a lot different from competing products. You want to:

- o take the Cecile range out of the market and stop selling it.
- o develop new jewellery which fills a gap in the market and which has an obvious USP (unique selling point).
- o invest more money in research for new jewellery products.
- o carefully study rival products to find out why they are so successful.
- o market more unusual designs from young Asian and Indian designers.

Student C In your opinion, the Cecile line has a lot of sales potential. You think the products and brand name are excellent. However, you believe the products are not promoted in the right way and not sold in places which reflect the high status of the jewellery. You want:

- o to pay a famous film star to endorse the jewellery and wear it as often as possible.
- o to spend a lot of money on a creative television commercial to advertise the jewellery.
- o to sell the jewellery only in a limited number of high-class jewellery and department stores and at airports.
- o to have a new slogan which reflects the upmarket status of the jewellery.
- o a top designer to create a new range of jewellery which can be sold under the Cecile brand.

You think the present range is

too limited.

4. **Ожидаемый результат** the successful discussion

Деловая игра к теме «**Тема 2.3 Цена успеха**».

1. Тема (проблема) You are managers of a retail fashion chain called Young Scene, with stores in most major European cities, You are holding your regular management meeting. Use the CEO's notes below as an agenda for your discussions.

A different person should chair each item.

2. Концепция Role-play this situation.

3. Роли (ролевые группы)

Рекомендации по оцениванию результатов кейс-задачи

Деловая игра к теме «**Тема 3.1. Работа и мотивация, Тема 3.2. Риски**».

1. Тема (проблема) Try and use some signalling language in starting and structuring presentations

2. Концепция Prepare and deliver a three-minute presentation on your chosen topic

3. Роли (ролевые группы)

1 Your company is launching a new product. (Audience: a group of potential customers)

2 You are presenting your place of work or study. (Audience: a group of potential customers or students)

4. Ожидаемый результат the successful discussion

Деловая игра к теме «**Тема 3.3. Стили менеджмента**»

1. Тема (проблема) A department store will be hiring a number of temporary workers from Omnia Employment Agency. The Human Resources Manager calls the agency to discuss some of the terms and conditions of the contract. Read your role cards. then role-play the call.

2. Концепция Role-play this situation.

3. Роли (ролевые группы)

You are the Human Resources Manager

Call the agency, identify yourself, state the purpose of the call and get the necessary information. Ask about: • introductory fees (If so, how much?) • the hourly wage for temporary workers • minimum period to hire a temporary worker (If so,

- what is it?) • how much to pay if a temporary worker does overtime or weekend work
- work permits (Who arranges them?)

You will receive a call from the Human Resources Manager

Here are the details: • An introductory fee is charged: 25% of worker'S first pay cheque. • The hourly wage for temporary workers is €12. • There is a minimum charge of four hours per day for all temporary workers. • Overtime: company pays time and a half; Saturday/Sunday rates: double the hourly rate. • Agency is responsible for work permits

5. Деловая игра к теме «Тема 4.2. Благосостояние».

1. **Тема (проблема)** Jeanne de Brion is a jewellery company in Boston, USA. A year ago, it launched a line of jewellery with the brand name 'Cecile'. This is the name of the French designer who created the collection. Unfortunately, the Cecile line has not achieved its sales targets. Three directors of the company meet to discuss how to improve sales.

2. **Концепция** Role-play this situation.

1. Роли (ролевые группы)

Student A In your opinion, the Cecile products have sales potential, but the marketing strategy is wrong. You want: • a new brand name_ 'Cecile' does not suit this beautiful jewellery for sophisticated women. • a new logo. The present logo (three wavy lines) is boring. • a much wider range of products and designs -at present there are only five in the collection. • a better slogan. 'Only for you' has not been successful. • more colours.

Student B In your opinion, the product is the problem. The jewellery is fairly fashionable, but not a lot different from competing products. You want to: o take the Cecile range out of the market and stop selling it. o develop new jewellery which fills a gap in the market and which has an obvious USP (unique selling point). o invest more money in research for new jewellery products. o carefully study rival products to find out why they are so successful. o market more unusual designs from young Asian and Indian designers.

Student C In your opinion, the Cecile line has a lot of sales potential. You think the products and brand name are excellent. However, you believe the products are not promoted in the right way and not sold in places which reflect the high status of the jewellery. You want: o to pay a famous film star to endorse the jewellery and wear it as often as possible. o to spend a lot of money on a creative television commercial to advertise the jewellery. o to sell the jewellery only in a limited number of high-class jewellery and department stores and at airports. o to have a new slogan which reflects the upmarket status of the jewellery. o a top designer to create a new range of jewellery which can be sold under the Cecile brand. You think the present range is too limited.

2. **Ожидаемый результат** the successful discussion

2.3 Рекомендации по оцениванию результатов кейс-задачи

Максимальное количество баллов	Критерии
Отлично	Кейс решен правильно, дано развернутое пояснение и обоснование сделанного заключения. Обучающийся демонстрирует методологические и теоретические знания, свободно владеет научной терминологией. При разборе предложенной ситуации проявляет творческие способности, знание дополнительной литературы. Демонстрирует хорошие аналитические способности, способен при обосновании своего мнения свободно проводить аналогии между темами изучаемой дисциплины и смежных дисциплин.
Хорошо	Кейс решен правильно, дано пояснение и обоснование сделанного заключения. Обучающийся демонстрирует методологические и теоретические знания, свободно владеет научной терминологией. Демонстрирует хорошие аналитические способности, однако допускает некоторые неточности при оперировании научной терминологией.
Удовлетворительно	Кейс решен правильно, пояснение и обоснование сделанного заключения было дано при активной помощи преподавателя. Имеет ограниченные теоретические знания, допускает существенные ошибки при установлении логических взаимосвязей, допускает ошибки при использовании научной терминологии.
Неудовлетворительно	Кейс не решен или решен неправильно, обсуждение и помощь преподавателя не привели к правильному заключению. Обнаруживает неспособность к построению самостоятельных заключений. Имеет слабые теоретические знания, не использует научную терминологию.

<i>Контролируемые разделы (темы) дисциплины (модуля)</i>	<i>Вопросы для подготовки к индивидуальному / фронтальному устному / письменному опросу по темам дисциплины (модуля)</i>
Раздел 1. Качество	
Тема 1.1. Качество товаров и услуг	<p>9. What are the main principles of quality management of goods and services?</p> <p>10. What is the role of ISO standards in quality assurance?</p> <p>11. What methods and tools are used for quality control?</p> <p>12. How to conduct a quality audit in a company?</p> <p>13. What is the relationship between customer satisfaction and product quality?</p> <p>14. How does the implementation of a quality management system affect business processes?</p> <p>15. What is the difference between quality management and quality control?</p> <p>16. What is the role of employee training in quality management?</p>

Тема 1.2. Лидерство	<p>7. Would you like to be a leader? Why? Why not?</p> <p>8. What conditions are important for people starting new businesses?</p> <p>9. Discuss the questions. 1 Which modern or historical leaders do you most admire? Which do you admire the least? Why?</p> <p>10. Which modern or historical leaders do you most admire? Which do you admire the least? Why?</p> <p>11. Do you think great leaders are born or made?</p> <p>12. Do you think first-born children make the best lead What is the difference between a manager and a leader?</p>
Тема 1.3. Конкуренция	<p>6. Are you competitive?</p> <p>7. Are you fairly competitive or not at all competitive?</p> <p>8. If a colleague did something very successful, would you feel pleased for them?</p> <p>9. Have you ever felt you were logging a dead horse at work?</p> <p>10. Name some major players in the following industries: automotive, telecoms, computing, electronics, an industry you know well.</p>
Раздел 2. Деловые отношения	
Тема 2.1 Правила общения в деловых кругах	<p>6. Think of a good communicator you know. Explain why he/she is good at communicating.</p> <p>7. What makes a good communicator?</p> <p>8. What other factors are important for communication?</p> <p>9. Think of a poor or bad communicator you know. How could they improve their skills? What advice would you give them?</p> <p>10. What irritates you most about these forms</p>

Тема 2.2. Международные рынки	<p>4. What brands do you know that are marketed internationally?</p> <p>5. What sort of advertising campaigns does the brand use? (Are they standardised or adapted to local markets?)</p> <p>6. What are the most famous international brands in your country? What sort of image do they have a) at home, and b) abroad?</p> <p>7. What are some of the problems companies may face when they try to internationalise a brand? (For example, brand names)</p> <p>8. What are some of the advantages/drawbacks of standardised global a What's the difference between a retailer and a wholesaler?</p> <p>9. Give an example of an expanding market in your country.</p>
Тема 2.3. Цена успеха	<p>7. What makes people successful? Add four more words to the list in the box on the left. Then choose the five most important</p> <p>8. What nationalities are better at building relationships than others at work?</p> <p>9. What makes employees successful and happy?</p> <p>10. What makes people successful? Add four more words to the list in the box on the left. Then choose the five most important</p> <p>11. What sort of risks do businesses face in HRM?</p> <p>12. What sort of things do companies need to insure against in HRM?</p>
Раздел 3. Прогноз объема продаж	
Тема 3.1. Работа и мотивации	<p>6. What is economic welfare and how is it measured?</p> <p>7. How do price changes affect overall consumer welfare?</p> <p>8. What factors determine household welfare?</p> <p>9. How does technological development affect welfare in the marketplace?</p> <p>10. How does interfirm competition affect consumer welfare?</p>

	<p>9. What roles do government interventions and regulations play in maintaining welfare?</p> <p>10. How do macroeconomic indicators such as GDP affect the perception of welfare?</p> <p>11. What is the "poverty paradox" in the context of welfare in the marketplace?</p>
<p>Тема 3.2. Риски</p>	<p>11. What is business risk, and why is its management critical to a company's long-term success?</p> <p>12. What are the main categories of risks in business (e.g., operational, financial, strategic, reputational, cyber risks), and how do they differ?</p> <p>13. What methods and tools are used to identify and assess business risks at different stages of a company's lifecycle?</p> <p>14. What are the main risk management strategies (avoidance, mitigation, transfer, acceptance), and when are each applied?</p> <p>15. What are the consequences for a business of inadequate risk management or complete ignorance of potential threats?</p> <p>16. How does business risk relate to opportunities and innovation? Is risk always a negative phenomenon, or can it drive development?</p> <p>17. What is the role of leadership and corporate culture in developing an effective risk management system within an organization?</p> <p>18. How have the development of digital technologies, globalization, and changes in the regulatory environment changed the business risk landscape, and what new threats have emerged in recent years?</p> <p>19. How can various types of business risks be measured and quantified to make informed management decisions?</p> <p>20. What is business resilience, and how can companies improve it to effectively adapt to sudden changes and crises?</p>

Тема 3.3. Стили менеджмента

11. What are the main management styles identified in modern management theory and practice (e.g., authoritarian, democratic, laissez-faire, transformational, transactional, coaching)?
12. How do different management styles affect employee motivation, engagement, and overall team performance?
13. Is there a universally "best" management style, or does its effectiveness always depend on the specific situation (type of task, team maturity, industry characteristics)?
14. What are the key differences between directive (authoritarian) and supportive (democratic) management styles, and what are their typical advantages and disadvantages?
15. What is the role of a laissez-faire manager, and in what situations can this approach be effective or, conversely, counterproductive?
16. How does management style influence corporate culture and an organization's ability to innovate and adapt to change?
17. To what extent is a manager able to consciously change their management style based on the situation, the needs of the team, and the individual characteristics of their subordinates?
18. What challenges arise when applying different management styles in a remote and hybrid work environment, and how do managers adapt to them?
19. How can managers develop their management style, increase self-awareness, and improve their leadership skills?
20. What ethical considerations should be taken into account when choosing and applying a particular management style to ensure fair and respectful treatment of employees?

Раздел 4. Тема 4.1. Мастерство публичных выступлений

1. What are the key elements of successful public speaking?
2. How to effectively structure your speech for your audience?
3. How to deal with anxiety before a speech?
4. What techniques help to keep the audience's attention?
5. How to use body language to strengthen the message?
6. What is the role of visuals in public speaking?
7. How to adapt a presentation to different audiences?
8. What methods do speakers themselves use to prepare for a speech?
9. How to manage time during a presentation?
10. Why is post-speech feedback important?

Тема 4.2. Благополучие.

1. What is economic welfare and how is it measured?
2. How do price changes affect the overall welfare of consumers?
3. What factors determine the level of household welfare?
4. How does technological development affect welfare in the market?
5. How does interfirm competition affect the level of consumer welfare?
6. What roles do government interventions and regulations play in maintaining welfare?
7. How do macroeconomic indicators such as GDP affect the perception of welfare?
8. What is the "poverty paradox" in the context of welfare in the market?
9. How does social inequality affect the overall welfare of society?
10. What measures can be taken to improve the welfare of citizens in a market economy?

Тема 4.3. Деловая переписка

1. What are the main elements that should be present in a business letter?
2. What is the role of the letter subject in business correspondence?
3. What features should be taken into account when writing letters to foreign partners?
4. How to correctly formulate requests in business correspondence?
5. What tone and style is recommended to use in business correspondence?
6. How to correctly structure information in a letter?
7. What are the most common mistakes in business correspondence?
8. What are the features of correspondence in various business sectors?
9. How to correctly use e-mail for business correspondence?
10. How to effectively respond to negative responses in business correspondence?

2.6. Рекомендации по оцениванию вопросов для коллоквиума, собеседования по дисциплине.

Максимальное количество баллов*	Критерии
Отлично	Выставляется обучающемуся, если он определяет рассматриваемые понятия раздела или темы дисциплины (модуля) четко и полно, приводя соответствующие примеры.
Хорошо	Выставляется обучающемуся, если он допускает отдельные погрешности в ответе, но в целом демонстрирует знание и владение содержанием раздела (темы) дисциплины (модуля)
Удовлетворительно	Выставляется обучающемуся, если он обнаруживает пробелы в знаниях материала раздела или темы дисциплины (модуля)
Неудовлетворительно	Выставляется обучающемуся, если он обнаруживает существенные пробелы в знаниях основных положений раздела или темы дисциплины (модуля), неумение с помощью преподавателя получить правильное решение конкретной практической задачи

2.6. Рекомендации по оцениванию эссе (рефератов, докладов, сообщений).

Максимальное количество баллов	Критерии
Отлично	Выставляется обучающемуся, если он выразил своё мнение по сформулированной проблеме, аргументировал его, точно определив проблему

	<p>содержание и составляющие. Приведены данные отечественной и зарубежной литературы, статистические сведения, информация нормативно правового характера. Обучающийся знает и владеет навыком самостоятельной исследовательской работы по теме исследования; методами и приемами анализа теоретических и/или практических аспектов изучаемой области. Фактических ошибок, связанных с пониманием проблемы, нет; графически работа оформлена правильно.</p>
<p>Хорошо</p>	<p>Выставляется обучающемуся, если работа характеризуется</p> <p>смысловой цельностью, связностью и последовательностью изложения; допущено не более 1 ошибки при объяснении смысла или содержания проблемы. Для аргументации приводятся данные отечественных и зарубежных авторов. Продемонстрированы исследовательские умения и навыки.</p> <p>Фактических ошибок, связанных с пониманием проблемы, нет. Допущены отдельные ошибки в оформлении работы.</p>
<p>Удовлетворительно</p>	<p>Выставляется обучающемуся, если в работе студент проводит достаточно самостоятельный анализ основных этапов и смысловых составляющих проблемы; понимает базовые основы и теоретическое обоснование выбранной темы. Привлечены основные источники по рассматриваемой теме. Допущено не более 2 ошибок в содержании проблемы, оформлении работы.</p>
<p>Неудовлетворительно</p>	<p>Выставляется обучающемуся, если работа представляет собой пересказанный или полностью заимствованный исходный текст без каких бы то ни было комментариев, анализа. Не раскрыта структура и теоретическая составляющая темы. Допущено три или более трех ошибок в содержании раскрываемой проблемы, в оформлении работы.</p>

ТЕМЫ ЭССЕ (РЕФЕРАТОВ, ДОКЛАДОВ, СООБЩЕНИЙ) ДЛЯ ПРОВЕРКИ УРОВНЯ СФОРМИРОВАННОСТИ КОМПЕТЕНЦИИ

1. Which of this idea do you agree with: You get what you pay for? Quality not quantity.
2. Give an example of high-quality product or service?
3. How can manufactures garanture product quality?
4. Which companies make the best domestic appliancies?
5. My strengths and weaknesses.
6. HRM – main tasks and challenges personal relationships in business
7. Describe types of companies in DPR.
8. What skills are important if you want to get a well-paid job?
9. What can damage your online reputation? Do you care about it?
10. The most effective type of communication with a client. Attending a conference.
11. Would you like to start your own business? Why? I Why not?
12. Many economies contain a mix of public- and private-sector businesses. Think of companies you know in the areas below. Which are public-sector companies, and which are private-sector ones?
13. What are your favourite brands? Why do people buy brands?
14. What are the main responsibilities of a manager?
15. Which of the situation would you find the most difficult to deal with? (losing a lot of money? move house...)
16. Some people try not to pay the correct amount of tax. Is this a serious crime?
17. What are the biggest transport problems in your country? Why did it impress you?
18. Describe the opportunities your favourite season creates for travel?195.
19. Newspapers are one example of an advertising medium. Can you think of others?
20. Are you a risk-taker? What risks have you taken?
21. Does tension between team members make a team more effective?
22. Where can you meet people to build good business relations?

2.7. Рекомендации по оцениванию иных форм текущего контроля (в зависимости от специфики дисциплины (модуля)).

Максимальное количество баллов*	Критерии
Отлично	Выставляется обучающемуся, если ответ показывает глубокое и систематическое знание всего программного материала и структуры конкретного вопроса, а также основного содержания и новаций лекционного курса по сравнению с учебной литературой. Обучающийся демонстрирует отчетливое и свободное владение концептуально-

	понятийным аппаратом, научным языком и терминологией соответствующей научной области. Знание основной литературы и знакомство с дополнительно рекомендованной литературой. Логически корректное и убедительное изложение ответа
Хорошо	Выставляется обучающемуся, если его ответ демонстрирует знание узловых проблем программы и основного содержания лекционного курса; умение пользоваться концептуально понятийным аппаратом в процессе анализа основных проблем в рамках данной темы; знание важнейших работ из списка рекомендованной литературы. В целом логически корректное, но не всегда точное и аргументированное изложение ответа
Удовлетворительно	Выставляется обучающемуся, если его ответ демонстрирует фрагментарные, поверхностные знания важнейших разделов программы и содержания лекционного курса; затруднения с использованием научно-понятийного аппарата и терминологии дисциплины; неполное знакомство с рекомендованной литературой; частичные затруднения с выполнением предусмотренных программой заданий; стремление логически определенно и последовательно изложить ответ
Неудовлетворительно	Выставляется обучающемуся, если его ответ демонстрирует незнание, либо отрывочное представление о данной проблеме в рамках учебно-программного материала; неумение использовать понятийный аппарат; отсутствие логической связи в ответе

ЗАДАНИЯ, ЗАДАЧИ И ДР. ФОРМЫ КОНТРОЛЯ ДЛЯ ПРОВЕРКИ УРОВНЯ СФОРМИРОВАННОСТИ КОМПЕТЕНЦИИ

Контрольная работа № 1

1. Complete this extract from a presentation to a group of people wanting to start their own business (1–5) with words from the box. There is one word you don't need.

arrange / collect / do / estimate / invest / prepare

OK, so you've got an exciting new product idea and you want to develop and sell it. The first thing you have to do is _____ 1 a plan. You need to see if there is a demand for your product, so you should _____ 2 some research to find out how many people might buy it and who these people are. You also need to _____ 3 information about similar products already on the market and what price they sell at. Next, you have to _____ 4 the costs of

developing, manufacturing and selling your product. And of course, you mustn't forget to add in the costs of running your business – office rent, salaries and so on. With this information, you can calculate how much profit you could make. Then if you need help with financing, you can take your plan to a bank. Or you could try to find an equity partner – someone who wants to

5 in your idea ...

2. Complete this text (1-5) with the correct prepositions.

I find it very hard working with Andy. He just doesn't communicate _____₁ people. He does his own job well enough, but he never talks _____₂ what he's doing or what he's done. It makes it very difficult to deal _____₃ problems. Sometimes I try to discuss problems with him, but he doesn't respond _____₄ my concerns. He leaves everything to me. For example, yesterday, a customer file was missing. I asked him if he'd seen it and he said 'no'. But then I found it on his desk. And he never apologised _____₅ me!

3. Write the questions that lead to each answer below (1–5). Use the question words given.

For example:

When *did you leave*?

We left at 10 p.m.

1 Which _____?

I prefer the first option.

2	Who _____? Jane Moorcroft is the CEO of Binhams plc.
---	---

3 Where _____?

We held the meeting in London last year. 4

Why _____?

I've decided to resign because of stress. 5

How much _____?

The new model costs \$144.

4. Complete the sentences (1–5) with the words and phrases from the box.

am planning / flying / going to / hope to / meeting / starts / will have
--

For example:

As you can see from my schedule, I'm *going to* be out of the office next week.

1 On Saturday, I'm _____ to Dubai for the opening of our new offices there.

2 The opening ceremony _____ at 3 p.m. on Monday.

3 On Tuesday evening, I _____ dinner with the local staff.

4 I _____ meet some of our more important contacts in the city.

5 I _____ to stay for five or six days.

5. Write the opposite of each of the words in brackets to complete these sentences (1–5).

1 My manager doesn't like waiting for things to happen. He's very [*patient*] _____.

2 You don't have to wear a suit to the meeting. It's quite [*formal*] _____.

3 _____ I had some great ideas for the new marketing campaign, but the rest of the team were very [*enthusiastic*] _____.

4 I try to relax before I start a presentation. It's difficult to speak clearly when you are [*calm*]

_____.
5 _____ My colleague isn't very good at handling conflict in negotiations – that's one of his [*strengths*] _____.

Answer Key

1. 1 prepare / 2 do / 3 collect / 4 estimate / 5 invest /

2. 1 with / 2 about / 3 with / 4 to / 5 to

3. 1) Which option do you prefer?

2) Who is Jane Moorcroft? / Who is the CEO of Binhams plc?

3) Where did you hold the meeting last year?

4) Why did you decide to resign?

5) How much does the new model cost?

4. 1 flying / 2 starts / 3 will have / 4 hope to / 5 am planning /

5. 1 impatient / 2 informal / 3 unenthusiastic / 4 nervous / 5 weaknesses /

Контрольная работа №2

Vocabulary

1. Complete the text below (11–15) with the correct word from the box.

There is one word you don't need.

advertising / launch / market / redundant / share / subsidiary

Carston has announced that it will close its UK _____ 1, which employs about 70 staff. Most of the staff will be made 2. The company spent £5 million on

_____ 3 last year to promote its latest product. But the product _____ 4 was a failure.

Competition from other UK companies, such as Fyfield and Brix, has been strong, and Carston has seen its market _____ 5 decline sharply over the last three years.

2. Complete the text below (16–20) with the best verb from the box. There are more verbs than you need.

do / get / make / market / set up / take / work

Erika always wanted to work for herself. After getting a good qualification in art and design, she decided to _____ 6 her own business making jewellery. Two years later, she is finding it hard to _____ 7 a living from her business. In fact, she has to _____ 8 parttime in a shop to earn extra money. Erika makes innovative jewellery that is both high quality and stylish, but she doesn't have a strong customer base and often finds it difficult to

_____ 9 her work. She needs to _____ 10 some market research and then to develop an effective marketing strategy.

Language

3. Choose the correct answer (a, b or c) to complete the article (31–40).

Michel Soussaline _____ 11 in a Paris hospital as a cancer specialist. But at present, he is only working part-time. In his free time, he _____ 12 his wife to develop a biotech company

called Imstar. Mr Soussaline describes the difficulties of setting up a new company in France: 'We _____ 13 the necessary investment, but it was impossible. There is much less help for developing companies than in the US.' Mr Soussaline believes that Imstar

_____ 14 a

bigger company by now if it was based in California.

Mr de Bézieux, who heads a lobby group for small businesses in France, says:

'Between 1965 and 1980, the French economy _____ 15 twice as fast as the US. Since

then, it

4. In each line of the e-mail below (21–25), there is one mistake. Cross out the word which is wrong and write the correct word on the right. The first one is given as an example.

Subject: Meeting next Thursday

Dear Becky

Do you please help me? *Can*

I'm trying to find on how many people are coming to the meeting next _____²¹

Thursday. Maria said me it would be ten, but Alex thinks it could be 20. _____²²If more

than 15 people come, we would need to book a bigger room. _____²³ But the large

meeting room has already been booked during the whole day _____²⁴

I look forward to hear from you _____²⁵

Manythanks,

Reading

5. Read the article and complete each gap (34–38) with one of these words (a–e).

- a) messages
- b) newspaper
- c) warning
- d) information
- e) industries

Message on sensitive e-mails is not getting through

When new employees start at Goldman Sachs, one of the first things they are told is that they should not put anything in an e-mail that they wouldn't want to read in the _____³⁴. Don't complain about colleagues. Don't discuss sensitive deals. Don't say bad things about the competition. If you want to do those things, they are told, use the phone or talk to someone in person.

The same _____³⁵ has been repeated across the corporate world for years, but the message never seems to get through. Sensitive e-mails and instant messages continue to turn up in public.

It seems that no matter how often they are told, employees continue to see workplace emails as casual, private exchanges that no one else will read. The ePolicy Institute, which conducts research and advises companies, recently carried out a survey of 416 companies. The survey showed that only 42 per cent of companies conduct any formal training regarding e-mail usage. Instead, they rely on written policies that are often not read.

Simply telling workers to be more careful is not enough. Some companies are now using advanced software that can block potentially embarrassing messages from leaving a corporate system.

Proofpoint, an electronic security company, offers software that monitors _____³⁶ as they arrive and depart to detect potentially dangerous words or phrases. Keith Crosley, Director of Market Development for Proofpoint, says heavily regulated _____³⁷, such as financial services and health care, are among his company's best customers. Kawasaki Motors uses the software to make sure no one leaks its motorcycle designs. The software ensures that personal data such as credit-card numbers and medical histories are encrypted and monitors the disclosure of confidential corporate _____³⁸.

'Our systems can be trained,' Mr Crosley says. 'You can show it examples – "Here are my new car designs. Here is my internal phone list" – and not let those messages go out.'

The problem is that the software can occasionally block important e-mails that are not sensitive.

'Customers are not very tolerant of that problem,' Mr Crosley says.

6. Choose the best answer to each question (39-43).

39 There are several kinds of sensitive information that shouldn't be included in emails. Which one *doesn't* appear in the article?

- a) complaints about people you work with
- b) trade secrets
- c) employees' names

d) bank-account details

e) credit-card details

40 If they want to discuss sensitive deals, Goldman Sachs employees are told not to ...

a) use the phone.

b) use e-mail.

c) talk to a person inside the company.

41 According to an ePolicy survey, most companies ...

a) use special software to block sensitive messages.

b) organise training programmes to instruct employees how to use e-mail.

c) send only written instructions about using e-mail.

42 Proofpoint is ...

a) a kind of software that monitors e-mails.

b) a company that specialises in electronic security.

c) an institute that advises companies on security.

43 Which word is used in the article to mean the same as 'sensitive'?

a) casual

b) instant

c) embarrassing

Writing

7. You are going to visit a client company in Toronto next week. Write a reply to the following e-mail. Write about 50 words.

To:
From: Greg Saunders Subject:
Your visit next week. Dear ...
I am attaching a programme for your visit next week. Please let me know if there is anything you would like to add.
If you could also tell me your flight number and arrival time, I will arrange for our driver to meet you at Toronto airport and take you to your hotel.
We are all looking forward very much to meeting you next week. Best

Write an informal report of 120 to 150 words describing the English course you have just completed. Include this information: number and length of lessons, people in the group, coursebook topics, exercises and activities. Say what you enjoyed most about the course and what you found useful.

Answer keys:

Vocabulary (15 marks)

1) 1 subsidiary / 2 redundant / 3 advertising / 4 launch / 5 share

(5 marks)

6 set up / 7 make / 8 work / 9 market / 10 do

Language 11 a / 12 c / 13 b / 14 b / 15 c / 16 c / 17 c / 18 b / 19 a / 20 b

(5 marks)

3) 21 on out

22 said told

23 would will

24 during for

25 hear hearing

(5 marks)

4) correct the mistakes

(5 marks)

5) Skills development

26 / 27 a / 28 c / 29 h / 30 e / 31 d / 32 g / 33 b

(4 marks)

6-7) Reading 34 b / 35 c / 36 a / 37 e / 38 d / 39 d / 40 b / 41 c / 42 b / 43 c

(5 marks)

8) Writing (11 marks)

Total: 40

Test Model Answer:

A

Dear Greg

Many thanks for sending the programme for my visit. It looks very good and I have nothing to add.

Thank you for arranging to send your driver to meet me. My flight number is BA549, which arrives in Toronto at 19.50 on Sunday.

I look forward to meeting you next week.

Best regards

(51 words, not including opening and closing phrases)

B

Course in Business English at (name of institution)

Dates: from ... to...

The course consisted of three hours of English each week. The lessons were on Monday and Wednesday and lasted 90 minutes. There were ten people in our group, and we were all the same level. The lessons were very lively and interesting.

We used an excellent coursebook, which had many interesting topics, for example: jobs, companies, marketing, management and so on. We read articles about business and we listened to interviews with real business people. This was very good for learning new vocabulary.

We did a lot of useful exercises which helped us to improve our skills, for example, giving presentations, meetings, negotiating and socialising. I especially enjoyed the case studies and role-plays.

This was a very useful and enjoyable course and I can recommend it to other employees. (129 words, not including introductory information)

ВОПРОСЫ К ЗАЧЕТУ / ЗАЧЕТУ С ОЦЕНКОЙ / ЭКЗАМЕНУ ПО РАЗДЕЛАМ (ТЕМАМ) ДИСЦИПЛИНЫ (МОДУЛЯ)

3. Are you an organized person? How do you organize your time?
4. What do you consider when planning family events?
5. What are the most important things to do when planning in business?
6. How often do you think businesses should revise their plans?
7. What do you consider when you start planning some events?
8. What are the best ways to plan?
9. What is the secret of good planning?
10. What are the main responsibilities of a manager?
11. What factors make companies successful?
12. Do you like working under pressure? Why? Why not?
13. What should companies do to encourage new ideas?

14. What do you consider when you start planning some events?
15. What are the best ways to plan?
16. Are you an organized person? How do you organize your time?
17. What do you consider when planning family events?
18. What are the most important things to do when planning in business?
19. How often do you think businesses should revise their plans?
20. What is your qualification?
21. Where did you study?
22. What subjects did you study?
23. What are the main problems concerning graduates' employment?
24. What kind of job would you like to have?
25. What are similar problems between graduates in our republic and abroad?
26. What are the main parts of a CV?
27. What should you write if you do not have any experience because you are a graduate?
28. Why is cover letter necessary?
29. What is the structure of a cover letter?
30. What four groups of questions that are usually asked at the interview?
31. Give examples of some of the questions.
32. How would you answer these questions?
33. What are the most important points of job contract?
34. What are the main types of contracts?
35. What are the the parts of the contracts?
36. What circumstances are called "force majeure"?
37. How should you prepare for negotiations?
38. How can a good negotiator be characterized?
39. What are the main steps of negotiations?
40. What is the structure of the presentation?
41. How should you prepare for the presentation?
42. What are the main requirements for the slides?
43. Are you a risk-taker? What risks have you taken?
44. What sort of risks do businesses face (for example: financial risks,

environmental risks)? Can you give some examples?

45. Give one example of internal risk and one example of external risk.
46. What is the role of a manager?
47. How important are these factors in judging the success of a manager?
48. Think of at least two advantages and two disadvantages of working in teams
49. What are the advantages and disadvantages for a private individual of borrowing money from these sources?
50. What do you think these sayings mean? Do you agree with them?

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ГОСУДАРСТВЕННОЙ СЛУЖБЫ ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ
ФЕДЕРАЦИИ»

Донецкий институт управления – филиал РАНХиГС

Направление подготовки 38.03.02 Менеджмент Профиль

«_____»

Кафедра Иностранных языков

Дисциплина (модуль) «_____»

Курс ____ Семестр _ Форма обучения _____ очная _____

ЭКЗАМЕНАЦИОННЫЙ БИЛЕТ №1

Теоретические вопросы.

1. Talk about the topic
2. Give the examples

Практическое задание*. Test №1.

Экзаменатор: _____

Утверждено на заседании кафедры «_____» _____ 20__ г. (протокол
№ _____ от «___» _____ 20__ г.)

Зав. кафедрой: _____

** Практическое задание включается по усмотрению преподавателя исходя из содержания учебной дисциплины и формируемых компетенций, если весомую часть составляют компоненты компетенций «уметь», «владеть».*

Количество вопросов в билете – не менее 2-х; практическое задание может быть вторым вопросом билета.

