

МИНИСТЕРСТВО СЕЛЬСКОГО ХОЗЯЙСТВА РОССИЙСКОЙ ФЕДЕРАЦИИ
Федеральное государственное бюджетное образовательное учреждение
высшего образования
«КУБАНСКИЙ ГОСУДАРСТВЕННЫЙ АГРАРНЫЙ УНИВЕРСИТЕТ
имени И.Т. ТРУБИЛИНА»

Факультет управления
Иностранных языков



УТВЕРЖДЕНО:

Декан, Руководитель подразделения
Кудряков В.Г.
(протокол от 17.05.2024 № 8/1)

**РАБОЧАЯ ПРОГРАММА ДИСЦИПЛИНЫ (МОДУЛЯ)
« ИНОСТРАННЫЙ ЯЗЫК. АНГЛИЙСКИЙ ЯЗЫК»**

Уровень высшего образования: бакалавриат

Направление подготовки: 38.03.04 Государственное и муниципальное управление

Направленность (профиль): Государственное и муниципальное управление

Квалификация (степень) выпускника: Бакалавр

Формы обучения: очная, очно-заочная

Год набора: 2024

Срок получения образования: Очная форма обучения – 4 года
Очно-заочная форма обучения – 4 года 8 месяца(-ев)

Объем: в зачетных единицах: 5 з.е.
в академических часах: 180 ак.ч.

Разработчики:

Доцент, кафедра иностранных языков Анисимова А.Т.

Рабочая программа дисциплины (модуля) составлена в соответствии с требованиями ФГОС ВО по направлению подготовки Направление подготовки: 38.03.04 Государственное и муниципальное управление, утвержденного приказом Минобрнауки России от 13.08.2020 №1016

Согласование и утверждение

№	Подразделение или коллегиальный орган	Ответственное лицо	ФИО	Виза	Дата, протокол (при наличии)
1	Иностранных языков	Заведующий кафедрой, руководитель подразделения, реализующего ОП	Непшекуева Т.С.	Согласовано	22.04.2024, № 8
2	Кубанский государственный аграрный университет	Руководитель образовательной программы	Белкина Е.Н.	Согласовано	22.04.2024, № 31
3		Руководитель образовательной программы	Белкина Е.Н.	Согласовано	07.06.2024
4	Управления	Председатель методической комиссии/совета	Нестеренко М.А.	Согласовано	16.05.2024, № 5

1. Цель и задачи освоения дисциплины (модуля)

Цель освоения дисциплины - повышение исходного уровня владения иностранным языком, достигнутого на предыдущей ступени образования, и овладение студентами необходимым и достаточным уровнем иноязычной коммуникативной компетенции для решения социально-коммуникативных задач в различных областях профессиональной, научной, культурной и бытовой сфер деятельности, при общении с зарубежными партнерами, а также для дальнейшего самообразования.

Задачи изучения дисциплины:

- получение знаний о системе современного английского языка; коммуникативных стилях делового общения, вербальных и невербальных средствах межличностного и межкультурного взаимодействия;;
- формирование умения поиска необходимой информации в процессе решения стандартных коммуникативных задач на иностранном языке с использованием информационно-коммуникационных технологий;
- формирование умения вести деловую переписку с учетом особенностей стилистики официальных и неофициальных писем, социокультурных различий в формате корреспонденции на иностранном языке;
- формирование интегративных умений использовать диалогическое общение для сотрудничества в академической коммуникации общения: внимательно слушая и пытаясь понять суть идей других, даже если они противоречат собственным воззрениям; уважая высказывания других как в плане содержания, так и в плане формы; критикуя аргументированно и конструктивно, не задевая чувств других; адаптируя речь и язык жестов к ситуациям взаимодействия;
- формирование умения выполнять перевод профессиональных текстов с иностранного на государственный язык и обратно.

2. Планируемые результаты обучения по дисциплине (модулю), соотнесенные с планируемыми результатами освоения образовательной программы

Компетенции, индикаторы и результаты обучения

УК-4 Способен осуществлять деловую коммуникацию в устной и письменной формах на государственном языке Российской Федерации и иностранном(ых) языке(ах)

УК-4.1 Выбирает на государственном и иностранном (-ых) языках коммуникативно приемлемые стиль делового общения, вербальные и невербальные средства взаимодействия с партнерами.

Знать:

УК-4.1/Зн1

УК-4.1/Зн2 методику выбора на государственном и иностранном (-ых) языках коммуникативно приемлемых стилей делового общения, вербальных и невербальных средств взаимодействия с партнерами

УК-4.1/Зн3 аспекты деловых коммуникаций, вербальные и невербальные средства общения

Уметь:

УК-4.1/Ум1

УК-4.1/Ум2 выбирать на государственном и иностранном (-ых) языках коммуникативно приемлемые стили делового общения, вербальные и невербальные средства взаимодействия с партнерами

УК-4.1/Ум3 Выбирать коммуникативно приемлемый стиль делового общения, пользоваться вербальными и невербальными средствами общения, а также распознавать намерения партнеров, пользующихся этими средствами

Владеть:

УК-4.1/Нв1

УК-4.1/Нв2 владеть методикой выбора на государственном и иностранном (-ых) языках коммуникативно приемлемых стилей делового общения, вербальных и невербальных средств взаимодействия с партнерами

УК-4.1/Нв3 пользоваться вербальными и невербальными средствами делового общения при взаимодействии с партнерами

УК-4.2 Использует информационно-коммуникационные технологии при поиске необходимой информации в процессе решения стандартных коммуникативных задач на государственном и иностранном (-ых) языках.

Знать:

УК-4.2/Зн1

УК-4.2/Зн2 основы информационно-коммуникационных технологий при поиске необходимой информации в процессе решения стандартных коммуникативных задач на государственном и иностранном (-ых) языках

УК-4.2/Зн3 информационно-коммуникационные технологии при поиске необходимой информации в процессе решения стандартных коммуникативных задач

Уметь:

УК-4.2/Ум1

УК-4.2/Ум2 использовать информационно-коммуникационные технологии при поиске необходимой информации в процессе решения стандартных коммуникативных задач на государственном и иностранном (-ых) языках

УК-4.2/Ум3 использовать информационно-коммуникационные технологии при поиске необходимой информации в процессе решения стандартных коммуникативных задач

Владеть:

УК-4.2/Нв1

УК-4.2/Нв2 владеть информационно-коммуникационными технологиями при поиске необходимой информации в процессе решения стандартных коммуникативных задач на государственном и иностранном (-ых) языках

УК-4.2/Нв3 навыками применения информационно-коммуникационных технологий в деловом общении

УК-4.3 Ведет деловую переписку, учитывая особенности стилистики официальных и неофициальных писем, социокультурные различия в формате корреспонденции на государственном и иностранном (-ых) языках

Знать:

УК-4.3/Зн1

УК-4.3/Зн2 формы деловой переписки, учитывая особенности стилистики официальных и неофициальных писем, социокультурные различия в формате корреспонденции на государственном и иностранном (-ых) языках

УК-4.3/Зн3 Структуру текста деловых писем. Классификация и основные виды деловых писем

Уметь:

УК-4.3/Ум1

УК-4.3/Ум2 вести деловую переписку, учитывая особенности стилистики официальных и неофициальных писем, социокультурные различия в формате корреспонденции на государственном и иностранном (-ых) языках

УК-4.3/Ум3 вести деловую переписку, учитывая особенности стилистики официальных и неофициальных писем, социокультурные различия в формате корреспонденции

Владеть:

УК-4.3/Нв1

УК-4.3/Нв2 способностью вести деловую переписку, учитывая особенности стилистики официальных и неофициальных писем, социокультурные различия в формате корреспонденции на государственном и иностранном (-ых) языках

УК-4.3/Нв3 навыками ведения деловой переписки

УК-4.4 Демонстрирует интегративные умения использовать диалогическое общение для сотрудничества в академической коммуникации общения:

- внимательно слушая и пытаясь понять суть идей других, даже если они противоречат собственным воззрениям;
- уважая высказывания других как в плане содержания, так и в плане формы;
- критикуя аргументированно и конструктивно, не задевая чувств других;
- адаптируя речь и язык жестов к ситуациям взаимодействия.

Знать:

УК-4.4/Зн1

УК-4.4/Зн2 интегративные умения для использования диалогическое общение для сотрудничества в академической коммуникации общения

УК-4.4/Зн3 приемы активного слушания, публичного выступления, ведения спора, дискуссии, технологиями критики в деловой коммуникации

Уметь:

УК-4.4/Ум1

УК-4.4/Ум2 демонстрировать интегративные умения использовать диалогическое общение для сотрудничества в академической коммуникации общения

УК-4.4/Ум3 преодолевать коммуникативные барьеры, выстраивать эффективную стратегию поведения в конфликте, применять правила критики

Владеть:

УК-4.4/Нв1

УК-4.4/Нв2 владеть способностью интегративного умения использовать диалогическое общение для сотрудничества в академической коммуникации общения

УК-4.4/Нв3 навыками публичного выступления, ведения спора, дискуссии, технологиями критики в деловой коммуникации

УК-4.5 Демонстрирует умение выполнять перевод профессиональных текстов с иностранного (-ых) на государственный язык и обратно

Знать:

УК-4.5/Зн1

УК-4.5/Зн2 основы перевода профессиональных текстов с иностранного (-ых) на государственный язык и обратно

Уметь:

УК-4.5/Ум1

УК-4.5/Ум2 выполнять перевод профессиональных текстов с иностранного (-ых) на государственный язык и обратно

Владеть:

УК-4.5/Нв1

3. Место дисциплины в структуре ОП

Дисциплина (модуль) «Иностранный язык» относится к обязательной части образовательной программы и изучается в семестре(ах): Очная форма обучения - 1, 2, Очно-заочная форма обучения - 1, 2.

В процессе изучения дисциплины студент готовится к видам профессиональной деятельности и решению профессиональных задач, предусмотренных ФГОС ВО и образовательной программой.

4. Объем дисциплины и виды учебной работы

Очная форма обучения

Период обучения	Общая трудоемкость (часы)	Общая трудоемкость (ЗЕТ)	Контактная работа (часы, всего)	Внеаудиторная контактная работа (часы)	Зачет (часы)	Лабораторные занятия (часы)	Лекционные занятия (часы)	Самостоятельная работа (часы)	Промежуточная аттестация (часы)
Первый семестр	72	2	33	1		28	4	39	Зачет
Второй семестр	108	3	37	3		34		17	Экзамен (54)
Всего	180	5	70	4		62	4	56	54

Очно-заочная форма обучения

Период обучения	Общая трудоемкость (часы)	Общая трудоемкость (ЗЕТ)	Контактная работа (часы, всего)	Внеаудиторная контактная работа (часы)	Зачет (часы)	Лабораторные занятия (часы)	Лекционные занятия (часы)	Самостоятельная работа (часы)	Промежуточная аттестация (часы)
Первый семестр	72	2	19	1		16	2	53	Зачет
Второй семестр	108	3	23	3		18	2	58	Экзамен (27)
Всего	180	5	42	4		34	4	111	27

5. Содержание дисциплины

5.1. Разделы, темы дисциплины и виды занятий (часы промежуточной аттестации не указываются)

Очная форма обучения

Наименование раздела, темы	Всего	Внеаудиторная контактная работа	Лабораторные занятия	Лекционные занятия	Самостоятельная работа	Планируемые результаты обучения, соотношенные с результатами освоения программы
Раздел 1.	460		170	32	258	УК-4.1
Тема 1.1.	84			32	52	УК-4.2
Тема 1.2.	108		48		60	УК-4.3
Тема 1.3.	104		40		64	УК-4.4
Тема 1.4.	128		64		64	УК-4.5
Тема 1.5.	12		6		6	
Тема 1.6.	12		6		6	
Тема 1.7.	12		6		6	
Раздел 2.	8	8				УК-4.1
Тема 2.1.	8	8				УК-4.2
						УК-4.3
						УК-4.4
						УК-4.5
Раздел 3.	273		182		91	УК-4.1
Тема 3.1.	120		80		40	УК-4.2
Тема 3.2.	108		72		36	УК-4.3
Тема 3.3.	8		6		2	УК-4.4
Тема 3.4.	8		6		2	УК-4.5
Тема 3.5.	9		6		3	
Тема 3.6.	10		6		4	
Тема 3.7.	10		6		4	
Раздел 4.	24	24				УК-4.1
Тема 4.1.	24	24				УК-4.2
						УК-4.3
						УК-4.4
						УК-4.5
Итого	846	32	400	32	382	

Очно-заочная форма обучения

Наименование раздела, темы	Всего	Внеаудиторная контактная работа	Лабораторные занятия	Лекционные занятия	Самостоятельная работа	Планируемые результаты обучения, соотношенные с результатами освоения программы
Раздел 1.	466		98	16	352	УК-4.1

Тема 1.1.	96			16	80	УК-4.2
Тема 1.2.	112		32		80	УК-4.3
Тема 1.3.	104		24		80	УК-4.4
Тема 1.4.	120		32		88	УК-4.5
Тема 1.5.	10		2		8	
Тема 1.6.	12		4		8	
Тема 1.7.	12		4		8	
Раздел 2.	8	8				УК-4.1 УК-4.2 УК-4.3 УК-4.4 УК-4.5
Тема 2.1.	8	8				
Раздел 3.	450		96	16	338	УК-4.1 УК-4.2 УК-4.3 УК-4.4 УК-4.5
Тема 3.1.	224		48	16	160	
Тема 3.2.	168		32		136	
Тема 3.3.	10		2		8	
Тема 3.4.	10		2		8	
Тема 3.5.	12		4		8	
Тема 3.6.	12		4		8	
Тема 3.7.	14		4		10	
Раздел 4.	24	24				УК-4.1 УК-4.2 УК-4.3 УК-4.4 УК-4.5
Тема 4.1.	24	24				
Итого	1 040	32	220	32	756	

5. Содержание разделов, тем дисциплин

Раздел 1. Английский для делового общения. (English for Business Communication)

Тема 1.1. Язык и межкультурная коммуникация. Основы перевода в профессиональной сфере

Обучающийся должен знать единицы и функции языка, нормы литературного языка, коммуникативные качества речи.

Правила речевого этикета, требования к публичному выступлению. Обзор программных продуктов, используемых в процессе изучения дисциплины: Microsoft Windows; Microsoft Office (включает Word, Excel, PowerPoint)

Тема 1.2. Deutschland.

Обучающийся должен знать основные способы работы над языковым и речевым материалом.

Тема 1.3. Das Bildungswesen.

Обучающийся должен владеть навыками самостоятельной работы с языковым материалом (лексикой, грамматикой, фонетикой) с использованием справочной и учебной литературы.

Тема 1.4. Stellensuche, Bewerbung und Kündigung.

Обучающийся должен знать основные ресурсы, с помощью которых можно эффективно восполнить имеющиеся пробелы в языковом образовании.

Тема 1.5. Grundfragen der Wirtschaft.

Обучающийся должен знать требования к речевому и языковому оформлению устных и письменных высказываний с учетом специфики иноязычной культуры.

Тема 1.6. Marktwirtschaft.

Обучающийся должен понимать основное содержание несложных аутентичных общественно-политических, публицистических и прагматических текстов.

Тема 1.7. Warenproduktion. Geld. Währung.

Обучающийся должен уметь совершенствовать навыки публичного выступления.

Раздел 2. Промежуточная аттестация

Тема 2.1. Зачет

Проведение промежуточной аттестации в форме зачета

Раздел 3. Профессиональная коммуникация (Professional Communication)

Тема 3.1. Management

- 1.1 Definition of Management
- 1.2 Levels and Areas of Management
- 1.3 Management Skills
- 1.4 Business Ethics and Etiquette
- 1.5 The Basics of Financial Management

Тема 3.2. Marktteilnehmer. Gewinn.

Обучающийся должен знать основные ресурсы, с помощью которых можно эффективно восполнить имеющиеся пробелы в языковом образовании.

Тема 3.3. Wettbewerb.

Обучающийся должен владеть навыками самостоятельной работы с языковым материалом (лексикой, грамматикой, фонетикой) с использованием справочной и учебной литературы.

Тема 3.4. Betriebliche Grundfonds. Kostenrechnung.

Обучающийся должен знать основные способы работы над языковым и речевым материалом.

Тема 3.5. Marktwirtschaft und Weltwirtschaft.

Обучающийся должен знать правила речевого этикета, требования к публичному выступлению.

Тема 3.6. Marketing.

Обучающийся должен уметь начинать, вести/ поддерживать и заканчивать диалог-расспрос об увиденном, прочитанном, диалог-обмен мнениями и диалог-интервью/ собеседование при приеме на работу, соблюдая нормы речевого этикета, при необходимости используя стратегии восстановления сбоя в процессе коммуникации.

Тема 3.7. Management.

Обучающийся должен владеть восприятием, анализом, созданием устных и письменных текстов разных типов и жанров.

Раздел 4. Промежуточная аттестация

Тема 4.1. Экзамен

Проведение промежуточной аттестации в форме экзамена

6. Оценочные материалы текущего контроля

Раздел 1. Английский для делового общения. (English for Business Communication)

Форма контроля/оценочное средство: Задача

Вопросы/Задания:

1. Match the words (1,2,3,) to the part of speech (a,b,c,...)

- 1 employ, manage, select
- 2 employment, employer, diversity
- 3 our, we, my
- 4 quickly, friendly, daily
- 5 successful, fast, nice

- c verb
- e noun
- a pronoun
- b adverb
- d adjective

2. Match the synonyms (1,2,3,...) (a,b,c,...)

- 1 clever
- 2 delicious
- 3 strange
- 4 strong
- 5 huge

- c smart
- e tasty
- a weird

- b powerful
- d enormous

3. Put the sentences into logical order to make up the introduction to the presentation

- 1 And to finish, I'll say something about how we can work with your company.
- 2 First, I'll look at the technical side.
- 3 I work for Ruby in the marketing department.
- 4 If you have any questions, I'll be happy to answer them at the end of my presentation.
- 5 My name's Lisa Mayers.
- 6 Then, I'll move on to the sales possibilities.
- 7 Today I'm going to talk about a new product that we have developed.

4. Match the two parts of a sentence (1,2,3...) (a,b,c,...)

- 1 I'm Russian and
 - 2 I'm good at history, but
 - 3 I plan to do media studies because
 - 4 I enjoy sport and
 - 5 Geography is my favourite subject because
 - 6 I'm at school at the moment, but
-
- e I'm from Sochi.
 - a I'm not good at mathematics.
 - c I like films and TV.
 - f I play football and tennis.
 - b the teacher is good.
 - d I plan to start university in September.

5. Make the statements into negative sentences (-) or questions (?).

- 1 The company's branch operates overseas. (?)
- 2 The CEO lives in Germany. (-)
- 3 They have offices in Tokyo. (?)
- 4 The company employs 12,000 people. (-)
- 5 Mr and Mrs Sanz live in Berlin. (-)

6. Correct the wrong sentences. Some sentences are correct.

- 1 Francis has a meeting on Friday always.
- 2 We usually have lunch in a café.
3. Kelly often is late for work.
4. I leave the office never at six o'clock.
- 5 The CEO is always in his office at 8.30.
- 6 They have sometimes a video conference in the morning.
- 7 We go to often team meetings.

7. Choose the correct answer and explain

What would you say at the presentation when you don't understand a question?

- a. I'm sorry, but I didn't follow your question.
- b. Say it again, I don't understand.
- c. I want you to repeat the question.
- d. I don't know what to say.

8. Choose the correct answer and explain

What would you say at the presentation when you don't know the answer?

- a. I don't know the answer to that.
- b. I can't give you that information.
- c. I'm sorry, but I don't know the answer to that. Can I check and get back to you?
- d. That question is beyond my expertise.

Раздел 2. Промежуточная аттестация

Форма контроля/оценочное средство:

Вопросы/Задания:

.

Раздел 3. Профессиональная коммуникация (Professional Communication)

Форма контроля/оценочное средство: Задача

Вопросы/Задания:

1. Match the position within a company (1,2,3,...) to its definition (a,b,c,...)

- 1 manager
 - 2 accountant
 - 3 executive
 - 4 consultant
 - 5 lawyer
-
- c a person who is responsible for running part of or the whole of a business organization
 - e a person whose job is to keep financial accounts
 - a a person who is employed by a business at a senior level
 - b a person who gives expert advice to a person or organization on a particular subject
 - d a person who is qualified to advise people about the law and represent them in court

2. Match the jobs (a,b,c,...) with their functions (1,2,3,...)

- 1 He works for South Development. He builds tall buildings.
 - 2 He works for Jaguar. He makes cars.
 - 3 She welcomes visitors. She works for Lukoil.
 - 4 She helps her boss. She works for Megaphone.
 - 5 He works for Nestle. He takes pictures of the company's factories.
 - 6 She writes computer programs. She works for Microsoft.
-
- c a construction worker
 - e a production worker
 - a a company receptionist
 - f a personal assistant
 - b an industrial photographer
 - d a computer programmer

3. Put the words in the correct order to make questions.

Put the words in the correct order to make questions.

- 1 weekend/ work/ they/ Do/ at/ the/?
- 2 Pierre/ in/ sales/ Does/ work/?
- 3 you/ do/ travel/ abroad/ How/ often/?
- 4 you/ spell/ How/ business/ do/?
- 5 finish/ does/ the/ meeting/ When/?

4. Complete the text with the given words. The first letter is given.
Complete the text with the given words. The first letter is given.

manufacture, products, sales, staff, manufacturing, production, sells, produces

Vinway International is a (1) m..... and retail company.
It (2) p..... electrical equipment and it (3) s..... its (4)..... in shops in Europe and Asia.
We (5) m..... digital radios. We have a good (6) p..... department and (7) s..... department.
We are small company with good managers and (8) s..... .

5. Complete the text with the given words.
Complete the text with the given words.

business contacts; business card; job title; greet; surname; introduce

In modern business, company employees often have (1) in different countries.
When we meet someone for the first time, we (2) the person.
We (3) ourselves by saying our (4) and (5)
Sometimes we give the person a (6) with details about our (7)
and company.

6. Read the text, choose the true statements (2) and explain
Прочитайте текст, выберите утверждения, соответствующие тексту, и запишите аргументы, обосновывающие выбор ответов.

Maria is an architect with 20 years' experience of designing and developing spaces. She is partner in the award-winning STG Architects Ltd, which is famous for its work on the Galroy Building in London. She enjoys working with people from all over the world and has international experience of working in Italy, Greece, Thailand, Australia and Brazil. Maria has a Master of Science from Sheffield University and a BA in Architecture from Hull University. She also speaks Italian and Thai. When she is not working, she spends her time hiking, skiing and diving.

- a. She has worked in many different countries.
- b. She doesn't do any sports.
- c. She speaks foreign languages.
- d. She manages a large team of people.

7. Read the text, choose the true statements and explain
Emily is an experienced sales manager with 12 years' experience of developing customer service teams.
She is skilled in negotiation, team motivation and building successful sales teams.
After ten years of working in sales and customer service at Halo Bank, Emily is now the sales office manager of a team of 120 at Southern General Plastics Ltd.
She has an MBA from Stanford University and a degree in Business Studies from Cornell University.
Emily is creative and hardworking, and enjoys working with others.

- a. She has international experience.
- b. She has always worked at Southern General Plastics Ltd.
- c. Her last job was in a bank.
- d. She has good communication skills.

Раздел 4. Промежуточная аттестация

Форма контроля/оценочное средство:

Вопросы/Задания:

.

7. Оценочные материалы промежуточной аттестации

Очная форма обучения, Первый семестр, Зачет

Контролируемые ИДК: УК-4.1 УК-4.2 УК-4.3 УК-4.4 УК-4.5

Вопросы/Задания:

1. Список вопросов

1. Describe the jobs of three people you know. Who do they work for and what do they do?
2. Think of three people you know. Describe the places where they work and the departments that they work in.
3. What is a full-time job/ a part-time job?
4. What does a permanent/temporary job mean?
5. Do people retire or are they made redundant when they stop work because of their age?
6. Think about your job or one that you would like to have. Is it a full-time job or a part-time job? Is it permanent or temporary?
7. What is 'commuting'? When do people commute?
8. What do people want from work? Speak about three most important things.
9. Do you have enough time for leisure? What do you like doing to relax?
10. What do the letters CEO stand for? What kind of job is that?
11. What skills does a manager need?
12. What are you good with? What are you not very good with?
13. Think about one of your recent projects. How long was it planned to take? How long did it take in the end? Did you manage to meet the deadline?
14. What do we call the money paid every week for the work done? / every month? /things employees get in addition to money?
15. What is business communication and what is its purpose?
16. What do we call external business communication?
17. What do we call internal business communication?
18. What are the fastest ways of communication?
19. What are the advantages of web-based or video conferencing?
20. Why are presentations held?
21. Why is face-to-face communication often replaced by virtual communication?
22. What methods of written business communication do you know? What does the choice mostly depend on?
23. Which is the most formal means of business communication between two people? the least formal?
24. What are the 5Cs of business writing? (clear, correct, courteous, convincing and complete).
25. In some countries including a photo on a CV is a requirement. Is it true in your country? What do you think of this idea?
26. What could you say at a job interview to make yourself 'stand out from the crowd' and give a good impression?
27. Think of three positive characteristics and three skills you have, or things that you are good at. Speak about them.
28. How difficult is it for young people to find work in our country?

29. What are some of the things that can go wrong in job interviews?
30. What kind of internship or job position would you like to apply for in the future?

Очная форма обучения, Второй семестр, Экзамен

Контролируемые ИДК: УК-4.1 УК-4.2 УК-4.3 УК-4.4 УК-4.5

Вопросы/Задания:

1. Список вопросов

1. What is management education?
2. When was the faculty of Management founded?
3. What areas of training are carried out at the Faculty of Management?
4. What kind of cultural and social activities can students participate in?
5. Where do students undergo practical training?
6. Where do graduates of the Faculty of Management work?
7. What does the job of a manager involve?
8. How did Peter Drucker characterize the job of a manager?
9. What is a 'knowledge society'?
10. What is the most valuable asset of a company?
11. What are the three levels of management?
12. What are Chief executives responsible for?
13. What are the common titles associated with top management?
14. What does Middle Management deal with?
15. What do the personnel of Lower Management consist of?
16. What are the most common areas of management?
17. What is Production Management?
18. What does Human Resource Management deal with?
19. What is Office Management?
20. What is Marketing Management responsible for?
21. What is the main aim of Financial Management?
22. What is a finance manager responsible for?
23. What are the main management skills?
24. How can managers ease their workload?
25. What does strategic thinking involve?
26. What is commercial awareness?
27. What does "working long hours" mean?
28. What do we call the employee who works for several different organizations, and paid according to the hours they work?
29. How much do you work if you work part-time/ full-time?
30. What do the letters in "CEO" stand for?
31. What does a software company deal with?
32. If a person runs a workshop what exactly does he do?
33. What do you call a person who has stopped working permanently, usually be-cause of age?
34. What does a flexible schedule mean?
35. What is small talk? What topics are relevant for a small talk?
36. How do dining habits in Russia differ from those in other countries?
37. Is it important to be punctual when you are invited for dinner? How is it differ-ent in various cultures?
38. What style of communication do we call formal? Give examples.
39. What does direct/indirect style of communication mean? Give examples.
40. What is special about American style of communication?
41. What is special about doing business in Germany?
42. What does "loose face" mean in Chinese business culture?
43. Do the Chinese express themselves directly or indirectly? Give examples.
44. What is special about Russian business mentality?
45. What are the basics of international business etiquette?

46. What are the rules of using a smartphone in a business setting?
47. What tips would you give for someone going on a business trip to Russia?
48. What does a cultural-awareness consultant deal with?
49. Is teamwork important in modern business?
50. Speak about attitudes to teamwork in different cultures.
51. Do people in Asian societies prefer working towards team goals or individual targets?
52. What is Financial Management? What does Financial Management deal with?
53. What are the five major accounts in accounting?
54. What is business ethics concerned with?
55. How did globalization influence business approach to making decisions?
56. What ethical dilemmas does business encounter?
57. What are the basic concepts of business ethics?
58. What is the goal of business correspondence?
59. What are the functions of business letters?
60. What principles are to be followed in negotiation to reach a successful outcome?

2. Тексты для перевода на русский язык со словарем

TEXT 1

Workplaces depend on the strength of those in management positions. In addition to directing employees, managers must communicate with more senior professionals in their company to ensure the team meets goals and furthers the company's mission. Although the duties of managers differ based on their industry and workplace, most fulfill the same basic responsibilities. In this article, we discuss what management is, the operations of management and how you can become a good manager.

Management is the coordination and administration of tasks to achieve a goal. Such administration activities include setting the organization's strategy and coordinating the efforts of staff to accomplish these objectives through the application of available resources. Management can also refer to the seniority structure of staff members within an organization.

To be an effective manager, you'll need to develop a set of skills, including planning, communication, organization and leadership. You will also need extensive knowledge of the company's goals and how to direct employees, sales and other operations to accomplish them.

TEXT 2

Management is defined as the pursuit of organizational goals efficiently and effectively. Organizations or people who work together to achieve a specific purpose, value managers because of the multiplier effect: Good managers have an influence on the organization far beyond the results that can be achieved by one person acting alone. Managers are well paid, with the CEOs and presidents of even small and midsize businesses earning good salaries and many benefits.

Management, said one pioneer of management ideas, is "the art of getting things done through people." Thus, managers are task oriented, achievement oriented, and people oriented. And they operate within an organizational group of people who work together to achieve some specific purpose. More formally, management is defined as (1) the pursuit of organizational goals efficiently and effectively by (2) integrating the work of people through (3) planning, organizing, leading, and controlling the organization's resources.

Efficiency - the means. Efficiency is the means of attaining the organization's goals. To be efficient means to use resources - people, money, raw materials, and the like - wisely and cost-effectively. Effectiveness - the ends. Effectiveness is the organization's ends, the goals. To be effective means to achieve results, to make the right decisions and to successfully carry them out so that they achieve the organization's goals. Good managers are concerned with trying to achieve both qualities. Often, however, organizations will erroneously strive for efficiency without being effective.

TEXT 3

Setting objectives. Setting and achieving objectives is the primary way a manager accomplishes and

maintains success. They must also be able to convey them to their staff or employees in a compelling manner. For instance, a restaurant manager could state they want to improve service times and remind employees that faster service increases revenue and tips.

Organizing. Managers evaluate the type of work, divide it into achievable tasks and effectively delegate it to staff. Organization consists of a series of relationships among individual staff as well as departments or entities inside the organization. It is the manager's responsibility to ensure that these individuals and entities work together in harmony, which includes motivating staff members and departments to stay on task. A good manager is skilled at building interpersonal relationships among their team members and can troubleshoot when members confuse their encounter challenges.

Organization also requires a manager to establish relationships of authority among their team members. Maximizing organizational arrangements can help businesses enhance the company's efficiency in the market, reduce the costs of business and improve productivity.

TEXT 4

Motivating the team. In addition to the tasks of organization and delegation, motivation includes having the skills to handle different types of personalities in a team. An effective manager must know how to form and lead successful teams and know how to galvanize team members around a cause.

Devising systems of measurement. Managers need to set targets or key performance indicators that the team aims for and then generate ways to measure whether their team is on track to meet those goals. Because it can be challenging to come up with measurable ways of understanding performance, managers must often be creative and thoughtful. However, like the other functions of management, measurement is critical to improving business performance.

Developing people. In addition to leading their team toward a goal and measuring their progress along the way, good managers invest in their staff's development. Managers can, for example, work with their team to help them set goals to move up in their careers. Managers must have leadership skills to use all the operations successfully. They are responsible for coaching their team members by helping them recognize their strengths and weaknesses and improve their performance. Different managers may have different styles of leadership. Regardless of their style, managers should develop their leadership skills to be effective supervisors.

TEXT 5

Students sign up for an introductory management course for all kinds of reasons. Many, of course, are planning business careers, but others are taking it to fulfill a requirement or an elective. Some students are in technical fields, such as accounting, finance, computer science, and engineering, and never expect to have to supervise other people.

Here are just a few of the payoffs of studying management as a discipline: You will understand how to deal with organizations from the outside. Since we all are in constant interaction with all kinds of organizations, it helps to understand how they work and how the people in them make decisions. Such knowledge may give you some defensive skills that you can use in dealing with organizations from the outside, as a customer or investor, for example. You will understand how to relate to your supervisors.

Since most of us work in organizations and most of us have bosses, studying management will enable you to understand the pressures managers deal with and how they will best respond to you. You will understand how to interact with co-workers. The kinds of management policies in place can affect how your co-workers behave. Studying management can give you the understanding of teams and teamwork, cultural differences, conflict and stress, and negotiation and communication skills that will help you get along with fellow employees. You build your skills in areas such as self-management, listening, handling change, managing stress, avoiding groupthink, and coping with organizational politics.

TEXT 6

Seven challenges face any manager: You need to manage for competitive advantage to stay ahead of rivals. You need to manage for diversity in race, ethnicity, gender, and so on, because the future won't resemble the past. You need to manage for the effects of globalization and of information

technology. You always need to manage to maintain ethical standards. You need to manage for sustainability - to practice sound environmental policies. Finally, you need to manage for the achievement of your own happiness and life goals.

The ideal state that many people seek is an emotional zone somewhere between boredom and anxiety.

Boredom may arise because skills and challenges are mismatched: You are exercising your high level of skill in a job with a low level of challenge, such as licking envelopes. Anxiety arises when one has low levels of skill but a high level of challenge, such as (for many people) suddenly being called upon to give a rousing speech to strangers. As a manager, could you achieve a balance between these two states - boredom and anxiety, or action and serenity? Certainly managers have enough challenges to keep their lives more than mildly interesting.

Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. This means an organization must stay ahead in four areas: (1) being responsive to customers, (2) innovation, (3) quality, and (4) efficiency.

TEXT 7

Competitive advantage means an organization must stay ahead in four areas: (1) being responsive to customers, (2) innovation, (3) quality, and (4) efficiency.

1. Being Responsive to Customers. The first law of business is: Take care of the customer. Without customers-buyers, clients, consumers, shoppers, users, patrons, guests, investors, or whatever they're called-sooner or later there will be no organization.

2. Innovation. Finding ways to deliver new or better goods or services is called innovation. No organization, for-profit or nonprofit, can allow itself to become complacent - especially when rivals are coming up with creative ideas. "Innovate or die" is an important adage for any manager.

3. Quality. If your organization is the only one of its kind, customers may put up with products or services that are less than stellar but only because they have no choice. But if another organization comes along and offers a better-quality travel experience, TV program, cut of meat, computer software, or whatever, you may find your company falling behind. Making improvements in quality has become an important management idea in recent times.

4. Efficiency. A generation ago, organizations rewarded employees for their length of service. Today, however, the emphasis is on efficiency: Companies strive to produce goods or services as quickly as possible using as few employees (and raw materials) as possible.

TEXT 8

Strategic management is the management of an organization's resources to achieve its goals and objectives. Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies across the organization.

Companies, universities, nonprofits, and other organizations can use strategic management as a way to make goals and meet objectives.

Flexible companies may find it easier to make changes to their structure and plans, while inflexible companies may chafe at a changing environment.

A strategic manager may oversee strategic management plans and devise ways for organizations to meet their benchmark goals.

Strategic management is divided into several schools of thought. A prescriptive approach to strategic management outlines how strategies should be developed, while a descriptive approach focuses on how strategies should be put into practice. These schools differ on whether strategies are developed through an analytic process, in which all threats and opportunities are accounted for, or are more like general guiding principles to be applied.

TEXT 9

Business culture, the skills and competencies of employees, and organizational structure are all important factors that influence how an organization can achieve its stated objectives. Inflexible companies may find it difficult to succeed in a changing business environment. Creating a barrier between the development of strategies and their implementation can make it difficult for managers to

determine whether objectives have been efficiently met.

While an organization's upper management is ultimately responsible for its strategy, the strategies are often sparked by actions and ideas from lower-level managers and employees. An organization may have several employees devoted to strategy, rather than relying solely on the chief executive officer (CEO) for guidance.

Because of this reality, organizational leaders focus on learning from past strategies and examining the environment at large. The collective knowledge is then used to develop future strategies and to guide the behavior of employees to ensure that the entire organization is moving forward. For these reasons, effective strategic management requires both an inward and outward perspective.

TEXT 10

What do you as a manager do to "get things done" - that is, achieve the stated goals of the organization you work for? You perform what is known as the management process, also called the four management functions: planning, organizing, leading, and controlling. Although the process of management can be quite complex, these four functions represent its essential principles. Let's consider what the four functions are, using the management (or "administration," as it is called in nonprofit organizations) of your college to illustrate them.

Planning is defined as setting goals and deciding how to achieve them. Your college was established for the purpose of educating students, and its present managers, or administrators, now must decide the best way to accomplish this.

Organizing is defined as arranging tasks, people, and other resources to accomplish the work. College administrators must determine the tasks to be done, by whom, and what the reporting hierarchy is to be.

Leading is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. At your college, leadership begins, of course, with the president (who would be the chief executive officer, or CEO, in a for-profit organization).

Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed.

TEXT 11

The process of planning, organizing, directing, and controlling the use of a firm's resources to effectively and economically attain its objectives is called management. A business can be viewed as a system: a group of related parts organized to work together for some purpose. Management is the function that integrates the parts of this system and makes sure that they work together toward a desired purpose. Administration is another term with nearly the same meaning, though it is more often used to refer to the management of institutions, such as schools or hospitals. It may, however, also be applied to business firms, particularly to the functions of higher-level management. Managers typically perform four key functions for their businesses: (a) planning, (b) organizing and staffing, (c) directing and coordinating, and (d) evaluating and controlling. Each of these functions is continuous and all are interrelated. The functions can be seen as a process continuously repeated in a cycle. Managers make plans to solve the problems and to take advantage of the opportunities presented to their companies. People are recruited to carry out the plans. He or she directs and coordinates the activities of those who work in it. Evaluations of how well the organization is working toward its goals partially determine plans for future operations.

TEXT 12

Both entrepreneurs and managers have a high need for achievement. However, entrepreneurs certainly seem to be motivated to pursue moderately difficult goals through their own efforts in order to realize their ideas and, they hope, financial rewards. Managers, by contrast, are more motivated by promotions and organizational rewards of power and perks.

If you believe "I am the captain of my fate, the master of my soul," you have what is known as internal locus of control, the belief that you control your own destiny, that external forces will have little influence. (External locus of control means the reverse - you believe you don't control your destiny that external forces do.) Both entrepreneurs and managers like to think they have personal control over their lives.

Rising to the top in an organization probably requires that a manager put in long hours. For entrepreneurs, however, creating a new enterprise may require an extraordinary investment of time and energy.

Every manager needs to be able to make decisions based on ambiguous - that is, unclear or incomplete - information. However, entrepreneurs must have more tolerance for ambiguity because they are trying to do things they haven't done before.

Managers must believe in themselves and be willing to make decisions; however, this statement applies even more to entrepreneurs. Precisely because they are willing to take risks in the pursuit of new opportunities - indeed, even risk of personal financial failure - entrepreneurs need the confidence to act decisively.

TEXT 13

Strategic management involves managing an organization's resources, analyzing internal and external forces, and developing strategies to realize goals and objectives. There are five key phases that can help businesses execute their strategies.

1. An organization must first establish clear, realistic goals. Its goals should answer what the company wants to achieve and why. Once set, the company can then identify the objectives, or how the goals will be reached.

2. Organizations must then be able to examine, understand, and codify what internal and external forces affect their business and goals, as well as what it needs to remain competitive. Analytical tools, such as SWOT analysis, are helpful during this phase.

3. Based on the results of the analysis, the company can then develop its strategy, outlining how the company will achieve its goals and how. In this phase, the company will identify the needed people, technology, and other resources; how these resources will be allocated to fulfill tasks, and what performance metrics are needed to measure success.

4. Once the strategies are defined, it is time for execution. The strategy is taken from planning to implementation. During this phase, the allocated resources are placed into action based on their roles and responsibilities.

5. The final stage of strategic management is to evaluate the effectiveness of implemented strategies using defined metrics. The company will also visit whether ineffective strategies should be replaced with more viable ones.

TEXT 14

Any business is growing rapidly over the globe under today's current management model. Any company that doesn't effectively handle its own affairs will quickly become irrelevant in today's dynamic marketplace.

It should be obvious why management is so important, not just in the context of businesses and other organizations but also in our personal life. The idea of management may be seen in every facet of modern life. To accomplish something, management is the act of organizing and administering the necessary tasks.

Management is synonymous with administration in some contexts. It is also possible to say that it involves planning, organizing, taking the lead, and making the appropriate choices. Management is necessary for businesses and other types of organizations. Additionally, it is necessary for each of our particular lives.

In many businesses, there are several tiers of management, which help split responsibilities among the various divisions and areas of expertise. When work is segmented into multiple management levels, a firm can expand its workforce because there are more managers available to oversee and control the various operations inside the business. In addition, this helps develop streamlined approval procedures and assures that different levels of management may review each other's work before releasing a product to the general public.

TEXT 15

Objectives of Management

Optimize resources. Management definition puts forth an effort to make efficient use of available resources in order to generate the greatest feasible amount of output. This aim makes it possible to

improve profits by lowering the proportion of resource expenses to earnings in the business. Accordingly, management teams implement various logistic methods and procedures to detect and cut back on processes that result in waste and call for more resources.

Improvement of Efficiencies. Boosting the effectiveness of operations, production, and services leads to increased output, revenue, and profits. Management systems observe the activities, length of time, and flow of the workplace to ascertain the procedures that result in the most productive outputs. It's not uncommon for managers to collaborate on developing and executing new procedures and standards with both other employees and the heads of departments.

To maximize profits. Management teams aim to balance increasing revenues as much as possible and creating a positive working environment for workers. To ensure that profits are maximized, it is necessary to collaborate with various departments and leaders, such as accountants, supervisors, and executives, to identify areas that need modifications and adjustments. Finding costs and waste that are not essential and developing innovative processes that make operations more effective are two of the most important tasks for managers who want to accomplish their maximum profit goals.

3. Тексты для перевода на русский язык без словаря

TEXT 1

Workplaces depend on the strength of those in management positions. In addition to directing employees, managers must communicate with more senior professionals in their company to ensure the team meets goals and furthers the company's mission. Although the duties of managers differ based on their industry and workplace, most fulfill the same basic responsibilities. In this article, we discuss what management is, the operations of management and how you can become a good manager.

Management is the coordination and administration of tasks to achieve a goal. Such administration activities include setting the organization's strategy and coordinating the efforts of staff to accomplish these objectives through the application of available resources. Management can also refer to the seniority structure of staff members within an organization.

To be an effective manager, you'll need to develop a set of skills, including planning, communication, organization and leadership. You will also need extensive knowledge of the company's goals and how to direct employees, sales and other operations to accomplish them.

TEXT 2

Management is defined as the pursuit of organizational goals efficiently and effectively. Organizations or people who work together to achieve a specific purpose, value managers because of

the multiplier effect: Good managers have an influence on the organization far beyond the results that can be achieved by one person acting alone. Managers are well paid, with the CEOs and presidents of even small and midsize businesses earning good salaries and many benefits.

Management, said one pioneer of management ideas, is "the art of getting things done through people." Thus, managers are task oriented, achievement oriented, and people oriented. And they operate within an organizational group of people who work together to achieve some specific purpose. More formally, management is defined as (1) the pursuit of organizational goals efficiently and effectively by (2) integrating the work of people through (3) planning, organizing, leading, and controlling the organization's resources.

Efficiency - the means. Efficiency is the means of attaining the organization's goals. To be efficient means to use resources - people, money, raw materials, and the like - wisely and cost-effectively. Effectiveness - the ends. Effectiveness is the organization's ends, the goals. To be effective means to achieve results, to make the right decisions and to successfully carry them out so that they achieve the organization's goals. Good managers are concerned with trying to achieve both qualities. Often, however, organizations will erroneously strive for efficiency without being effective.

TEXT 3

Setting objectives. Setting and achieving objectives is the primary way a manager accomplishes and maintains success. They must also be able to convey them to their staff or employees in a compelling manner. For instance, a restaurant manager could state they want to improve service times and remind employees that faster service increases revenue and tips.

Organizing. Managers evaluate the type of work, divide it into achievable tasks and effectively delegate it to staff. Organization consists of a series of relationships among individual staff as well as departments or entities inside the organization. It is the manager's responsibility to ensure that these individuals and entities work together in harmony, which includes motivating staff members and departments to stay on task. A good manager is skilled at building interpersonal relationships among their team members and can troubleshoot when members confuse their encounter challenges.

Organization also requires a manager to establish relationships of authority among their team members. Maximizing organizational arrangements can help businesses enhance the company's efficiency in the market, reduce the costs of business and improve productivity.

TEXT 4

Motivating the team. In addition to the tasks of organization and delegation, motivation includes having the skills to handle different types of personalities in a team. An effective manager must know how to form and lead successful teams and know how to galvanize team members around a cause.

Devising systems of measurement. Managers need to set targets or key performance indicators that the team aims for and then generate ways to measure whether their team is on track to meet those goals. Because it can be challenging to come up with measurable ways of understanding performance, managers must often be creative and thoughtful. However, like the other functions of management, measurement is critical to improving business performance.

Developing people. In addition to leading their team toward a goal and measuring their progress along the way, good managers invest in their staff's development. Managers can, for example, work with their team to help them set goals to move up in their careers. Managers must have leadership skills to use all the operations successfully. They are responsible for coaching their team members by helping them recognize their strengths and weaknesses and improve their performance. Different managers may have different styles of leadership. Regardless of their style, managers should develop their leadership skills to be effective supervisors.

TEXT 5

Students sign up for an introductory management course for all kinds of reasons. Many, of course, are planning business careers, but others are taking it to fulfill a requirement or an elective. Some students are in technical fields, such as accounting, finance, computer science, and engineering, and never expect to have to supervise other people.

Here are just a few of the payoffs of studying management as a discipline: You will understand

how to deal with organizations from the outside. Since we all are in constant interaction with all kinds of organizations, it helps to understand how they work and how the people in them make decisions. Such knowledge may give you some defensive skills that you can use in dealing with organizations from the outside, as a customer or investor, for example. You will understand how to relate to your supervisors.

Since most of us work in organizations and most of us have bosses, studying management will enable you to understand the pressures managers deal with and how they will best respond to you. You will understand how to interact with co-workers. The kinds of management policies in place can affect how your co-workers behave. Studying management can give you the understanding of teams and teamwork, cultural differences, conflict and stress, and negotiation and communication skills that will help you get along with fellow employees. You build your skills in areas such as self-management, listening, handling change, managing stress, avoiding groupthink, and coping with organizational politics.

TEXT 6

Seven challenges face any manager: You need to manage for competitive advantage to stay ahead of rivals. You need to manage for diversity in race, ethnicity, gender, and so on, because the future won't resemble the past. You need to manage for the effects of globalization and of information technology. You always need to manage to maintain ethical standards. You need to manage for sustainability - to practice sound environmental policies. Finally, you need to manage for the achievement of your own happiness and life goals.

The ideal state that many people seek is an emotional zone somewhere between boredom and anxiety.

Boredom may arise because skills and challenges are mismatched: You are exercising your high level of skill in a job with a low level of challenge, such as licking envelopes. Anxiety arises when one has low levels of skill but a high level of challenge, such as (for many people) suddenly being called upon to give a rousing speech to strangers. As a manager, could you achieve a balance between these two states - boredom and anxiety, or action and serenity? Certainly managers have enough challenges to keep their lives more than mildly interesting.

Competitive advantage is the ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. This means an organization must stay ahead in four areas: (1) being responsive to customers, (2) innovation, (3) quality, and (4) efficiency.

TEXT 7

Competitive advantage means an organization must stay ahead in four areas: (1) being responsive to customers, (2) innovation, (3) quality, and (4) efficiency.

1. Being Responsive to Customers. The first law of business is: Take care of the customer. Without customers-buyers, clients, consumers, shoppers, users, patrons, guests, investors, or whatever they're called-sooner or later there will be no organization.

2. Innovation. Finding ways to deliver new or better goods or services is called innovation. No organization, for-profit or nonprofit, can allow itself to become complacent - especially when rivals are coming up with creative ideas. "Innovate or die" is an important adage for any manager.

3. Quality. If your organization is the only one of its kind, customers may put up with products or services that are less than stellar but only because they have no choice. But if another organization comes along and offers a better-quality travel experience, TV program, cut of meat, computer software, or whatever, you may find your company falling behind. Making improvements in quality has become an important management idea in recent times.

4. Efficiency. A generation ago, organizations rewarded employees for their length of service. Today, however, the emphasis is on efficiency: Companies strive to produce goods or services as quickly as possible using as few employees (and raw materials) as possible.

TEXT 8

Strategic management is the management of an organization's resources to achieve its goals and objectives. Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that

management rolls out the strategies across the organization.

Companies, universities, nonprofits, and other organizations can use strategic management as a way to make goals and meet objectives.

Flexible companies may find it easier to make changes to their structure and plans, while inflexible companies may chafe at a changing environment.

A strategic manager may oversee strategic management plans and devise ways for organizations to meet their benchmark goals.

Strategic management is divided into several schools of thought. A prescriptive approach to strategic management outlines how strategies should be developed, while a descriptive approach focuses on how strategies should be put into practice. These schools differ on whether strategies are developed through an analytic process, in which all threats and opportunities are accounted for, or are more like general guiding principles to be applied.

TEXT 9

Business culture, the skills and competencies of employees, and organizational structure are all important factors that influence how an organization can achieve its stated objectives. Inflexible companies may find it difficult to succeed in a changing business environment. Creating a barrier between the development of strategies and their implementation can make it difficult for managers to determine whether objectives have been efficiently met.

While an organization's upper management is ultimately responsible for its strategy, the strategies are often sparked by actions and ideas from lower-level managers and employees. An organization may have several employees devoted to strategy, rather than relying solely on the chief executive officer (CEO) for guidance.

Because of this reality, organizational leaders focus on learning from past strategies and examining the environment at large. The collective knowledge is then used to develop future strategies and to guide the behavior of employees to ensure that the entire organization is moving forward. For these reasons, effective strategic management requires both an inward and outward perspective.

TEXT 10

What do you as a manager do to "get things done" - that is, achieve the stated goals of the organization you work for? You perform what is known as the management process, also called the four management functions: planning, organizing, leading, and controlling. Although the process of management can be quite complex, these four functions represent its essential principles. Let's consider what the four functions are, using the management (or "administration," as it is called in nonprofit organizations) of your college to illustrate them.

Planning is defined as setting goals and deciding how to achieve them. Your college was established for the purpose of educating students, and its present managers, or administrators, now must decide the best way to accomplish this.

Organizing is defined as arranging tasks, people, and other resources to accomplish the work. College administrators must determine the tasks to be done, by whom, and what the reporting hierarchy is to be.

Leading is defined as motivating, directing, and otherwise influencing people to work hard to achieve the organization's goals. At your college, leadership begins, of course, with the president (who would be the chief executive officer, or CEO, in a for-profit organization).

Controlling is defined as monitoring performance, comparing it with goals, and taking corrective action as needed.

TEXT 11

The process of planning, organizing, directing, and controlling the use of a firm's resources to effectively and economically attain its objectives is called management. A business can be viewed as a system: a group of related parts organized to work together for some purpose. Management is the function that integrates the parts of this system and makes sure that they work together toward a desired purpose. Administration is another term with nearly the same meaning, though it is more often used to refer to the management of institutions, such as schools or hospitals. It may, however, also be applied to business firms, particularly to the functions of higher-level management. Managers

typically perform four key functions for their businesses: (a) planning, (b) organizing and staffing, (c) directing and coordinating, and (d) evaluating and controlling. Each of these functions is continuous and all are interrelated. The functions can be seen as a process continuously repeated in a cycle. Managers make plans to solve the problems and to take advantage of the opportunities presented to their companies. People are recruited to carry out the plans. He or she directs and coordinates the activities of those who work in it. Evaluations of how well the organization is working toward its goals partially determine plans for future operations.

TEXT 12

Both entrepreneurs and managers have a high need for achievement. However, entrepreneurs certainly seem to be motivated to pursue moderately difficult goals through their own efforts in order to realize their ideas and, they hope, financial rewards. Managers, by contrast, are more motivated by promotions and organizational rewards of power and perks.

If you believe "I am the captain of my fate, the master of my soul," you have what is known as internal locus of control, the belief that you control your own destiny, that external forces will have little influence. (External locus of control means the reverse - you believe you don't control your destiny that external forces do.) Both entrepreneurs and managers like to think they have personal control over their lives.

Rising to the top in an organization probably requires that a manager put in long hours. For entrepreneurs, however, creating a new enterprise may require an extraordinary investment of time and energy.

Every manager needs to be able to make decisions based on ambiguous - that is, unclear or incomplete - information. However, entrepreneurs must have more tolerance for ambiguity because they are trying to do things they haven't done before.

Managers must believe in themselves and be willing to make decisions; however, this statement applies even more to entrepreneurs. Precisely because they are willing to take risks in the pursuit of new opportunities - indeed, even risk of personal financial failure - entrepreneurs need the confidence to act decisively.

TEXT 13

Strategic management involves managing an organization's resources, analyzing internal and external forces, and developing strategies to realize goals and objectives. There are five key phases that can help businesses execute their strategies.

1. An organization must first establish clear, realistic goals. Its goals should answer what the company wants to achieve and why. Once set, the company can then identify the objectives, or how the goals will be reached.

2. Organizations must then be able to examine, understand, and codify what internal and external forces affect their business and goals, as well as what it needs to remain competitive. Analytical tools, such as SWOT analysis, are helpful during this phase.

3. Based on the results of the analysis, the company can then develop its strategy, outlining how the company will achieve its goals and how. In this phase, the company will identify the needed people, technology, and other resources; how these resources will be allocated to fulfill tasks, and what performance metrics are needed to measure success.

4. Once the strategies are defined, it is time for execution. The strategy is taken from planning to implementation. During this phase, the allocated resources are placed into action based on their roles and responsibilities.

5. The final stage of strategic management is to evaluate the effectiveness of implemented strategies using defined metrics. The company will also visit whether ineffective strategies should be replaced with more viable ones.

TEXT 14

Any business is growing rapidly over the globe under today's current management model. Any company that doesn't effectively handle its own affairs will quickly become irrelevant in today's dynamic marketplace.

It should be obvious why management is so important, not just in the context of businesses and other

organizations but also in our personal life. The idea of management may be seen in every facet of modern life. To accomplish something, management is the act of organizing and administering the necessary tasks.

Management is synonymous with administration in some contexts. It is also possible to say that it involves planning, organizing, taking the lead, and making the appropriate choices. Management is necessary for businesses and other types of organizations. Additionally, it is necessary for each of our particular lives.

In many businesses, there are several tiers of management, which help split responsibilities among the various divisions and areas of expertise. When work is segmented into multiple management levels, a firm can expand its workforce because there are more managers available to oversee and control the various operations inside the business. In addition, this helps develop streamlined approval procedures and assures that different levels of management may review each other's work before releasing a product to the general public.

TEXT 15

Objectives of Management

Optimize resources. Management definition puts forth an effort to make efficient use of available resources in order to generate the greatest feasible amount of output. This aim makes it possible to improve profits by lowering the proportion of resource expenses to earnings in the business. Accordingly, management teams implement various logistic methods and procedures to detect and cut back on processes that result in waste and call for more resources.

Improvement of Efficiencies. Boosting the effectiveness of operations, production, and services leads to increased output, revenue, and profits. Management systems observe the activities, length of time, and flow of the workplace to ascertain the procedures that result in the most productive outputs. It's not uncommon for managers to collaborate on developing and executing new procedures and standards with both other employees and the heads of departments.

To maximize profits. Management teams aim to balance increasing revenues as much as possible and creating a positive working environment for workers. To ensure that profits are maximized, it is necessary to collaborate with various departments and leaders, such as accountants, supervisors, and executives, to identify areas that need modifications and adjustments. Finding costs and waste that are not essential and developing innovative processes that make operations more effective are two of the most important tasks for managers who want to accomplish their maximum profit goals.

Очно-заочная форма обучения, Первый семестр, Зачет

Контролируемые ИДК: УК-4.1 УК-4.2 УК-4.3 УК-4.4 УК-4.5

Вопросы/Задания:

1. Соответствует проведению зачета в очной форме обучения

Очно-заочная форма обучения, Второй семестр, Экзамен

Контролируемые ИДК: УК-4.1 УК-4.2 УК-4.3 УК-4.4 УК-4.5

Вопросы/Задания:

1. Соответствует проведению экзамена в очной форме обучения

8. Материально-техническое и учебно-методическое обеспечение дисциплины

8.1. Перечень основной и дополнительной учебной литературы

Основная литература

1. КАРАМЫШЕВА С. Г. Иностранный язык (английский) в сфере управления: учеб. пособие / КАРАМЫШЕВА С. Г., Басте З. Ю.. - Краснодар: КубГАУ, 2021. - 137 с. - 978-5-907474-96-3. - Текст: электронный. // : [сайт]. - URL: <https://edu.kubsau.ru/mod/resource/view.php?id=10238> (дата обращения: 02.05.2024). - Режим доступа: по подписке

2. КАРАМЫШЕВА С. Г. Иностранный язык (английский): учеб. пособие / КАРАМЫШЕВА С. Г., Басте З. Ю.. - Краснодар: КубГАУ, 2022. - 113 с. - 978-5-907597-63-1. - Текст: электронный. // : [сайт]. - URL: <https://edu.kubsau.ru/mod/resource/view.php?id=12385> (дата обращения: 21.06.2024). - Режим доступа: по подписке

Дополнительная литература

1. БАТУРЬЯН М.А. Деловой иностранный язык (английский): учеб. пособие / БАТУРЬЯН М.А., Каририди А.Г.. - Краснодар: КубГАУ, 2020. - 101 с. - 978-5-907373-52-5. - Текст: непосредственный.

2. Лисковец,, И. В. Иностранный язык (английский язык). Сборник упражнений по переводу и разговорной речи: учебное пособие / И. В. Лисковец,, Ю. В. Смирнова,. - Иностранный язык (английский язык). Сборник упражнений по переводу и разговорной речи - Санкт-Петербург: Санкт-Петербургский государственный университет промышленных технологий и дизайна, 2019. - 112 с. - 2227-8397. - Текст: электронный. // IPR SMART: [сайт]. - URL: <https://www.iprbookshop.ru/102418.html> (дата обращения: 20.02.2024). - Режим доступа: по подписке

3. МОСЕЦОВА М. Э. ИНОСТРАННЫЙ язык (английский): метод. указания / МОСЕЦОВА М. Э., Айвазян Н. Б.. - Краснодар: КубГАУ, 2020. - 28 с. - Текст: электронный. // : [сайт]. - URL: <https://edu.kubsau.ru/mod/resource/view.php?id=7117> (дата обращения: 02.05.2024). - Режим доступа: по подписке

8.2. Профессиональные базы данных и ресурсы «Интернет», к которым обеспечивается доступ обучающихся

Профессиональные базы данных

Не используются.

Ресурсы «Интернет»

1. <https://lingualeo.com/ru> - Lingualeo иностранные языки онлайн
2. <http://www.lingvo-online.ru/ru> - ABBYY Lingvo Live
3. <http://elibrary.ru/defaultx.asp> - Научная электронная библиотека
4. <https://znanium.com/>
- Znanium.com
5. <http://www.iprbookshop.ru/> - Электронный библиотечный ресурс

8.3. Программное обеспечение и информационно-справочные системы, используемые при осуществлении образовательного процесса по дисциплине

Информационные технологии, используемые при осуществлении образовательного процесса по дисциплине позволяют:

- обеспечить взаимодействие между участниками образовательного процесса, в том числе синхронное и (или) асинхронное взаимодействие посредством сети «Интернет»;
- фиксировать ход образовательного процесса, результатов промежуточной аттестации по дисциплине и результатов освоения образовательной программы;
- организовать процесс образования путем визуализации изучаемой информации посредством использования презентаций, учебных фильмов;
- контролировать результаты обучения на основе компьютерного тестирования.

Перечень лицензионного программного обеспечения:

1 Microsoft Windows - операционная система.

2 Microsoft Office (включает Word, Excel, Power Point) - пакет офисных приложений.

Перечень профессиональных баз данных и информационных справочных систем:

1 Гарант - правовая, <https://www.garant.ru/>

2 Консультант - правовая, <https://www.consultant.ru/>

3 Научная электронная библиотека eLibrary - универсальная, <https://elibrary.ru/>

Доступ к сети Интернет, доступ в электронную информационно-образовательную среду университета.

Перечень программного обеспечения

(обновление производится по мере появления новых версий программы)

Не используется.

Перечень информационно-справочных систем

(обновление выполняется еженедельно)

Не используется.

8.4. Специальные помещения, лаборатории и лабораторное оборудование

Университет располагает на праве собственности или ином законном основании материально-техническим обеспечением образовательной деятельности (помещениями и оборудованием) для реализации программы бакалавриата, специалитета, магистратуры по Блоку 1 "Дисциплины (модули)" и Блоку 3 "Государственная итоговая аттестация" в соответствии с учебным планом.

Каждый обучающийся в течение всего периода обучения обеспечен индивидуальным неограниченным доступом к электронной информационно-образовательной среде университета из любой точки, в которой имеется доступ к информационно-телекоммуникационной сети "Интернет", как на территории университета, так и вне его. Условия для функционирования электронной информационно-образовательной среды могут быть созданы с использованием ресурсов иных организаций.

Учебная аудитория

610гл

доска марк. PREMIUM LEGAMASTER 100×150 - 1 шт.

парты - 13 шт.

стул полумягкий - 1 шт.

стул твердый - 1 шт.

шкаф книжный - 1 шт.

324зоо

вешалка настенная - 1 шт.

доска интеракт. Smart technologien Board 660 - 1 шт.

доска марк. PREMIUM LEGAMASTER 100×150 - 1 шт.
парты - 13 шт.
проектор Bend MX613ST - 1 шт.
Стол однотоумбовый - 1 шт.
Стол письменный - 1 шт.
стул полумягкий - 1 шт.
стул твердый - 1 шт.
шкаф книжный - 4 шт.

424300

Вешалка для одежды - 1 шт.
доска марк. PREMIUM LEGAMASTER 100×150 - 1 шт.
Магнитола CD/MP3, дека, FM тюнер - 1 шт.
парты - 9 шт.
стол однотоумбовый - 1 шт.
Стул мягкий черный - 1 шт.
стул твердый - 1 шт.
шкаф книжный - 1 шт.
шкаф комбинированный - 1 шт.

9. Методические указания по освоению дисциплины (модуля)

Учебная работа по направлению подготовки осуществляется в форме контактной работы с преподавателем, самостоятельной работы обучающегося, текущей и промежуточной аттестаций, иных формах, предлагаемых университетом. Учебный материал дисциплины структурирован и его изучение производится в тематической последовательности. Содержание методических указаний должно соответствовать требованиям Федерального государственного образовательного стандарта и учебных программ по дисциплине. Самостоятельная работа студентов может быть выполнена с помощью материалов, размещенных на портале поддержки Moodle.

10. Методические рекомендации по освоению дисциплины (модуля)

Дисциплина "Иностранный язык" ведется в соответствии с календарным учебным планом и расписанием занятий по неделям. Темы проведения занятий определяются тематическим планом рабочей программы дисциплины.