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МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ
ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ БЮДЖЕТНОЕ ОБРАЗОВАТЕЛЬНОЕ
УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ
"ДОНЕЦКАЯ АКАДЕМИЯ УПРАВЛЕНИЯ И ГОСУДАРСТВЕННОЙ СЛУЖБЫ"

Факультет

Стратегического управления и международного бизнеса

Кафедра

Менеджмента внешнеэкономической деятельности

"УТВЕРЖДАЮ"

Проректор

Л.Н. Костина

27.04.2023 г.

РАБОЧАЯ ПРОГРАММА ДИСЦИПЛИНЫ (МОДУЛЯ)

Б1.В.05

"Эффективные бизнес-коммуникации (Effective business communications)"

Направление подготовки 38.04.02 Менеджмент

Профиль "Международный менеджмент (с частичной реализацией на английском языке)"

Квалификация ***МАГИСТР***

Форма обучения ***очная***

Общая трудоемкость ***5 ЗЕТ***

Год начала подготовки по учебному плану ***2023***

Донецк
2023

Составитель:

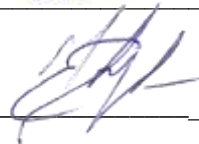
канд. экон. наук, доцент



Ю.А. Мишина

Рецензент:

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Е.И. Кулик

Рабочая программа дисциплины (модуля) "Эффективные бизнес-коммуникации (Effective business communications)" разработана в соответствии с:

Федеральный государственный образовательный стандарт высшего образования - магистратура по направлению подготовки 38.04.02 Менеджмент (приказ Минобрнауки России от 12.08.2020 г. № 952)

Рабочая программа дисциплины (модуля) составлена на основании учебного плана Направление подготовки 38.04.02 Менеджмент

Профиль "Международный менеджмент (с частичной реализацией на английском языке)", утвержденного Ученым советом ФГБОУ ВО "ДОНАУИГС" от 27.04.2023 протокол № 12.

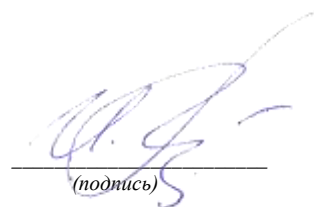
Срок действия программы: 2023-2025 гг.

Рабочая программа рассмотрена и одобрена на заседании кафедры Менеджмента внешнеэкономической деятельности

Протокол от 19.04.2023 г. № 17

Заведующий кафедрой:

д-р экон.наук, доцент Беганская И.Ю.



(подпись)

Визирование РПД для исполнения в очередном учебном году**"УТВЕРЖДАЮ"**

Рабочая программа пересмотрена, обсуждена и одобрена для исполнения в 2024 - 2025 учебном году на заседании кафедры Менеджмента внешнеэкономической деятельности

Протокол от " ____ " _____ 2024 г. № __

Зав. кафедрой д-р экон.наук, доцент, Беганская И.Ю.

(подпись)

Визирование РПД для исполнения в очередном учебном году**"УТВЕРЖДАЮ"**

Рабочая программа пересмотрена, обсуждена и одобрена для исполнения в 2025 - 2026 учебном году на заседании кафедры Менеджмента внешнеэкономической деятельности

Протокол от " ____ " _____ 2025 г. № __

Зав. кафедрой д-р экон.наук, доцент, Беганская И.Ю.

(подпись)

Визирование РПД для исполнения в очередном учебном году**"УТВЕРЖДАЮ"**

Рабочая программа пересмотрена, обсуждена и одобрена для исполнения в 2026 - 2027 учебном году на заседании кафедры Менеджмента внешнеэкономической деятельности

Протокол от " ____ " _____ 2026 г. № __

Зав. кафедрой д-р экон.наук, доцент, Беганская И.Ю.

(подпись)

Визирование РПД для исполнения в очередном учебном году**"УТВЕРЖДАЮ"**

Рабочая программа пересмотрена, обсуждена и одобрена для исполнения в 2027 - 2028 учебном году на заседании кафедры Менеджмента внешнеэкономической деятельности

Протокол от " ____ " _____ 2027 г. № __

Зав. кафедрой д-р экон.наук, доцент, Беганская И.Ю.

(подпись)

РАЗДЕЛ 1. ОРГАНИЗАЦИОННО-МЕТОДИЧЕСКИЙ

1.1. ЦЕЛИ ДИСЦИПЛИНЫ	
формирование у обучающихся знания современных методов и приемов приобретения, развития и совершенствования навыков и технологий эффективных коммуникаций, менеджмента бизнес - коммуникаций, организации делового взаимодействия, этики и культуры делового общения, системы маркетинговых коммуникаций.	
1.2. УЧЕБНЫЕ ЗАДАЧИ ДИСЦИПЛИНЫ	
<ul style="list-style-type: none"> - освоение основных моделей и базовой терминологии коммуникации; - практическое применение теоретических основ в прикладных областях речевой, невербальной, компьютерной, межкультурной и межличностной коммуникации; - изучение особенностей процессов коммуникации в деловой сфере; - понимание современного состояния и тенденций развития теории и практики коммуникации как элемента коммуникативной культуры общества в целом и бизнеса в частности. 	
1.3. МЕСТО ДИСЦИПЛИНЫ В СТРУКТУРЕ ОСНОВНОЙ ОБРАЗОВАТЕЛЬНОЙ ПРОГРАММЫ	
Цикл (раздел) ОПОП ВО:	Б1.В.05
<i>1.3.1. Дисциплина "Эффективные бизнес-коммуникации (Effective business communications)" опирается на следующие элементы ОПОП ВО:</i>	
Методология и методы научных исследований	
Международный менеджмент и маркетинг	
История и философия науки	
Менеджмент организации	
<i>1.3.2. Дисциплина "Эффективные бизнес-коммуникации (Effective business communications)" выступает опорой для следующих элементов:</i>	
Стратегическое планирование и бизнес-план	
Международный туристический менеджмент (International tourism management)	
1.4. РЕЗУЛЬТАТЫ ОСВОЕНИЯ ДИСЦИПЛИНЫ:	
<i>УК-4.3: Демонстрирует понимание современного состояния и тенденций развития теории и практики коммуникации как элемента коммуникативной культуры общества в целом и бизнеса в частности.</i>	
Знать:	
Уровень 1	теорию межличностной и групповой коммуникации в деловом взаимодействии
Уровень 2	теорию конфликтов
Уровень 3	языки визуального моделирования
Уметь:	
Уровень 1	планировать, организовывать и проводить встречи и обсуждения с заинтересованными сторонами
Уровень 2	использовать техники эффективных коммуникаций
Уровень 3	определять связи и зависимости между элементами информации бизнес-анализа
Владеть:	
Уровень 1	навыками деловых коммуникаций
Уровень 2	навыками делегировать полномочия, распределять права, ответственность и обязанности между исполнителями
Уровень 3	современными технологиями эффективного влияния на индивидуальное и групповое поведение в организации
1.4. РЕЗУЛЬТАТЫ ОСВОЕНИЯ ДИСЦИПЛИНЫ:	
<i>УК-4.4: Применяет теоретические основы в прикладных областях речевой, невербальной, компьютерной, межкультурной и межличностной коммуникации.</i>	
Знать:	
Уровень 1	инструменты маркетинговых коммуникаций
Уровень 2	стандарты, этические нормы и принципы регулирующие информационно-коммуникационную и рекламную деятельность организации
Уровень 3	методы эффективного распределения и делегирования полномочий в структуре аппарата

	управления организацией
Уметь:	
Уровень 1	проводить внутренние и внешние коммуникационные кампании
Уровень 2	формировать имидж и деловую репутацию организации
Уровень 3	улучшать бизнес-процессы организации в области коммуникационной политики
Владеть:	
Уровень 1	навыками разработки и проведения коммуникационных кампаний в организации
Уровень 2	навыками формирования каналов коммуникации с потребителями товаров и услуг организации
Уровень 3	навыками формирования имиджа и деловой репутации организации

В результате освоения дисциплины "Эффективные бизнес-коммуникации (Effective business communications)" обучающийся должен:

3.1	Знать:
	основные модели и базовую терминологию коммуникации
3.2	Уметь:
	применять теоретические основы в прикладных областях речевой, невербальной, компьютерной, межкультурной и межличностной коммуникации
3.3	Владеть:
	навыками делегировать полномочия, распределять права, ответственность и обязанности между исполнителями

1.5. ФОРМЫ КОНТРОЛЯ

Текущий контроль успеваемости позволяет оценить уровень сформированности элементов компетенций (знаний, умений и приобретенных навыков), компетенций с последующим объединением оценок и проводится в форме: устного опроса на лекционных и семинарских/практических занятиях (фронтальный, индивидуальный, комплексный), письменной проверки (тестовые задания, контроль знаний по разделу, ситуационных заданий и т.п.), оценки активности работы обучающегося на занятии, включая задания для самостоятельной работы.

Промежуточная аттестация

Результаты текущего контроля и промежуточной аттестации формируют рейтинговую оценку работы студента. Распределение баллов при формировании рейтинговой оценки работы студента осуществляется в соответствии с действующим локальным нормативным актом. По дисциплине "Эффективные бизнес-коммуникации (Effective business communications)" видом промежуточной аттестации является Экзамен

РАЗДЕЛ 2. СОДЕРЖАНИЕ ДИСЦИПЛИНЫ

2.1. ТРУДОЕМКОСТЬ ОСВОЕНИЯ ДИСЦИПЛИНЫ

Общая трудоёмкость дисциплины "Эффективные бизнес-коммуникации (Effective business communications)" составляет 5 зачётные единицы, 180 часов.

Количество часов, выделяемых на контактную работу с преподавателем и самостоятельную работу обучающегося, определяется учебным планом.

2.2. СОДЕРЖАНИЕ РАЗДЕЛОВ ДИСЦИПЛИНЫ

Наименование разделов и тем /вид занятия/	Семестр / Курс	Часов	Компетенции	Литература	Инте ракт.	Примечание
Раздел 1. Methodological basis of communications						
Topic 1.1. Modern approaches to the description of the communication process /Лек/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	

Topic 1.1. Modern approaches to the description of the communication process /Сем зан/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 1.1. Modern approaches to the description of the communication process /Ср/	2	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 1.2. The communicative process and the effectiveness of the business environment /Лек/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 1.2. The communicative process and the effectiveness of the business environment /Сем зан/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 1.2. The communicative process and the effectiveness of the business environment /Ср/	2	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 1.3. Management of business communications basic concepts, types and principles of organization /Лек/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 1.3. Management of business communications basic concepts, types and principles of organization /Сем зан/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 1.3. Management of business communications basic concepts, types and principles of organization /Ср/	2	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Раздел 2. Communication and organizations in context						
Topic 2.1. Organizational culture and communication /Лек/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 2.1. Organizational culture and communication /Сем зан/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 2.1. Organizational culture and communication /Ср/	2	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2	0	

				Л3.3 Л3.4 Э1 Э2		
Topic 2.2. Marketing Communications and Market Research /Лек/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 2.2. Marketing Communications and Market Research /Сем зан/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 2.2. Marketing Communications and Market Research /Ср/	2	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 2.3. Management of communication projects. Information links /Лек/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 2.3. Management of communication projects. Information links /Сем зан/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 2.3. Management of communication projects. Information links /Ср/	2	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Раздел 3. Management of communications						
Topic 3.1. Intrapersonal and Interpersonal Business Communication /Лек/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 3.1. Intrapersonal and Interpersonal Business Communication /Сем зан/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 3.1. Intrapersonal and Interpersonal Business Communication /Ср/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 3.2. Group Communication, Teamwork, and Leadership /Лек/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 3.2. Group Communication, Teamwork,	2	2	УК-4.3	Л1.1 Л1.2	0	

and Leadership /Сем зан/			УК-4.4	Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2		
Topic 3.2. Group Communication, Teamwork, and Leadership /Ср/	2	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 3.3. Negative News and Crisis Communication /Лек/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 3.3. Negative News and Crisis Communication /Сем зан/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 3.3. Negative News and Crisis Communication /Ср/	2	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
/Конс/	2	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Раздел 4. Communication tools						
Topic 4.1. Business communication. Writing, telephone communication special features /Лек/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 4.1. Business communication. Writing, telephone communication special features /Сем зан/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 4.1. Business communication. Writing, telephone communication special features /Ср/	3	6	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 4.2. Presentation Skills /Лек/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 4.2. Presentation Skills /Сем зан/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4	0	

				Э1 Э2		
Topic 4.2. Presentation Skills /Ср/	3	6	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 4.3. Understanding Semantic Noise /Лек/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 4.3. Understanding Semantic Noise /Сем зан/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 4.3. Understanding Semantic Noise /Ср/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Раздел 5. Intercultural and international business communication						
Topic 5.1. Intercultural business communication /Лек/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 5.1. Intercultural business communication /Сем зан/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 5.1. Intercultural business communication /Ср/	3	6	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 5.2. International Communication and the Global Marketplace /Лек/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 5.2. International Communication and the Global Marketplace /Сем зан/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 5.2. International Communication and the Global Marketplace /Ср/	3	6	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 5.3. Problems of understanding in intercultural	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3	0	

and business communication /Лек/				.1 Л3.2 Л3.3 Л3.4 Э1 Э2		
Topic 5.3. Problems of understanding in intercultural and business communication /Сем зан/	3	4	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
Topic 5.3. Problems of understanding in intercultural and business communication /Ср/	3	3	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	
/Конс/	3	2	УК-4.3 УК-4.4	Л1.1 Л1.2 Л1.3Л2.1Л3.1 Л3.2 Л3.3 Л3.4 Э1 Э2	0	

РАЗДЕЛ 3. ОБРАЗОВАТЕЛЬНЫЕ ТЕХНОЛОГИИ

<p>3.1 В процессе освоения дисциплины «Эффективные бизнес-коммуникации (Effective business communications)» используются следующие образовательные технологии: лекции (Л), семинарские занятия (СЗ), самостоятельная работа обучающихся (СР) по выполнению различных видов заданий.</p> <p>3.2 В процессе освоения дисциплины «Эффективные бизнес-коммуникации (Effective business communications)» образовательные технологии: проблемная лекция (ПЛ). Лекционный материал представлен в виде слайд-презентации в формате «Power Point». Для наглядности используются материалы различных научных и технических экспериментов, справочных материалов, научных статей т.д. В ходе лекции предусмотрена обратная связь со студентами, активизирующие вопросы, просмотр и обсуждение видеофильмов. При проведении лекций используется проблемно-ориентированный междисциплинарный подход, предполагающий творческие вопросы и создание дискуссионных ситуаций.</p> <p>При изложении теоретического материала используются такие методы, как: монологический, показательный, диалогический, эвристический, исследовательский, проблемное изложение, а также следующие принципы дидактики высшей школы, такие как: последовательность и систематичность обучения, доступность обучения, принцип научности, принципы взаимосвязи теории и практики, наглядности и др. В конце каждой лекции предусмотрено время для ответов на проблемные вопросы.</p> <p>3.3 Самостоятельная работа предназначена для внеаудиторной работы студентов, связанной с конспектированием источников, учебного материала, изучением дополнительной литературы по дисциплине, подготовкой к текущему и семестровому контролю, а также выполнением индивидуального задания в форме реферата, эссе, презентации, эмпирического исследования.</p>

РАЗДЕЛ 4. УЧЕБНО-МЕТОДИЧЕСКОЕ И МАТЕРИАЛЬНО-ТЕХНИЧЕСКОЕ ОБЕСПЕЧЕНИЕ ДИСЦИПЛИНЫ

4.1. Рекомендуемая литература			
1. Основная литература			
	Авторы,	Заглавие	Издательство, год
Л1.1	Генералова, С. В.	Деловые коммуникации. Технология ведения деловых переговоров : практикум (59 с.)	Саратов : Вузовское образование, 2020
Л1.2		Бизнес - это FUN!: от российского стартапа к международной компании: Гозман О. (167 с.)	Москва : Альпина Бизнес Букс, 2019
Л1.3	Бабкина О. Н.	Менеджмент в некоммерческих организациях: учебное пособие по изучению дисциплины для бакалавров направления: 38.03.02 Менеджмент (100)	Ставрополь : АГРУС, 2019
2. Дополнительная литература			
	Авторы,	Заглавие	Издательство, год
Л2.1	Никитина, Л. Н. П. А. Шиков	Основы международного бизнеса: учебное пособие (65 с.)	Санкт-Петербург : Санкт-Петербургский

	Авторы,	Заглавие	Издательство, год
			государственный университет промышленных технологий и дизайна,

3. Методические разработки

	Авторы,	Заглавие	Издательство, год
ЛЗ.1	Ю. А. Мишина	Эффективные бизнес-коммуникации (Effective business communications): конспект лекций для обучающихся 2 курса образовательной программы магистратуры направления подготовки 38.04.02 Менеджмент (профиль «Международный менеджмент (с частичной реализацией на английском языке)» очной формы обучения (302 с.)	ФГБОУ ВО «ДОНАУИГС»: Донецк, 2023
ЛЗ.2	Ю. А. Мишина.	Эффективные бизнес-коммуникации (Effective business communications): методические рекомендации для проведения семинарских занятий для обучающихся 2 курса образовательной программы магистратуры направления подготовки 38.04.02 Менеджмент (профиль «Международный менеджмент (с частичной реализацией на английском языке)» очной формы обучения (54 с.)	ФГБОУ ВО «ДОНАУИГС»: Донецк, 2023
ЛЗ.3	Ю. А. Мишина	Эффективные бизнес-коммуникации (Effective business communications): методические рекомендации по организации самостоятельной работы обучающихся 2 курса образовательной программы магистратуры направления подготовки 38.04.02 Менеджмент (профиль «Международный менеджмент» (с частичной реализацией на английском языке) очной формы обучения (33 с.)	ФГБОУ ВО «ДОНАУИГС»: Донецк, 2023
ЛЗ.4	Ю. А. Мишина	Эффективные бизнес-коммуникации (Effective business communications): методические рекомендации по выполнению индивидуальной работы обучающихся 2 курса образовательной программы магистратуры направления подготовки 38.04.02 Менеджмент (профиль «Международный менеджмент» (с частичной реализацией на английском языке) очной формы обучения (9 с.)	ФГБОУ ВО «ДОНАУИГС»: Донецк, 2023

4.2. Перечень ресурсов

информационно-телекоммуникационной сети "Интернет"

Э1	Электронно-библиотечная система ФГБОУ ВО «ДОНАУИГС»	https://glib.donampa.ru/greenstone3/library/
Э2	Электронно-библиотечная система ЭБС Лань	https://e.lanbook.com/

4.3. Перечень программного обеспечения

Лицензионное и свободно распространяемое программное обеспечение, в том числе отечественного производства:

Компьютерная техника с возможностью подключения к сети «Интернет» и обеспечением доступа в электронную информационно-образовательную среду (ЭИОС ФГБОУ ВО "ДОНАУИГС") и электронно-библиотечную систему (ЭБС IPRbooks), а также возможностью индивидуального неограниченного доступа обучающихся в ЭБС и ЭИОС посредством Wi-Fi с персональных мобильных устройств.

Сервер: AMD FX 8320/32Gb(4x8Gb)/4Tb(2x2Tb). На сервере установлена свободно распространяемая операционная система DEBIAN 10. MS Windows 8.1 (Лицензионная версия операционной системы подтверждена сертификатами подлинности системы Windows на корпусе ПК), MS Windows XP (Лицензионная версия операционной системы подтверждена сертификатами подлинности системы Windows на корпусе ПК), MS Windows 7 (Лицензионная версия операционной системы подтверждена сертификатами подлинности системы Windows на корпусе ПК), MS Office 2007 Russian OLP NL AE (лицензии Microsoft №

42638778, № 44250460), MS Office 2010 Russian (лицензии Microsoft № 47556582, № 49048130), MS Office 2013 Russian (лицензии Microsoft № 61536955, № 62509303, № 61787009, № 63397364), Grub loader for ALT Linux (лицензия GNU LGPL v3), Mozilla Firefox (лицензия MPL2.0), Moodle (Modular Object-Oriented Dynamic Learning Environment, лицензия GNU GPL), IncScape (лицензия GPL 3.0+), PhotoScape (лицензия GNU GPL), 1С ERP УП, 1С ЗУП (бесплатные облачные решения для образовательных учреждений от 1Сfresh.com), OnlyOffice 10.0.1 (SaaS, GNU Affero General Public License3)

4.4. Профессиональные базы данных и информационные справочные системы

Электронно-библиотечная система ФГБОУ ВО "ДОНАУИГС"» - <https://glib.donampa.ru/greenstone3/library/>
Внешняя ЭБС - Электронно-библиотечная система Лань - <https://e.lanbook.com/>

4.5. Материально-техническое обеспечение дисциплины

Учебная аудитория для проведения занятий лекционного типа, семинарского типа, групповых и консультаций, текущего контроля и промежуточной аттестации: лекционная аудитория № 206 учебный корпус № 2. – комплект мультимедийного оборудования: ноутбук, мультимедийный проектор, экран; - специализированная мебель: рабочее место преподавателя, рабочие места обучающихся (42), стационарная доска, выкатная, доска, Windows 8.1 Professional x86/64

(академическая подписка DreamSpark Premium), LibreOffice 4.3.2.2 (лицензия GNU LGPL v3+ и MPL2.0).

Учебная аудитория для проведения занятий семинарского типа, групповых и консультаций, текущего контроля и промежуточной аттестации: №206 учебный корпус №2.

- специализированная мебель: рабочее место преподавателя, рабочие места обучающихся (60), стационарная доска, демонстрационные плакаты;

Помещения для самостоятельной работы с возможностью подключения к сети "Интернет" и обеспечением доступа в электронную информационно образовательную среду организации:

читальные залы, учебные корпуса 1, 6. Адрес: г. Донецк, ул. Челюскинцев 163а, г. Донецк, ул. Артема 94

РАЗДЕЛ 5. ФОНД ОЦЕНОЧНЫХ СРЕДСТВ

5.1. Контрольные вопросы и задания

Section 1 Methodological basis of communications

Topic 1.1. Modern approaches to the description of the communication process

1. Concept of communication.

2. Communicative interaction of the subject and the object of management.

3. The place of communications in the management system.

Topic 1.2. The communicative process and the effectiveness of the business environment

1. Inter-layer communication in organizations.

2. Organizational communications.

3. Obstacles in organizational business communications and directions for their improvement.

4. Organization of communications and delegation of authority.

Topic 1.3. Management of business communications basic concepts, types and principles of organization

1. Organization of business interaction

2. Business communication as a form of business interaction.

3. Methods, forms and culture of business communication in the MDC.

4. Information as a factor in optimizing management.

Section 2. Communication and organizations in context

Topic 2.1. Organizational culture and communication

1. Types of marketing research.

2. System marketing communications and organization of research of the business environment.

3. Analysis and forecast of the business environment. Международная торговля услугами

Topic 2.2. Marketing Communications and Market Research

1. Types and means of communication process.

2. Methods of communication management.

3. The image of the company is a unit of communication.

4. Information-psychological channels of communication with staff.

Topic 2.3. Management of communication projects. Information links

1. Information-psychological channels of communication with staff.

2. The role of communications in the formation of corporate culture.

3. Components of the information components of "respect for the individual"

Section 3 Management of communications

Topic 3.1. Intrapersonal and Interpersonal Business Communication

1. The main provisions.

2. Information management functions.

3. Information technologies of project management.

4. Methods and ways to increase the effectiveness of communications.

Topic 3.2. Group Communication, Teamwork, and Leadership

1. Information in the decision-making process.
2. Functions of decision support information systems.
3. Types of software.

Topic 3.3. Negative News and Crisis Communication

1. Communication structures of project management.
2. Organizational culture.
3. The value of organizational culture for communication in projects.

Section 4 Communication tools

Topic 4.1. Business communication. Writing, telephone communication special features

1. Requirements for the project team.
2. Situational factors that affect the development of the team.
3. Recommendations for working in teams.

Topic 4.2. Presentation Skills

1. The emergence of crisis situations.
2. The concept of conflict. Types of conflicts.
3. Conflict management in project situations.

Topic 4.3. Understanding Semantic Noise

1. Public statements.
2. Disputes, discussion, controversy. Forms of the dispute.
3. The art of answering questions.

Section 5 Intercultural and international business communication

Topic 5.1. Intercultural business communication

1. Background to the implementation and the place of PR in the structure of various enterprises.
2. The essence, objectives, functions of PR.
3. Use of PR technologies in modern business.

Topic 5.2. International Communication and the Global Marketplace

1. Features of international projects.
2. Factors that affect the environment of international projects.

Topic 5.3. Problems of understanding in intercultural and business communication

1. Stereotypes and prejudices in intercultural communication.
2. Hermeneutics as the art of interpretation.
3. Eastern sages on mutual understanding.

5.2. Темы письменных работ

1. Objectives of the problem of communication management as an academic discipline.
2. Coverage of problems of communication management in domestic and foreign literature.
3. Legal basis of communication management.
4. Moral norms of interpersonal communications.
5. Etiquette of communications: history, theory, practice.
6. Specificity of managerial efforts at all stages of the communication process.
7. Forms and methods of managing the communication process.
8. Criteria of efficiency in management of communications.
9. Activities of the information management manager.
10. Tasks of the manager for the communication support of the firm's activities.
11. Ways to improve the effectiveness of feedback in the management of the communication process.
12. Public relations - as the most important link in the management of communications.
13. Problems in ensuring the manageability of information flows.
14. Criteria of effectiveness in the organization of management of intra-company communications.
15. Management of communications in the crisis period.
16. Management of communications during the period of election campaigns.
17. Modern information wars: management capabilities.
18. Psychological wars: goals, participants, "generals", consequences.
19. The influence of the political culture of the population on the possibilities of managing communications.
20. Problems of rational communications management: theory and practice.
21. Political management: history, modern technologies.
22. Strategies and tactics in the management of election campaigns.
23. Features management interpersonal communications within the organization.

24. Technologies for managing communications with suppliers, customers, creditors, investors.
25. Public relations as a communicative discipline.
26. Management of communications in the areas of public relations.
27. Communication and media: problems of governance and interaction.
28. Features of management of communication in the process of development of management decision.
29. Communications Manager as a profession.
30. Managing the mechanism of news generation as the basis for the work of the spindutor
31. Is it possible and how to influence the communicative space (the sphere of the communication process).
32. Asymmetry of information flows: causes, opportunities for management impact.
33. Features of management of communications in the period of business negotiations.
34. The influence of rumors and myths on the management of communications.
35. Technologies of hidden management of public opinion.
36. Manipulation of public opinion as one of the tasks of the communicator.
37. Management of project teams.
38. Factors that affect the development of the team.
39. Types of conflicting personalities and methods of communicating with them
40. Ways to overcome conflicts.
41. Rhetoric as a science and art.
42. Secrets of successful performance.

5.3. Фонд оценочных средств

Фонд оценочных средств дисциплины "Эффективные бизнес-коммуникации (Effective business communications)" разработан в соответствии с локальным нормативным актом ФГБОУ ВО "ДОНАУИГС". Фонд оценочных средств дисциплины "Эффективные бизнес-коммуникации (Effective business communications)" в полном объеме представлен в виде приложения к данному РПД.

5.4. Перечень видов оценочных средств

Собеседование,
ситуационные задания,
доклады, сообщения,
контроль знаний по разделам учебной дисциплины,
эссе на англ.яз,
реферат,
научная составляющая.

РАЗДЕЛ 6. СРЕДСТВА АДАПТАЦИИ ПРЕПОДАВАНИЯ ДИСЦИПЛИНЫ К ПОТРЕБНОСТЯМ ЛИЦ С ОГРАНИЧЕННЫМИ ВОЗМОЖНОСТЯМИ ЗДОРОВЬЯ

В случае необходимости, обучающимся из числа лиц с ограниченными возможностями здоровья (по заявлению обучающегося) могут предлагаться одни из следующих вариантов восприятия информации с учетом их индивидуальных психофизических особенностей:

- 1) с применением электронного обучения и дистанционных технологий.
- 2) с применением специального оборудования (техники) и программного обеспечения, имеющихся в ФГБОУ ВО "ДОНАУИГС".

В процессе обучения при необходимости для лиц с нарушениями зрения, слуха и опорно-двигательного аппарата предоставляются следующие условия:

- для лиц с нарушениями зрения: учебно-методические материалы в печатной форме увеличенным шрифтом; в форме электронного документа; в форме аудиофайла (перевод учебных материалов в аудиоформат); индивидуальные задания и консультации.
- для лиц с нарушениями слуха: учебно-методические материалы в печатной форме; в форме электронного документа; видеоматериалы с субтитрами; индивидуальные консультации с привлечением сурдопереводчика; индивидуальные задания и консультации.
- для лиц с нарушениями опорно-двигательного аппарата: учебно-методические материалы в печатной форме; в форме электронного документа; в форме аудиофайла; индивидуальные задания и консультации.

РАЗДЕЛ 7. МЕТОДИЧЕСКИЕ УКАЗАНИЯ ДЛЯ ОБУЧАЮЩИХСЯ ПО УСВОЕНИЮ ДИСЦИПЛИНЫ

Изучение дисциплины осуществляется по следующим формам: лекции, семинарские занятия и самостоятельная (в том числе индивидуальная) работа обучающегося. Важным условием для освоения дисциплины в процессе занятий является ведение конспектов, освоение и осмысление терминологии изучаемой дисциплины. Материалы лекционных занятий следует своевременно подкреплять проработкой соответствующих разделов в учебниках, учебных пособиях, научных статьях и монографиях, в соответствии со списком основной и дополнительной литературы. Дополнительная проработка изучаемого материала проводится во время семинарских занятий, в ходе которых анализируются и закрепляются основные знания, полученные по дисциплине.

При подготовке к семинарским занятиям следует использовать основную и дополнительную литературу из представленного списка. На семинарских занятиях приветствуется активное участие в обсуждении конкретных ситуаций, способность на основе полученных знаний находить наиболее эффективные решения поставленных проблем, уметь находить полезный дополнительный материал по тематике семинарских занятий. В рамках изучения учебной дисциплины необходимо использовать передовые информационные технологии – компьютерную технику, электронные базы данных, Интернет. Целями самостоятельной работы обучающегося является: систематизация и закрепление полученных теоретических знаний и практических умений; углубление и расширение теоретических знаний; формирование умения использовать справочную литературу; формирование самостоятельности мышления, способностей к саморазвитию, самосовершенствованию и самореализации; развитие исследовательских умений. Самостоятельная (в том числе индивидуальная) работа выполняется обучающимся по заданию преподавателя, в соответствии с Фондом оценочных средств дисциплины и содержит следующие задания: для подготовки к устному опросу – изучение программного материала дисциплины (работа с учебником и конспектом лекции, изучение рекомендуемых литературных источников, конспектирование источников); для выполнения ситуационных заданий – анализ деловых ситуаций; для подготовки и написания реферата – работа с электронными информационными ресурсами и ресурсами Internet (использование аудио- и видеозаписи); для проведения контроля знаний по разделам учебной дисциплины – подведение промежуточных и текущих итогов; Изучение дисциплины предполагает форму промежуточной аттестации – экзамен.

**МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ
РОССИЙСКОЙ ФЕДЕРАЦИИ**

**ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ БЮДЖЕТНОЕ ОБРАЗОВАТЕЛЬНОЕ
УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ
«ДОНЕЦКАЯ АКАДЕМИЯ УПРАВЛЕНИЯ И ГОСУДАРСТВЕННОЙ СЛУЖБЫ»**

**Факультет Стратегического управления и международного бизнеса
Кафедра Менеджмента внешнеэкономической деятельности**

ФОНД ОЦЕНОЧНЫХ СРЕДСТВ

по дисциплине (модулю) «Эффективные бизнес-коммуникации (Effective business communications)»

Направление подготовки	38.04.02 Менеджмент
Профиль	«Международный менеджмент (с частичной реализацией на английском языке)»
Квалификация	МАГИСТР
Форма обучения	очная

Донецк
2023

Фонд оценочных средств по дисциплине (модулю) «Эффективные бизнес-коммуникации (Effective business communications)» для обучающихся 2 курса направления подготовки 38.04.02 Менеджмент профиль «Международный менеджмент (с частичной реализацией на английском языке)» очной формы обучения

Разработчик: канд. экон.наук, доцент Ю.А. Мишина

должность, ученая степень, ученое звание, инициалы и фамилия

ФОС рассмотрен на заседании
кафедры

Менеджмент внешнеэкономической деятельности

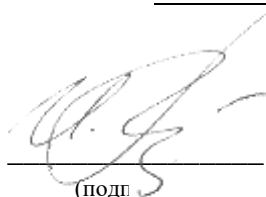
Протокол заседания кафедры от

19.04.2023 г.

№ 17

дата

Заведующий кафедрой



(подп

И.Ю. Беганская
(инициалы, фамилия)

РАЗДЕЛ 1.
ПАСПОРТ ФОНДА ОЦЕНОЧНЫХ СРЕДСТВ
по учебной дисциплине «Эффективные бизнес-коммуникации (Effective business communications)»

1.1. Основные сведения об учебной дисциплине

Таблица 1

Характеристика учебной дисциплины (сведения соответствуют разделу РПУД)

Образовательная программа	магистратура	магистратура
Направление подготовки	38.04.02 Менеджмент	38.04.02 Менеджмент
Профиль	«Международный менеджмент (с частичной реализацией на английском языке)»	«Международный менеджмент (с частичной реализацией на английском языке)»
Количество разделов учебной дисциплины	3	2
Часть образовательной программы	Часть, формируемая участниками образовательных отношений Б1.В.05	Часть, формируемая участниками образовательных отношений Б1.В.05
Формы текущего контроля	Собеседование, тестирование, ситуационные задания, доклад, реферат; эссе (на англ. яз.); контроль знаний по разделам учебной дисциплины; научная составляющая	Собеседование, ситуационные задания, доклад, реферат; эссе (на англ. яз.); контроль знаний по разделам учебной дисциплины; научная составляющая
Показатели	Очная форма обучения	Очная форма обучения
Количество зачетных единиц (кредитов)	5	
Год подготовки	2023/2024	2023/2024
Семестр	2	3
Общая трудоемкость (академ. часов)	72	108
Аудиторная контактная работа	36	88
лекционные занятия	18	24
семинарские занятия	18	24
консультация	2	2
Самостоятельная работа	34	65
Контроль	-	27
Форма промежуточной аттестации	Зачет с оценкой	Экзамен

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

Таблица 2

Перечень компетенций и их элементов

Код компетенции	Формулировка компетенции	Элементы компетенции	Индекс элемента
УК-4: Способен применять современные коммуникативные технологии, в том числе на иностранном(ых) языке(ах), для академического и профессионального взаимодействия	УК-4.3: Демонстрирует понимание современного состояния и тенденций развития теории и практики коммуникации как элемента коммуникативной культуры общества в целом и бизнеса в частности.	Знать:	
		1. теорию межличностной и групповой коммуникации в деловом взаимодействии.	УК-4.3 3-1
		2. теорию конфликтов.	УК-4.3 3-2
		3. языки визуального моделирования.	УК-4.3 3-3
		Уметь:	
		1. планировать, организовывать и проводить встречи и обсуждения с заинтересованными сторонами.	УК-4.3 У-1
		2. использовать техники эффективных коммуникаций.	УК-4.3 У-2
		3. определять связи и зависимости между элементами информации бизнес-анализа.	УК-4.3 У-3
		Владеть:	
		1. навыками деловых коммуникаций.	УК-4.3 В-1
		2. навыками делегировать полномочия, распределять права, ответственность и обязанности между исполнителями.	УК-4.3 В-2
		3. современными технологиями эффективного влияния на индивидуальное и групповое поведение в организации.	УК-4.3 В-3
		УК-4.4: Применяет теоретические основы в прикладных областях речевой, невербальной, компьютерной, межкультурной и межличностной коммуникации.	Знать:
1. инструменты маркетинговых коммуникаций	УК-4.4 3-1		
2. стандарты, этические нормы и принципы регулирующие информационно-коммуникационную и рекламную деятельность организации	УК-4.4 3-2		

Код компетенции	Формулировка компетенции	Элементы компетенции	Индекс элемента
		3. методы эффективного распределения и делегирования полномочий в структуре аппарата управления организацией.	УК-4.4 З-3
		Уметь:	
		1. проводить внутренние и внешние коммуникационные кампании	УК-4.4 У-1
		2. формировать имидж и деловую репутацию организации	УК-4.4 У-2
		3. улучшать бизнес-процессы организации в области коммуникационной политики	УК-4.4 У-3
		Владеть:	
		1. навыками разработки и проведения коммуникационных кампаний в организации	УК-4.4 В-1
		2. навыками формирования каналов коммуникации с потребителями товаров и услуг организации	УК-4.4 В-2
		3. навыками формирования имиджа и деловой репутации организации	УК-4.4 В-3

* Должны совпадать с РПД

Таблица 3

Этапы формирования компетенций в процессе освоения основной образовательной программы

/п	Контролируемые разделы учебной дисциплины	Номер семестра	Код контролируемой компетенции (или ее части)	Наименование оценочного средства
Section 1 Methodological basis of communications				
.	Topic 1.1. Modern approaches to the description of the communication process	2	УК-4.33-1, УК-4.3 З-2, УК-4.3 В-1. УК-4.3 В-2	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания
.	Topic 1.2. The communicative process and the effectiveness of the business environment	2	УК-4.43-1, УК-4.4 З-2. УК-4.4 У-1 УК-4.4 В-3	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания

	Topic 1.3. Management of business communications: basic concepts, types and principles of organization	2	УК-4.3 З-1, УК-4.3 З-2, УК-4.3 У-1; УК-4.3 В-1	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания, контроль знаний по разделу 1
Section 2 Communication and organizations in context				
	Topic 2.1. Organizational culture and communication	2	УК-4.3 З-1, УК-4.3 У-1; УК-4.4 З-1; УК-4.4 В-2	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания
	Topic 2.2. Marketing Communications and Market Research	2	УК-4.4 З-1 УК-4.4 У-1 УК-4.3 У-1	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания
	Topic 2.3. Management of communication projects. Information links	2	УК-4.4 З-1, УК-4.4 З-2, УК-4.4 В-2	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания, контроль знаний по разделу 2
Section 3 Management of communications				
	Topic 3.1. Intrapersonal and Interpersonal Business Communication	3	УК-4.4 З-1, УК-4.4 З-2, УК-4.4 В-2	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания
	Topic 3.2. Group Communication, Teamwork, and Leadership	3	УК-4.4 З-1 УК-4.3 З-2 УК-4.4 У-1 УК-4.3 В-1	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания
	Topic 3.3. Negative News and Crisis Communication	3	УК-4.3 З-1 УК-4.3 З-2 УК-4.3 У-1 УК-4.3 В-1 УК-4.3 В-2	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания, контроль знаний по разделу 3
Section 4 Communication tools				
	Topic 4.1. Business	3	УК-4.3 З-1	Собеседование,

0	communication. Writing, telephone communication special features		УК-4.3 З-2 УК-4.3 У-1 УК-4.3 В-1 УК-4.3 В-2	сообщение / доклад, реферат, эссе, ситуационные задания
1	Topic 4.2. Presentation Skills	3	УК-4.4 З-1 УК-4.4 З-2 УК-4.4 У-2 УК-4.4 В-1 УК-4.4 В-2 УК-4.4 В-3 УК-4.3 З-1 УК-4.3 В-2	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания
2	Topic 4.3. Understanding Semantic Noise	3	УК-4.4 З-1 УК-4.4 У-2 УК-4.4 В-1 УК-4.4 В-3	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания, контроль знаний по разделу 4
Section 5 Intercultural and international business communication				
3	Topic 5.1. Intercultural business communication	3	УК-4.4 З-1 УК-4.3 З-1 УК-4.3 В-1	Собеседование, сообщение / доклад, реферат, эссе, ситуационные задания
4	Topic 5.2. International Communication and the Global Marketplace	3	УК-4.4 З-1 УК-4.4 З-2 УК-4.4 У-1 УК-4.4 У-2 УК-4.4 В-2 УК-4.4 В-3	Собеседование, доклад, реферат, эссе, ситуационные задания, научная составляющая
	Topic 5.3. Problems of understanding in intercultural and business communication	3	УК-4.3 З-1 УК-4.3 З-2 УК-4.3 У-1 УК-4.3 В-1 УК-4.3 В-2	Собеседование, доклад, реферат, эссе, ситуационные задания, контроль знаний по разделу 5

РАЗДЕЛ 2.
ТЕКУЩИЙ КОНТРОЛЬ ПО ДИСЦИПЛИНЕ (МОДУЛЮ) «ЭФФЕКТИВНЫЕ
БИЗНЕС-КОММУНИКАЦИИ (EFFECTIVE BUSINESS COMMUNICATIONS)»

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).

Распределение баллов по видам учебной деятельности
(балльно-рейтинговая система, очная форма обучения/2 семестр)

Сумма баллов по разделу	Раздел 1				Раздел 2				Раздел 3		Научная составляющая-10	Сумма баллов за дисциплину 100
Темы	Т.1.1	Т.1.2	Т.1.3	Контроль знаний раздела учебной дисциплины-6	Т.2.1	Т.2.2	Т.2.3	Контроль знаний раздела учебной дисциплины-6	Т.3.1	Т.3.2		
Виды работ:												
Лекции	1	1	1		1	1	1		1	1		
Семинарские занятия (собеседование, ситуационное задание, доклад/сообщение)	4	6	6		4	6	4		6	4		
Индивидуальные задания (эссе на англ.яз)	2	2	2		2	2	2		2	2		
Самостоятельная работа (реферат)	-	-	-		-	-	8*		-	-		
Сумма баллов	25				31				16			

* - написание реферата в течении семестра на английском языке.

Распределение баллов по видам учебной деятельности
(балльно-рейтинговая система, очная форма обучения /3 семестр)

Сумма баллов по разделу	Раздел 4				Раздел 5					
Темы	T.4.1	T.4.2	T.4.3	Контроль знаний раздела учебной дисциплины- 10	T.5.1	T.5.2	T.5.3	Контроль знаний раздела учебной дисциплины-10		
Виды работ:										
Лекции	1	1	1		1	1	1			
Семинарские занятия (собеседование, ситуационное задание, доклад/сообщение)	6 3	6 3	6 3		6 3	6 3	6 3			
Индивидуальные задания (эссе на англ. яз.)	3	3	3		3	3	3			
Самостоятельная работа (реферат)	-	-	-		-	10*	-			
Сумма баллов	30				40					

* - написание реферата в течении семестра на английском языке.

* - Баллы за выполнение индивидуального задания и самостоятельной работы (реферат) выставляется в конце семестра после изучения всех тем учебной дисциплины «Режим свободных экономических зон»

Научно-педагогический работник, ответственный за проведение всех видов занятий по конкретной дисциплине (модулю), сам распределяет баллы по видам работы исходя из 100-балльной системы.

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

<i>Контролируемые разделы (темы) дисциплины (модуля)</i>	<i>Вопросы для подготовки к индивидуальному / фронтальному устному / письменному опросу по темам дисциплины (модуля)</i>
SECTION 1 METHODOLOGICAL BASIS OF COMMUNICATIONS	
Topic 1.1. Modern approaches to the description of the communication process	<ol style="list-style-type: none"> 1. Communication as part of communication. 2. The theory of speech acts. 3. Communicative analysis of the situation. 4. The main objectives of communication in the team. 5. The pyramid of communications. 6. Styles of collective management. 7. Application of managerial principles by the manager. 8. The concepts of «leadership style» and «leadership orientation». 9. Communicative subsystem as an element of the management system. 10. The concept of «communication». 11. Communication in the management system. 12. Definition of state and municipal government from the position of the theory of social interaction. 13. Structure of the communicative process. Types of communications.
Topic 1.2. The communicative process and the effectiveness of the business environment	<ol style="list-style-type: none"> 1. Moving information within the organization in descending and ascending order. 2. Horizontal communication. 3. Application of psychological techniques in the process of modern management. 4. Communication networks. Model of intracommunication networks. Creation of network structures in business. 5. Aspects of business communication transformation. 6. Communicative risk. 7. The need for networking. 8. Peculiarities of the formation of the promotion strategy in the network organization. 9. Models of organizational structures. 10. Causes of ineffective communication. 11. Optimization of communicative structure. 12. Areas of communication between the manager and employees. 13. Definition of concepts: delegation, responsibility, authority, linear authority, headquarters. 14. Problems of the delegation of authority process.
Topic 1.3. Management of business communications: basic concepts, types and principles of organization	<ol style="list-style-type: none"> 1. Features of business communications. 2. The concept of management of business communications. 3. The basic mechanisms that ensure the formation of interpersonal interaction. 4. Types of business communications.

	<ol style="list-style-type: none"> 5. The concept, purpose, types, styles, functions of business communication. 6. Techniques, methods, rules of business communication. 7. Stages and rules of business conversation, business meeting. 8. Information support for management. 9. Distribution of working hours of management staff. 10. The process of management of information and technical operations. 11. Types of management operations. Types of information used in management. 12. Information need for management activities. 13. Information as a management category. 14. Ethics of business communication and the culture of its organization. Principles of business etiquette.
SECTION 2. COMMUNICATION AND ORGANIZATIONS IN CONTEXT	
<p>Topic 2.1. Organizational culture and communication</p>	<ol style="list-style-type: none"> 1. The element of the complex of marketing communications (MK). 2. Increase the effectiveness of marketing communications. 3. The modern market of marketing communications. 4. Characteristics of MC in different socio-economic formations. 5. The causes of uncoordinated communications in commercial organizations. 6. Increase the efficiency of the MC process. 7. Algorithm for effective planning of integrated marketing communications. 8. Types of marketing research. 9. The system of marketing information. 10. Stages of marketing research of the business environment. 11. Analysis and forecast of the business environment. 12. Measuring market potential; measurement of the current market size; determining the size of the market in the future; measurement of market share; analysis of competition; evaluation of the effectiveness of various marketing tools.
<p>Topic 2.2. Marketing Communications and Market Research</p>	<ol style="list-style-type: none"> 1. Specificity in the management of intra-company information flows. 2. The organization as a set of human individuals. 3. Features within organizational communication management. 4. Goals communicator in the organization. 5. Modern means of intra-company communications. directions and tasks of communication in the sphere of labor relations. 6. The main provisions of the Japanese and American

	<p>schools of government.</p> <p>7. Quality circles - as a mechanism for the formation of a corporate culture. Components of the information components of «respect for the individual».</p> <p>8. Perfection of feedback channels.</p>
<p>Topic 2.3. Management of communication projects. Information links</p>	<p>1. Features in the management of information flows in the interstate, international plan.</p> <p>2. Customers of the relevant information impact.</p> <p>3. Information as an instrument of power.</p> <p>4. The importance of the World Wide Web for communication management.</p> <p>5. Rules of the website for professional management of the site by a PR specialist.</p> <p>6. Preparation for Internet research.</p> <p>7. Management of investment relations.</p> <p>8. The classical model of construction work in the field of Investor Relations.</p> <p>9. Forms of work in the process of investment management.</p> <p>Topic 7. Management of communications. Information links</p> <p>1. Define the notion of «Project Communication Management»;</p> <p>2. What types of information exist?</p> <p>3. What are the characteristics of the classification of information?</p> <p>4. Who are the main users of the project information?</p> <p>5. What processes include information management function?</p> <p>6. What is meant by «information technology»?</p> <p>7. The information system is ...</p> <p>8. What is included in the information technology toolkit?</p> <p>9. What is the classification of information systems?</p> <p>10. The project management information system is ...</p> <p>11. What is the fundamental difference between the Internet and the Intranet?</p> <p>12. What is the information technology tool?</p> <p>13. The main signs of classification of information systems.</p> <p>14. What information technologies are used in project management?</p> <p>15. What determines the informative nature of the message, what is accepted by the person?</p>
<p>SECTION 3 MANAGEMENT OF COMMUNICATIONS</p>	
<p>Topic 3.1. Intrapersonal and Interpersonal Business Communication</p>	<p>1. Define the notion of «Project Communication Management»;</p> <p>2. What types of information exist?</p> <p>3. What are the characteristics of the classification of information?</p>

	<ol style="list-style-type: none"> 4. Who are the main users of the project information? 5. What processes include information management function? 6. What is meant by «information technology»? 7. The information system is ... 8. What is included in the information technology toolkit? 9. What is the classification of information systems? 10. The project management information system is ... 11. What is the fundamental difference between the Internet and the Intranet? 12. What is the information technology tool? 13. The main signs of classification of information systems. 14. What information technologies are used in project management? 15. What determines the informative nature of the message, what is accepted by the person? 16. Give examples of misinformation and information noise. 17. Give examples of information: reliable and unreliable; complete and incomplete; valuable and invaluable; timely and untimely; understandable and incomprehensible; accessible and unattainable for mastering, compressed and complete
<p>Topic 3.2. Group Communication, Teamwork, and Leadership</p>	<ol style="list-style-type: none"> 1. What does it mean to make a decision? 2. What is the procedure for making decisions? 3. What are the channels of information support for managers? 4. What is the purpose of the decision support information system? 5. What are the main functions of information systems? 6. Why do you need database management systems? 7. Information in the decision-making process. 8. Functions of decision support information systems. 9. Types of software. 10. Expand the tasks of the integrated information system. 11. Why is it more convenient to estimate the amount of information in a message not by the degree of increasing knowledge about the object, but by the degree of diminution in the uncertainty of our knowledge of it? 12. What is the fundamental difference of computer information technologies from those that existed before (typewriting, telephone communication, recording on a dictaphone, etc.)? (not only in the automation of the process of changing the form or location of information, but also in changing its content (creating a new information product).

	<p>13. Justify the expression «New information technologies - the basis for the transition of social development from the industrial to the information age on a light scale»</p> <p>14. What is the purpose of the information system to support decision-making? Its main functions.</p> <p>15. What are the stages of the decision-making process? Their essence.</p>
<p>Topic 3.3. Negative News and Crisis Communication</p>	<ol style="list-style-type: none"> 1. What are the advantages and disadvantages of a functional organization? 2. Name the main participants of communications when organizing projects within the framework of a functional structure. 3. Features of communications in the organization of projects in the framework of the functional structure. 4. What are the advantages and disadvantages of the matrix structure? 5. What are the types of matrix systems? 6. What is the difference between a functional matrix and a design matrix? 7. Give the concept definition of «organizational culture»? 8. What is the essence of organizational culture? 9. List the main characteristics, components and explain the essence of organizational culture of the organization. 10. List the functions of the organizational culture? 11. What can be attributed to the list of parameters for diagnosing an organization's culture? 12. What is the importance of organizational culture for communication in projects? 13. Conduct a comparative analysis of the relative advantages and disadvantages of functional, matrix structures and a system of independent teams for project management?
<p>SECTION 4. COMMUNICATION TOOLS</p>	
<p>Topic 4.1. Business communication. Writing, telephone communication special features</p>	<ol style="list-style-type: none"> 1. What is the effect of synergy in the team? 2. What characteristics are inherent in effective teams with positive synergies? 3. What are the four main goals that are highlighted in the active stage of the team building process? 4. In what conditions are the best developed project teams? 5. Who plays a key role in creating a team? 6. What are the recommendations for teamwork? 7. What is the main task in the formation of the project team? 8. Describe the main approaches to the formation of the team.

	<p>9. Uncover the influence of situational factors on the development of the team.</p> <p>10. Name the desired personality characteristics for the project manager and justify their dependence on situational factors.</p> <p>11. Uncover the impact of non-verbal communication in projects.</p>
Topic 4.2. Presentation Skills	<p>1. Give a definition of the concept of «conflict»?</p> <p>2. What are the characteristics of conflicts?</p> <p>3. What are the degrees of conflict situations?</p> <p>4. What are the positive and negative sides of the conflict?</p> <p>5. What types of conflicts stand out?</p> <p>6. What are the main styles of behavior in a conflict situation?</p> <p>7. Identify the reasons for the occurrence</p>
Topic 4.3. Understanding Semantic Noise	<p>1. What determines the preparation for a particular performance?</p> <p>2. What are the main stages in the development of oratorical speech?</p> <p>3. Composition. Features of speech construction.</p> <p>4. What are the methods of presenting the material?</p> <p>5. What is the difference between a dispute, a discussion and a polemic?</p> <p>6. Identify the existing classification of disputes.</p> <p>7. What is the classification of questions?</p> <p>8. What are the techniques in the dispute?</p> <p>9. What are the different types of answers?</p> <p>10. What determines the behavior in a dispute?</p> <p>11. What are the characteristics of the conclusion in a public statement?</p> <p>12. How do you evaluate your own culture of business communication?</p> <p>13. Which of the people around you (or you are known) can serve as an example for you in business communication?</p> <p>14. Analyze the strengths and weaknesses of your communication skills.</p>
<p>SECTION 5. INTERCULTURAL AND INTERNATIONAL BUSINESS COMMUNICATION</p>	
Topic 5.1. Intercultural business communication	<p>1. Define the notion of public relations (PR).</p> <p>2. How did the activity of PR?</p> <p>3. What are the objectives and sub-goals of PR?</p> <p>4. What «public relations» is not?</p> <p>5. Based on what principles does the PR system work?</p> <p>6. What are the sub-goals of PR activities?</p> <p>7. What does anti-advertising mean?</p> <p>8. What functions should be performed by the PR</p>

	<p>service in the enterprise or by PR firms on the market as a whole?</p> <p>9. Give examples of the need to use PR in modern business?</p> <p>10. What are the objectives of the PR system?</p> <p>11. What are special measures in the PR system.</p> <p>12. What is the basis of relations with the press?</p> <p>13. Determine the selection criteria for the media.</p> <p>14. Justify the need to protect information when communicating with the project.</p>
<p>Topic 5.2. International Communication and the Global Marketplace</p>	<ol style="list-style-type: none"> 1. What features work in the US? 2. What is the difference between working in France and working in the US? 3. What are the caveats to be adhered to in working with the French? 4. What features work in China? 5. What is the work in Saudi Arabia? 6. What are the factors that influence the conduct of international projects? 7. What are the features of interaction between different cultures?
<p>Topic 5.3. Problems of understanding in intercultural and business communication</p>	<ol style="list-style-type: none"> 1. What is the essence of understanding in the communication process? 2. What barriers in communication are you aware of? Describe them. 3. What are the basic principles and rules of the dispute? 4. What techniques can be used to convince the interlocutor? 5. What is a conflict? 6. What types of conflicts do you know? 7. What methods of conflict resolution exist? 8. What is the difference between conflicts in business and intercultural communication? 9. What is criticism? 10. What is the difference between constructive and non-constructive criticism? 11. How to criticize correctly? 12. What is a compliment? 13. What is the difference between compliments in everyday and business life? 14. Why say compliments in business communication? 15. How to say compliments correctly?

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 «Эффективные бизнес-коммуникации (Effective business communications)».

ТИПОВЫЕ ТЕСТОВЫЕ ЗАДАНИЯ ДЛЯ КОНТРОЛЯ ЗНАНИЙ ПО РАЗДЕЛАМ ДИСЦИПЛИНЫ

Section 1 Methodological basis of communications

Variant 1

1. What is the best way for companies to ensure that communication technology is used wisely?

- a) Allowing phones to be used only by employees in training
- b) Punishing employees who misuse technology
- c) Letting every employee do what they want
- d) Allowing only managers to use technology

2. Why should you never type an email in ALL CAPITAL LETTERS?

- a) It can hurt the receiver's eye.
- b) It may make other employees worry about your typing skills.
- c) The receiver will think you are shouting at him.
- d) The receiver may feel you are being too forward with him.

3. Which of the following should be done when using a cell phone for business?

- a) Use the phone to take selfies during the work day.
- b) Cell phones should be placed on vibrate and put away during meetings.
- c) Only make calls and return messages after hours.
- d) Use the phone to take notes..

4. Which of the following is an example of understanding the rules and behaviors of email communication?

- a) Content
- b) Writing Skill
- c) Language
- d) Formality

5. How can blogs be useful for new employees?

- a) They can provide anonymous comments concerning their superiors without the threat of exposure.
- b) They have access to general rules and procedures.
- c) They can be used for public relations and entertainment.
- d) They allow all employees to have access to communication and it allows them to provide feedback.

6. The concept of communication is characterized by:

- a) transmitting information to a response
- b) exchange of information on ideas or experiences
- c) the information transfer from the source to the outside
- d) re-establishment of the information through the key ideas of the character or theme

7. Feedback - a verbal or non-verbal signal from the receiver of the information to its source, the employee response to the triggering statement or behavior that performs ... or remedial function.

- a) complimentary
- b) an explanatory
- c) an explanatory
- d) signal

8. Feedback in the communication process can be

- a) directive and nondirective
- b) direct and indirect
- c) the positive and negative
- d) Assessment and unassessed

9. paralinguistic elements of nonverbal communication include (select one or more options):

- a) mimic
- b) gait
- c) the volume
- d) timbre

10. Which field of nonverbal communication include sign:

- a) proxemics
- b) olfaktorika
- c) kinesics
- d) takesika

11. extralinguistic elements of nonverbal communication include:

- a) laugh
- b) smile
- c) posture
- d) weeping

12. What percentage of the work takes the head of communication:

- a) 90
- b) 50
- c) 70
- d) 80

13. Ability limited feedback from the following type of communication:

- a) interpersonal
- b) mass
- c) the outer
- d) intergroup

14. Difficulties in the reception and understanding of the communication relating to the interpretation of information is called:

- a) the semantic barrier
- b) emotional barriers
- c) lack of feedback
- d) a barrier nonverbal

15. Which of the barrier type includes jargon and slang

- a) language
- b) cultural
- c) differences in status
- d) personality

Variant 2

1. Classification by communication channels

- a) formal and informal
- b) verbal and nonverbal
- c) descending and ascending
- d) vertical, horizontal and diagonal

2. Type of rumors, which are caused by the alleged actions in the future for a long time expected by employees

- a) the dreams and aspirations
- b) driving a wedge
- c) The final hearing
- d) rumor-bogey

3. What type of nonverbal communication include voice and speech

- a) kinesicheskikh
- b) prosodic and extralinguistic
- c) takesicheskikh
- g) proksemicheskikh

4. taxictype of nonverbal communication include:

- a) handshake
- b) the distance
- c) the length of the pause
- d) intonation

5. Twisted fingers a gesture:

- a) uncertainty
- b) self-control
- c) ban
- d) self-

6. The simplest communications network is

- a) chain
- b) Star
- c) Circle
- d) Spur

7. The distance of 50-120 cm in communication called

- a) Intimate
- b) Personal
- c) Social
- d) public

8. What percentage of the communication medium it remains in the memory of man

- a) 24
- b) 60
- c) 70
- d) 80

9. In the practice of communication management "good" organization is one that:

- a) provide quality goods and services at affordable prices;
- b) is socially approved activity;
- c) both options are true;
- d) is wrong, none of the options.

10. In the practice of communication management "visible" organization is one that:

- a) It produces goods and services, known to the public;
- b) It shows the public organizational values;
- c) both options are true;
- d) not true, none of the options.

11. In relation to informal communication, several communicative roles are singled out in the organization:

- a) «messengers»;
- b) «interpreters»;
- c) «skeptics»;
- d) «supporters»;
- e) «opponents»;
- f) «decision-makers».

12.. There are the following types of strategies:

- a) straight line;
- b) indirect;
- c) planned;
- d) incarnate.

13. Which two items are superfluous in this list?

If the corporation pursues the goal of expanding sales volumes, types of products, production capacity, and this growth should be in percentage terms higher than the level of GNP growth and inflation, it is applied:

- a) growth strategy;
- b) stability strategy;
- c) strategy of defense;
- d) combined strategy.

14.. In those enterprises that are satisfied with the existing volume of production (including the size of the market, the volume of output of goods, etc.) and whose management is aimed at the search for stable, profitable growth equivalent to the growth of GNP or inflation, it is applied:

- a) growth strategy;
- b) stability strategy;

- c) strategy of defense;
- d) combined strategy.

15.. Companies that can not be ranked as prosperous, in order to stabilize their situation by reacting to momentary changes in the market, are applied:

- a) growth strategy;
- b) stability strategy;
- c) strategy of defense;
- d) combined strategy.

Section 2. Communication Management

Variant 1

1. The required minimum work for the organization of effective communication in the organization includes:

- a) analytical work;
- b) mediarelations;
- c) planning and forecasting;
- d) analytical work and mediarileyshnz;

2. The first in the history of communications management relationship between positive publications in press about the company revealed:

- a) Ivy Lee;
- b) E Bernayz;
- c) FROM Black;
- d) J..Gryunig.

3. The PR must include analogues of research, design and technological work and management - one of the main ideas:

- a) Ivy Lee;
- b) E. Bernayza;
- c) FROM. Black;
- d) J. Gryuniga.

4. One-way flow of information, the main purpose of which is not listening, and speaking - is:

- a) J. propaganda model. Gryuniga;
- b) journalistic model;
- c) two-way asymmetric model;
- d) double-sided symmetrical pattern.

5. One-way flow of information, aimed at a mass audience through the media, which aims to inform - is:

- a) J. propaganda model. Gryuniga;
- b) journalistic model;
- c) two-way asymmetric model;
- d) two-way symmetrical model.

8. The choice of the target audience, the study of its interests and the spread of information on this basis with the use of feedback technologies - is:

- a) J. propaganda model. Gryuniga;
- b) journalistic model;
- c) two-way asymmetric model;

d) two-way symmetrical model.

9. The dissemination of information to the target audience in order to achieve mutual understanding - is:

- a) J. propaganda model. Gryuniga;
- b) journalistic model;
- c) two-way asymmetric model;
- d) two-way symmetrical model.

10. An active community is a prerequisite for the realization of:

- a) communication strategies;
- b) persuasion strategies;
- c) dialogue strategy;
- d) strategies for building consensus.

11. In the area of crisis communications is the most effective:

- a) communication strategy;
- b) persuasion strategy;
- c) dialogue strategy;
- d) consent form strategy.

12. With respect more communicative roles allocated to the informal communication in the organization:

- a) "messengers";
- b) "interpreters";
- c) "skeptics";
- d) "adherents";

13. What is the characteristic of a compromise when making a decision?

- a) the establishment of some average as a result of the dispute between two employees.
- b) reducing the benefits in one area to reduce the undesirable consequences in the other;
- c) making a decision auditing, taking into account the opinions of all interested parties;
- d) reduction of benefits.

14. The active public is a condition for implementation:

- a) communication strategies;
- b) persuasion strategies;
- c) strategy of dialogue;
- d) Consensus development strategies.

15. In the sphere of anti-crisis communications, the most effective is:

- a) communication strategy;
- b) strategy of persuasion;
- c) strategy of dialogue;
- d) the strategy of consensus formation.

Variant 2

1. The following types of policies:

- a) straight;
- b) indirect;
- c) planned;
- d) embodied.

2. What are the two points are superfluous in this list?

If the corporation aims to expand sales, types of products, production capacity, and this growth in percentage terms should exceed the level of GDP growth and inflation, that is used:

- a) growth strategy;
- b) stability strategy;
- c) Defense strategy;
- d) a combined strategy.

3. In those enterprises that are satisfied with the existing volume of production (including the market size, the volume of goods, etc...) And the management of which is directed to the search for sustainable, profitable growth, equivalent to growth of GDP and inflation is used:

- a) growth strategy;
- b) stability strategy;
- c) Defense strategy;
- d) a combined strategy.

4. Companies that can not be attributed to a number of successful, in order to stabilize its position in response to short-term changes in the market is used:

- a) growth strategy;
- b) stability strategy;
- c) Defense strategy;
- d) a combined strategy.

5. The combination of different strategies in relation to its businesses or divisions as a whole - is:

- a) growth strategy;
- b) stability strategy;
- c) Defense strategy;
- d) a combined strategy.

6. What traits should have such an archetype of control as 'administrator'?

- a) be sociable and be able to inspire people to maximize the dedication;
- b) have an analytical mind;
- c) to be extremely objective and rely on facts and logic;
- d) methodical work, forecasting the future.

7. The real impact of the management by objectives are the leaders:

- a) the average level;
- b) lower level;
- c) the higher, middle and lower levels;
- d) the highest level.

8. How should I treat the accumulation of information about the problem?

- a) The more information, the better;
- b) the excess of information is also harmful, as well as its lack of;
- c) obtain maximum information about the problem - the duty of the head;
- d) excessive amount of information - the key to success.

9. The main control functions:

- a) planning, monitoring;
 - b) planning, organization, motivation, control;
 - c) organization, motivation;
 - d) organization, motivation, control.
10. What characterizes a compromise when making decisions?
- a) the establishment of a medium as a result of dispute between two employees.
 - b) decreasing benefits in the same area in order to reduce undesirable effects in another;
 - c) auditory decision, given the views of all stakeholders;
 - d) reduction in benefits.
11. The combination of different strategies in relation to their firms or units as a whole is:
- a) growth strategy;
 - b) stability strategy;
 - c) strategy of defense;
 - d) combined strategy.
12. What character traits should such an archetype manager have as an «administrator»?
- a) Be sociable and be able to inspire people to maximum dedication;
 - b) have an analytical mind;
 - c) be extremely objective and rely on facts and logic;
 - d) methodical work, forecasting the future.
13. Leaders have a real influence in managing by goals:
- a) the average level;
 - b) the lowest level;
 - c) higher, secondary and lower levels;
 - d) the highest level.
14. How should we look at the accumulation of information about the problem?
- a) the more information, the better;
 - b) the excess of information is also harmful, as well as its lack;
 - c) obtaining the maximum information about the problem - the duty of the head;
 - d) excessive information is the key to success.
15. Main management functions:
- a) planning, control;
 - b) planning, organization, motivation, control;
 - c) organization, motivation;
 - d) organization, motivation, control.

Section 3 Management of communications. Information links

Variant 1

1. What traits should have such an archetype of control as the "organizer"?
- a) be sociable and be able to inspire people to maximize the dedication;
 - b) have an analytical mind;
 - c) qualified to determine the background and purpose of the activity, pick up artists, set goals, allocate responsibility;
 - d) achieving the objectives of the organization in strict compliance with legal and regulatory acts.

2. Management decisions that are classified for reasons that are:

- a) unexpected;
- b) routine;
- c) traditional;
- d) operational.

3. Resource-based approach to measuring the effectiveness of management decisions is:

- a) assessment based on the intrinsic activity of the organization and its cost-effectiveness;
- b) monitoring the management of the start of the process and assess the organization's ability to effectively produce the resources necessary to be successful;
- c) identification of the organization's goals and the assessment of how well the organization achieves these objectives;
- d) integrated approach to the management of the organization, aimed at the company's value growth for the owners (shareholders).

4. What is done delegate his authority to other managers?

- a) for optimal solutions of complex tasks;
- b) to preserve "group" of work style;
- c) to verify the qualifications of workers;
- d) all of the above.

5. Which of the following duties in the organization of the distribution methods adopted by functionality?

- a) established enterprise branches in five cities;
- b) created departments for the production, marketing, human resources, financial matters;
- c) established shop on the biscuit manufacturing company, chocolates, caramel;
- d) created departments in the company, equal in number.

6. Of these managers: 1. The Director General and members of the board. 2. The heads of independent bodies. 3. Heads of departments. For senior management include:

- a) 12;
- b) 2;
- c) 1, 2, 3;
- d) 1.

7. Behavior-oriented control - is:

- a) the actions of subordinates aimed at what he wants to see the manual checking of their activities;
- b) orienteering under stated purpose;
- c) use of what supervisors do not know thoroughly the activities of subordinate employees;
- d) orienteer in gin flated goals.

8. What does it mean to "take a decision"?

- a) try all possible alternatives;
- b) sort out a few alternatives that provide the most effective possible solution to the problem;
- c) to order a selection of possible alternatives;

d) issue an order to implement a specific plan.

9. A key factor in any management model are:

- a) people;
- b) means of production;
- c) finance;
- d) management structure.

10. What is the main difference between the preliminary, current and final control?

- a) In volume;
- b) During implementation time;
- c) In methods;
- d) in the scope and methods.

11. The concept of communication is characterized by:

- a) the transmission of information for the purpose of providing a response
- b) sharing information about ideas or experiences
- c) transfer of information from the source to the outside
- d) the re-creation of information ideas through a key symbol or theme

12. Feedback is a verbal or non-verbal signal from the recipient of information to its source, serving as a response to an initiating statement or behavior that performs ... or a corrective function.

- a) complimentary
- b) explaining
- c) explanatory
- d) an alarm

13. Feedback in the communication process can be

- a) directive and non-directive
- b) direct and indirect
- c) positive and negative
- d) valuation and non-value

14. The paralinguistic elements of non-verbal communication are (choose one or more options):

- a) facial expressions
- b) gait
- c) the volume
- d) timbre

15. To which sphere of non-verbal communication is the sign:

- a) Proxemics
- b) olfactoric
- c) kinesika
- d) tactics

Variant 2

1. The delegation includes the transfer of authority from the senior executive subordinate managers to perform special tasks. What the situation is peculiar to this process?

- a) transferred authority and responsibility subordinate to the head;
- b) transferred responsibility subordinate to the head;
- c) transferred powers subordinate to the head, and all the responsibility continues to have a senior executive;
- d) assigned a new, equal-ranking leader, and he passed the responsibility.

2. Targeted approach to measuring the effectiveness of management decisions is:

- a) assessment based on the intrinsic activity of the organization and its cost-effectiveness;
- b) monitoring the management of the start of the process and assess the organization's ability to effectively produce the resources necessary to be successful;
- c) identification of the organization's goals and the assessment of how well the organization achieves these objectives;
- d) integrated approach to the management of the organization, aimed at the company's value growth for the owners (shareholders).

3. Why is the direct coercion and fear of punishment are gradually replaced by methods of social coercion?

- a) it became unprofitable to keep a large staff;
- b) it is difficult to prepare managers able to use them effectively;
- c) the labor movement has achieved a certain security of workers from direct coercion;
- d) enforcement mechanism ceased to provide the production development.

4. What is the optimal number of subordinates?

- a) The more subordinates, the easier it is to work;
- b) 15-30;
- c) 7-12 people;
- d) 3-5 people.

5. The most difficult and costly element of control - it

- a) Choice of standards;
- b) choose the appropriate units of measurement;
- c) selection criteria;
- d) measurement results.

6. Which of the informal methods of forecasting allows you to get the most valuable information?

- a) Visual information;
- b) Industrial espionage;
- c) Written information;
- d) Information on global networks.

7. Is productive labor management?

- a) Yes, that is, to control creates new value;
- b) No, it's just a supervision and control;
- c) No, it's just the result of the contradiction between wage labor and the owner of the means of production;
- d) Yes, because this type of activity is inevitable when a high level of specialization of production, and is designed to ensure the integrity of the employment mechanism.

8. Which type of relationship corresponds to the relationship of the master and the chief of shop?

- a) Functional relationship;
- b) Material relations;
- c) Linear relationship;
- d) Relationship management apparatus.

57. Options for the script in the Script method:

- a) Unexpected;
- b) optimistic;
- c) pessimistic;
- d) expected.

9. What is the sequence of priorities will enable the company to achieve success:

- a) people - products - profit;
- b) Profit - People - products;
- c) products - profit - people;
- d) People - profit - products.

10. Management decisions are classified according to the time of action, are:

- a) policy;
- b) tactical;
- c) operational;
- d) thelong-term.
- e)

11. Feedback in the communication process can be

- a) directive and non-directive
- b) direct and indirect
- c) positive and negative
- d) valuation and non-value

12. The paralinguistic elements of non-verbal communication are (choose one or more options):

- a) facial expressions
- b) gait
- c) the volume
- d) timbre

13. To which sphere of non-verbal communication is the sign:

- a) Proxemics
- b) olfactoric
- c) kinesika
- d) tactics

14. Extralinguistic elements of non-verbal communication include:

- a) laughter
- b. smile
- c) posture
- d) crying

15. How much of the work does the manager's communication take:

- a) 90
- b) 50
- c) 70
- d) 80

Section 4 Features of communications in projects

Variant 1

1. The essence of the situational approach is:

- a) professional knowledge management techniques have proved effective; ability to foresee the consequences of the techniques and concepts;
- b) the correct interpretation of the situation, the definition of the most important factors;
- c) application modes of action causing the smallest negative effect in this situation to ensure the maximum efficiency;
- d) all of the above.

2. What are the main features of this archetype must have control as a "leader"?

- a) the ability to determine the location of a failure and take corrective action;
- b) the ability to solve personal conflicts that arise when strong-willed decisions;
- c) be sociable;
- d) communication skills, the ability to recognize the potential of each person and motivate him to make full use of this potential.

3. What is the most important function of management?

- a) Maximizing profit;
- b) to create conditions for further successful operation of the enterprise;
- c) minimization of tax payments;
- d) the conquest of new markets.

4. What is the meaning of the word "risk" in making decisions?

- a) the degree of importance of the problem for the overall activities of the firm;
- b) the degree of influence properly solved the problem on the head of his official position;
- c) level of certainty with which one can predict the result;
- d) level exceeded its powers.

5. Management decisions are classified according to the terms of implementation, there are:

- a) operational;
- b) medium-term;
- c) long-term;
- d) short-term.

6. Types of communication in the process of management decision-making:

- a) horizontal communication (between departments);
- b) Vertical Communications (interlevel);
- c) Diagonal communication (between branches);
- d) Informal communication (rumors).

7. The system of management roles at H. Mintzberg interpersonal roles are?

- a) Head, a link, a leader;
- b) representative organizations, distributor information, the recipient information;
- c) Negotiator eliminating violations;
- d) entrepreneur, resource allocator.

8. Podhod internal processes to measure the effectiveness of management decisions is:

- a) assessment based on the intrinsic activity of the organization and its cost-effectiveness;
- b) monitoring the management of the start of the process and assess the organization's ability to effectively produce the resources necessary to be successful;
- c) identification of the organization's goals and the assessment of how well the organization achieves these objectives;
- d) integrated approach to the management of the organization, aimed at the company's value growth for the owners (shareholders).

9. From these points: 1) provides management with the information needed for future planning; 2) comparing the actually received and the desired results; 3) promotes motivation. The functions of the final control include:

- a) 1, 2;
- b) 2, 3;
- c) only 1.
- d) 1, 2, 3.

10. What are the different aspects of the human variable in the situational approach to management?

- a) all of the above;
- b) individual behavior, the behavior of people in groups;
- c) the behavior of the manager, the manager functioning in a leadership role;
- d) the impact of management on the behavior of individuals and groups.

11. Tactics - is:

- a) long-term strategy;
- b) short-term strategy;
- c) medium-term plan, the results appear in 3-4 years;
- d) medium-term plan, the results appear in 1-2 years.

12. The possibility of feedback is limited to the following form of communication:

- a) interpersonal

- b) mass
- c) external
- d) intergroup

13. Difficulties in receiving and understanding communication associated with the interpretation of information is called:

- a) a semantic barrier
- b) an an effective barrier
- c) lack of feedback
- d) non-verbal barrier

14. What type of barrier are jargon and slang

- a) language
- b) Cultural
- c) Differences in status
- d) personal

15. Classification through communication channels

- a) formal and informal
- b) verbal and non-verbal
- c) descending and ascending
- d) vertical, horizontal and diagonal

Variant 2

1. The main components of the communication model are:

- a) object, the subject of the interaction;
- b) source, message, channel, recipient;
- c) object, the subject, the effect of the feedback;
- d) external environment, internal environment interaction.

2. What is the reason for which you want to check the result of the decision?

- a) if the solution is good, you will know what to do in a similar situation, if the bad - will know what not to do;
- b) on the accuracy of the implementation of solutions possible to evaluate the qualification of subordinates;
- c) checking the reliability of the administrative structure;
- d) checkingreliabilityexpertstructure.

3. The purpose of monitoring is to:

- a) To verify compliance with the plan;
- b) the collection of statistical information;
- c) increaseddependenceofsubordinates;
- d) to provide guidance information to adjust the plan.

4. What is the principle of unity of control?

- a) from any employee (employee) can only be one leader;
- b) full and complete responsibility for the entire enterprise should be carried by one person;
- c) the number of persons who are in effective control is limited;
- d) responsibility for the team carries a group of managers.

5. In some cases, turning to qualitative methods of forecasting?
- Lack of access to information by other methods;
 - the lack of information obtained by quantitative methods of forecasting;
 - timing allotted to solve the problem, very limited;
 - in the absence of sufficient funds for the projections.
6. Management decisions are classified according to the method of fixation, there are:
- deterministic;
 - oral;
 - heuristic;
 - written.
7. The ultimate goal of management is to:
- development of technical and economic base of the company;
 - ensuring the profitability of the company;
 - the rational organization of production;
 - training and creative activity of the employee.
8. What is the purpose in the decision making process used by "brainstorming"?
- in intensifying the thinking process;
 - analysis of non-standard solutions;
 - identification of alternatives;
 - involvement of all stakeholders in the decision-making process.
9. Which person should be selected as a new employee in most cases?
- a person who is nice to the head with their personal qualities;
 - a man who has the best qualifications to perform the actual work in the office;
 - a candidate who is the most suitable for promotion;
 - a candidate who has great potential.
10. Dissemination of information to target audiences in order to achieve mutual understanding is:
- the propaganda model of J. Grunig;
 - journalistic model;
 - two-sided asymmetric model;
 - two-sided symmetric model.
11. The type of rumors that are caused by prospective actions in the future, for a long time the expected employees
- dreams and aspirations
 - driving the wedges
 - final hearing
 - rumor-scarecrow
12. What type of non-verbal communication is voice and speech
- kinesic
 - prosodic and extralinguistic
 - tactical

d) Proximal

13. The tactical type of non-verbal communication is:

- a) handshake
- b) the distance
- c) the length of the pause
- d) intonation

14. The intertwined fingers are a gesture:

- a) uncertainty
- b) self-control
- c) a ban
- d) certainty

15. The simplest communication network is

- a) the chain
- b) the star
- c) Circle
- d) spur

Section 5 Communication Tools in Project Management

Variant 1

1. The danger of excessive number of subordinates?

- a) Loss collectivecontrollability;
- b) The growth of bureaucracy;
- c) Duplication of effort;
- d) All of the above.

2. Which of the following communication roles function of transmitting messages in your organization?

- a) watchman;
- b) connected;
- c) opinionleaders;
- d) cosmopolitan.

3. Determine the principles underlying the management of:

- a) man management, motivation, leadership, feedback;
- b) scientific responsibility, proper selection and placement of staff;
- c) efficiency, feedback, man management, motivation;
- d) alloftheabove.

4. What type of government would be most acceptable in the research group of highly qualified professionals?

- a) traditions;
- b) charisma;
- c) throughfear;
- d) expert.

5. Factors that influence individual behavior and success of the activity - is:

- a) alloftheabove;

- b) mental and physical abilities, values and attitudes;
- c) performance;
- d) values and aspirations, needs.

6. Management is made up of some components?

- a) Strategic management, control;
- b) Operational management;
- c) control, operational management;
- d) all of the above.

7. What is "motivation"?

- a) the conditions under which a person is forced to carry out a specific activity;
- b) a sense of lack of anything that has a certain focus and concentrate on the goal (the desire to do something);
- c) forcing someone to a specific activity;
- d) creating interest of anyone to a particular activity.

8. What kind of relationship is not characteristic of the corporate culture of the organization?

- a) Monopoly and standardization activities;
- b) the dominance of hierarchical power structures;
- c) the combination of competition and cooperation in the activities of employees;
- d) majority rule or precedence in decision making.

9. According to the development of the nature and implementation of management decisions are:

- a) cautious and risky;
- b) balanced and impulsive;
- c) algorithmic and heuristic;
- d) inert.

10. Management - is the study of:

- a) market relations;
- b) management of intellectual, financial, commodity and material resources;
- c) health financing methods;
- d) market structure.

11. Distance at communication of 50-120 cm is called

- a) intimate
- b) personal
- c) social
- d) public

12. How many percent of communication in the average remains in the memory of a person

- a) 24
- b) 60
- c) 70

d) 80

13. In the practice of communication management, «good» is an organization that:

- a) provides quality goods and services at affordable prices;
- b) conducts socially approved activities;
- c) both options are correct;
- d) none of the options is correct.

14. In the practice of communication management, «visible» is an organization that:

- a) produces goods and services known to the public;
- b) demonstrates to the public organizational values;
- c) both options are correct;
- d) not true one of the options.

15. The necessary minimum of works for the organization of effective communications in the organization includes:

- a) analytical work;
- b) mediary work;
- c) planning and forecasting;
- d) analytical work and mediary work;
- e) analytical work and planning;
- f) Media and planning. Choose one answer.

Variant 2

1. The functions of strategic management level does not include:

- a) design organizations;
- b) forecast;
- c) accounting stocks of raw materials;
- d) analysis of the market dynamics.

2. Organizational structure - is:

- a) the art of managing the intellectual, financial, raw material resources;
- b) a human activity directed at satisfying needs through the exchange;
- c) control system, which determines the composition, the interaction of subordination and its elements;
- d) method of simulating development of administrative decisions on pre-defined rules in different production situations.

3. At the stage of management decision-making process there are the following interrelated concepts:

- a) development - efficiency - theoretical solution found;
- b) implementation of the UR - efficiency - practically implemented solution;
- c) development - Quality - theoretically the solution found;
- d) implementation of the UR - Quality - practically implemented solution.

4. The functions of the operational management level does not apply:

- a) regulation;
- b) accounting;
- c) designing the organizational structure;

d) the control.

5. One of the main functions of management are:

- a) observation of the production;
- b) methodological support decision-making;
- c) planning;
- d) issue orders and instructions.

6. The process of motivation yourself and others to the efforts to achieve personal goals or objectives of the organization are:

- a) organization;
- b) act;
- c) coordination;
- d) motivation.

7. The concept of value-based management (VBM) to measure the effectiveness of management decisions is:

- a) assessment based on the intrinsic activity of the organization and its cost-effectiveness;
- b) monitoring the management of the start of the process and assess the organization's ability to effectively produce the resources necessary to be successful;
- c) identification of the organization's goals and the assessment of how well the organization achieves these objectives;
- d) integrated approach to the management of the organization, aimed at the company's value growth for the owners (shareholders).

8. What is a management decision?

- a) the main factor of interaction and control of the control system;
- b) the impact on the controlled system;
- c) actions that make a suitable change in the behavior of the controlled system;
- d) an action plan to translate into reality.
- e) Manager's intention to change the situation and to achieve certain results.

9. What is the solution in general?

- a) any result of human mental activity;
- b) actions of the head as part of its functions;
- c) the disposal of the head, supported by a team;
- d) Choosing the best alternative.

10. What traits should have such an archetype of control as "professional"?

- a) be sociable and be able to inspire people to maximize the dedication;
- b) have the knowledge and experience in a particular field of practical knowledge;
- c) qualified to determine the background and purpose of the activity, pick up artists, set goals, allocate responsibility;
- d) achieving the objectives of the organization in strict compliance with legal and regulatory acts.

11. The first in the history of communications management, the relationship between positive publications in the press about the firm revealed:

- a) Ivy Lee;
- b. E Bernays;
- c) With Black;
- d) J. Grunig.

12. The PR organization should include analogues of research, design and engineering work and management - one of the main ideas:

- a) Ivy Lee;
- b. E. Bernese;
- c) S. Black;
- d) J. Grunig.

13. Unidirectional flow of information, the main purpose of which is not listening, but speaking is:

- a) the propaganda model of J. Grunig;
- b) journalistic model;
- c) two-sided asymmetric model;
- d) two-sided symmetric model.

14. A unidirectional flow of information aimed at a mass audience through the media, whose goal is to inform:

- a) the propaganda model of J. Grunig;
- b) journalistic model;
- c) two-sided asymmetric model;
- d) two-sided symmetric model.

15. The choice of the target audience, the study of its interests and the dissemination on this basis of information using feedback technology is:

- a) the propaganda model of J. Grunig;
- b) journalistic model;
- c) two-sided asymmetric model;
- d) two-sided symmetric model.

2.3 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 небольшие пропуски, не связанные с основным содержанием изложения. Задание оформлено не вполне аккуратно, но это не мешает пониманию вопроса
Удовлетворительно	Ответы в целом верные. В работе присутствуют несущественная хронологическая или историческая ошибки, механическая ошибка или описка, несколько искажившие

Максимальное количество баллов*	Правильность (ошибочность) решения
	логическую последовательность ответа
	Допущены более трех ошибок в логическом рассуждении, последовательности событий и установлении дат. При объяснении исторических событий и явлений указаны не все существенные факты
Неудовлетворительно	Ответы неверные или отсутствуют

* Представлено в таблице 2.1.

ТИПОВЫЕ СИТУАЦИОННЫЕ ЗАДАНИЯ ДЛЯ ПРОВЕРКИ УРОВНЯ СФОРМИРОВАННОСТИ КОМПЕТЕНЦИИ

Activity 1:

In the workforce, where there is a conflict between the two groups of employees about the implementation of the invention, a new leader has come, invited from outside. How is it better for him to act in order to normalize the current situation a team? (Justify the choice)

Select an asset, a group, instruct to understand and suggest measures to normalize the situation in the team, rely on the asset, management support.

Try to dissuade and win over supporters of the old style of work, the opponents of the new, to influence them with conviction in the process of discussion.

To study the prospects for improving the quality of products, to put before the team new promising tasks, to rely on the best achievements and labor traditions of the team, not to oppose the new old.

Establish business contacts with supporters of the new, not taking seriously the arguments of the supporters of the old approach to production technology, to carry out work on the implementation of innovations, influencing opponents by the strength of their example and the example of other progressive leaders.

Activity 2

You are a production manager at a company that produces refrigerators. Recently you learned that a competing firm has given its refrigerators a property that your refrigerators do not have, but it will have a big impact on sales. For example, in «NO FROST» refrigerators you can now store products not only in vacuum packing, but also ordinary ones, without fear of their drying out. At the annual specialized exhibition of the competing firm there will be an office for guests, and at one of the receptions for their dealers the head of the firm will tell them about this new property of the refrigerator and how it was achieved. You can send your employee to this reception under the guise of a new dealer to learn about the innovation.

Statement of the problem: Will you go to such a step? Why?

Activity 3.

Your company produces 5,000 computers. In order to aggressively counteract competitors, you have to solve the problem:

Or reduce the price of products by 10%. Then your income from the sale of each computer will be reduced from \$ 300. up to 200 USD.

Either increase advertising and increase the network of marketing organizations. At the same time, advertising costs per unit of production will increase from \$ 100. up to \$ 150, and sales - 50 to \$ 120.

You will:

Identify the factors that will be taken into account when making a decision, and a list of alternatives.

Calculate profitability.
Accept the only solution.

Activity 4.

You are a human resources manager. In your company came a young capable woman, who wants to become a sales agent. The level of her qualification is much higher than that of male applicants for this position. But taking her to work will inevitably cause a negative reaction from a number of your sales agents, among whom there are no women, and may also annoy some of the important clients of the firm.

Statement of the problem: Will you take this woman to work? Why?

Activity 5.

Closed joint-stock company «C» works on the market for 5 years. Engaged in the supply of auto parts to the Russian market. For this time managed to prove itself. There was the following situation: a competing firm appeared on the market. The vehicle's spare parts are in

1.5 times cheaper than the firm «C». What in this adverse managerial situation does the firm «C»?

Activity 6

1. Try to solve this problem.

- What actions should the firm undertake?
- What information will ZAO C use to solve this problem?
- Why is it necessary to use both qualitative and quantitative information for obtaining the best result?

2. Take an administrative decision.

- Think about how your decision will affect the activities of the organization as a whole and the employees of this company.

- What factors in this case will determine the quality and effectiveness of the management decision?

- What is the impact of personal assessments of the manager, decision-making environment, information restrictions, behavioral limitations on the process of making managerial decisions in this situation?

- What will be the responsibility if an incorrect, ill-conceived, unjustified management decision is made? What can this lead to?

Activity 7.

Open joint-stock company «B» works in the market of consulting services for 10 years. The staff of the organization is more than 100 people. At first, employees worked with clients one by one, or arbitrarily grouped by a brigade. Then a management decision was made, as a result of which all employees were divided into teams of 4 people. As a result, there was an unfavorable situation: intra-organizational disagreements, resulting in a decrease in labor productivity.

The task. Take an administrative decision on the exit of their current situation.

- Think about how you, if you were the head of this organization, came out of this unfavorable managerial situation.

- What management decisions should be taken in this situation?

- How will the decisions made by you affect your employees and the work of the organization itself?

Activity 8.

You are a manager at a firm that produces software products for computers. In one of the presentations, you are introduced to a young lady (a young man) who (recently) was (was) the manager (s) in firm-competitor. For some reason, she (he) was (was) dismissed (en) and now holds

an insult to this firm. You can start courting or, conversely, take courtship. Or you can take her (him) to work. Otherwise, you can simply promise to take her (him) to work. The insult is so strong that she (he) will gladly talk about all the plans of the competitor.

Statement of the problem: What will you do? Why?

Activity 9.

You own a company that sells household chemicals. Unexpectedly, a new company is opening for you, which also sells household chemicals. It was located in a building next to you. The new firm sets prices for its goods, lower than you. In this situation, you should quickly and promptly make a decision not to lose your customers.

The task. Take an administrative decision on the way out of the current managerial situation.

- What will be your actions?
- Will the decision you make be taken under conditions of risk, certainty or uncertainty?
- What are these risk conditions (certainty, uncertainty)?

Activity 10.

The credit organization received an application for a short-term (for one year) loan in the amount of 20,000 dollars at 13% per annum. Statistics show that the probability of non-return of funds is 4%. There is an alternative option for investing cash with a 100% guarantee of return, but at 7% per annum. Do I give out a loan if the maximum income is considered as the criterion for an optimal solution?

2.4. 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 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.
Хорошо	Выставляется обучающемуся, если работа характеризуется 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. Фактических ошибок, связанных с пониманием проблемы, нет. Допущены отдельные ошибки в оформлении работы.
Удовлетворительно	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.
Неудовлетворительно	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.

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

Topic 1.1. Modern approaches to the description of the communication process

Seminar lesson 1.1

1. Concept of communication.
2. Communicative interaction of the subject and the object of management.
3. The place of communications in the management system.

Topic 1.2. The communicative process and the effectiveness of the business environment

Seminar lesson 1.2

1. Inter-layer communication in organizations.
2. Organizational communications.
3. Obstacles in organizational business communications and directions for their improvement.
4. Organization of communications and delegation of authority.

Topic 1.3. Management of business communications: basic concepts, types and principles of organization

Seminar lesson 1.3

1. Organization of business interaction
2. Business communication as a form of business interaction.
3. Methods, forms and culture of business communication in the MDC.
4. Information as a factor in optimizing management.

Section 2. Communication and organizations in context

Topic 2.1. Organizational culture and communication

Seminar lesson 2.1.

1. Types of marketing research.
2. System marketing communications and organization of research of the business environment.
3. Analysis and forecast of the business environment.

Topic 2.2. Marketing Communications and Market Research

Seminar lesson 2.2.

1. Types and means of communication process.
2. Methods of communication management.
3. The image of the company is a unit of communication.
4. Information-psychological channels of communication with staff.

Topic 2.3. Management of communication projects. Information links

Seminar lesson 2.3.

1. Information-psychological channels of communication with staff.
2. The role of communications in the formation of corporate culture.
3. Components of the information components of "respect for the individual".

Section 3 Management of communications.

Topic 3.1. Intrapersonal and Interpersonal Business Communication

Seminar lesson 3.1.

1. The main provisions.
2. Information management functions.
3. Information technologies of project management.
4. Methods and ways to increase the effectiveness of communications.

Topic 3.2. Group Communication, Teamwork, and Leadership

Seminar lesson 3.2.

1. Information in the decision-making process.
2. Functions of decision support information systems.
3. Types of software.

Topic 3.3. Negative News and Crisis Communication

Seminar lesson 3.3

1. Communication structures of project management.
2. Organizational culture.
3. The value of organizational culture for communication in projects.

Section 4 Communication tools

Theme 4.1. Business communication. Writing, telephone communication special features

Seminar lesson 4.1.

1. Requirements for the project team.
2. Situational factors that affect the development of the team.
3. Recommendations for working in teams.

Theme 4.2. Presentation Skills

Seminar lesson 4.2.

1. The emergence of crisis situations.
2. The concept of conflict. Types of conflicts.
3. Conflict management in project situations.

Topic 4.3. Understanding Semantic Noise

Seminar lesson 4.3.

1. Public statements.
2. Disputes, discussion, controversy. Forms of the dispute.
3. The art of answering questions.

Section 5 Intercultural and international business communication

Theme 5.1. Intercultural business communication

Seminar lesson 5.1.

1. Background to the implementation and the place of PR in the structure of various enterprises.
2. The essence, objectives, functions of PR.
3. Use of PR technologies in modern business.

Theme 5.2. International Communication and the Global Marketplace

Seminar lesson 5.2.

1. Features of international projects.
2. Factors that affect the environment of international projects.
3. Conclusions on the interaction of different cultures.

Seminar lesson 5.3.

1. Stereotypes and prejudices in intercultural communication.
2. Hermeneutics as the art of interpretation.
3. Eastern sages on mutual understanding.

ПРИМЕРНЫЕ ТЕМЫ РЕФЕРАТОВ ДЛЯ ПРОВЕРКИ УРОВНЯ КОМПЕТЕНЦИИ

1. Objectives of the problem of communication management as an academic discipline.
2. Coverage of problems of communication management in domestic and foreign literature.
3. Legal basis of communication management.

4. Moral norms of interpersonal communications.
5. Etiquette of communications: history, theory, practice.
6. Specificity of managerial efforts at all stages of the communication process.
7. Forms and methods of managing the communication process.
8. Criteria of efficiency in management of communications.
9. Activities of the information management manager.
10. Tasks of the manager for the communication support of the firm's activities.
11. Ways to improve the effectiveness of feedback in the management of the communication process.
12. Public relations - as the most important link in the management of communications.
13. Problems in ensuring the manageability of information flows.
14. Criteria of effectiveness in the organization of management of intra-company communications.
15. Management of communications in the crisis period.
16. Management of communications during the period of election campaigns.
17. Modern information wars: management capabilities.
18. Psychological wars: goals, participants, "generals", consequences.
19. The influence of the political culture of the population on the possibilities of managing communications.
20. Problems of rational communications management: theory and practice.
21. Political management: history, modern technologies.
22. Strategies and tactics in the management of election campaigns.
23. Features management interpersonal communications within the organization.
24. Technologies for managing communications with suppliers, customers, creditors, investors.
25. Public relations as a communicative discipline.
26. Management of communications in the areas of public relations.
27. Communication and media: problems of governance and interaction.
28. Features of management of communication in the process of development of management decision.
29. Communications Manager as a profession.
30. Managing the mechanism of news generation as the basis for the work of the spindutor
31. Is it possible and how to influence the communicative space (the sphere of the communication process).
32. Asymmetry of information flows: causes, opportunities for management impact.
33. Features of management of communications in the period of business negotiations.
34. The influence of rumors and myths on the management of communications.
35. Technologies of hidden management of public opinion.
36. Manipulation of public opinion as one of the tasks of the communicator.
37. Management of project teams.
38. Factors that affect the development of the team.
39. Types of conflicting personalities and methods of communicating with them
40. Ways to overcome conflicts.
41. Rhetoric as a science and art.
42. Secrets of successful performance.
43. Features of communications in international projects.

44. Features of business communication in different countries (describe one country to choose from).

ПРИМЕРНЫЕ ТЕМЫ ЭССЕ ДЛЯ ПРОВЕРКИ УРОВНЯ КОМПЕТЕНЦИИ

Topic 1.1. Modern approaches to the description of the communication process

1. Concept of communication.
2. Communicative interaction of the subject and the object of management.
3. The place of communications in the management system.

Topic 1.2. The communicative process and the effectiveness of the business environment

1. Inter-layer communication in organizations.
2. Organizational communications.
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4. Organization of communications and delegation of authority.

Topic 1.3. Management of business communications: basic concepts, types and principles of organization

1. Organization of business interaction
2. Business communication as a form of business interaction.
3. Methods, forms and culture of business communication in the MDC.
4. Information as a factor in optimizing management.

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Topic 2.2. Marketing Communications and Market Research

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2. Methods of communication management.
3. The image of the company is a unit of communication.
4. Information-psychological channels of communication with staff.

Topic 2.3. Management of communication projects. Information links

1. Information-psychological channels of communication with staff.
2. The role of communications in the formation of corporate culture.
3. Components of the information components of "respect for the individual".

Section 3 Management of communications.

Topic 3.1. Intrapersonal and Interpersonal Business Communication

1. The main provisions.
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3. Information technologies of project management.
4. Methods and ways to increase the effectiveness of communications.

Topic 3.2. Group Communication, Teamwork, and Leadership

1. Information in the decision-making process.
2. Functions of decision support information systems.
3. Types of software.

Topic 3.3. Negative News and Crisis Communication

1. Communication structures of project management.
2. Organizational culture.
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Section 4 Communication tools

Theme 4.1. Business communication. Writing, telephone communication special features

1. Requirements for the project team.
2. Situational factors that affect the development of the team.
3. Recommendations for working in teams.

Theme 4.2. Presentation Skills

1. The emergence of crisis situations.
2. The concept of conflict. Types of conflicts.
3. Conflict management in project situations.

Topic 4.3. Understanding Semantic Noise

1. Public statements.
2. Disputes, discussion, controversy. Forms of the dispute.
3. The art of answering questions.

Section 5 Intercultural and international business communication

Theme 5.1. Intercultural business communication

1. Background to the implementation and the place of PR in the structure of various enterprises.
2. The essence, objectives, functions of PR.
3. Use of PR technologies in modern business.

Theme 5.2. International Communication and the Global Marketplace

1. Features of international projects.
2. Factors that affect the environment of international projects.
3. Conclusions on the interaction of different cultures.

**ВОПРОСЫ К ЗАЧЕТУ С ОЦЕНКОЙ ПО РАЗДЕЛАМ (ТЕМАМ)
ДИСЦИПЛИНЫ (МОДУЛЯ) ЭФФЕКТИВНЫЕ
БИЗНЕС-КОММУНИКАЦИИ (EFFECTIVE BUSINESS
COMMUNICATIONS)**

Section 1 Topic 1.1

1. Concept of communication.
2. Communicative interaction of the subject and the object of management.
3. The place of communications in the management system.

Section 1 Topic 1.2

1. Inter-layer communication in organizations.
2. Organizational communications.
3. Obstacles in organizational business communications and directions for their improvement.
4. Organization of communications and delegation of authority.

Section 1 Topic 1.3

1. Organization of business interaction
2. Business communication as a form of business interaction
3. Methods, forms and culture of business communication in the MDC.
4. Information as a factor in optimizing management.

Section 2 Topic 2.1

1. Types of marketing research.
2. System marketing communications and organization of research of the business environment.
3. Analysis and forecast of the business environment. Международная торговля услугами

Section 2 Topic 2.2

1. Types and means of communication process.
2. Methods of communication management.
3. The image of the company is a unit of communication.
4. Information-psychological channels of communication with staff.

Section 2 Topic 2.3

1. Information-psychological channels of communication with staff.
2. The role of communications in the formation of corporate culture.
3. Components of the information components of "respect for the individual"

Section 3 Topic 3.1

1. The main provisions.
2. Information management functions.
3. Information technologies of project management.
4. Methods and ways to increase the effectiveness of communications.

Section 3 Topic 3.2

1. Information in the decision-making process.
2. Functions of decision support information systems.
3. Types of software.

Section 3 Topic 3.3

1. Communication structures of project management.
2. Organizational culture.
3. The value of organizational culture for communication in projects.

ВОПРОСЫ К ЭКЗАМЕНУ ПО РАЗДЕЛАМ (ТЕМАМ) ДИСЦИПЛИНЫ (МОДУЛЯ)

Section 4 Topic 4.1

1. Requirements for the project team.
2. Situational factors that affect the development of the team.
3. Recommendations for working in teams.

Section 4 Topic 4.2

1. The emergence of crisis situations.
2. The concept of conflict. Types of conflicts.
3. Conflict management in project situations.

Section 4 Topic 4.3

1. Public statements.
2. Disputes, discussion, controversy. Forms of the dispute.
3. The art of answering questions.

Section 5 Topic 5.1

1. Background to the implementation and the place of PR in the structure of various enterprises.
2. The essence, objectives, functions of PR.
3. Use of PR technologies in modern business.

Section 5 Topic 5.2

1. Features of international projects.
2. Factors that affect the environment of international projects.
3. Conclusions on the interaction of different cultures.

Section 5. Topic 5.3.

1. The essence of understanding in the process of communication.
2. Barriers in the process of understanding and ways to eliminate them.
3. The art of argument.
4. Features of conflicts in intercultural communication in the process of business communication.
5. Criticism and compliments in business and intercultural communication.

МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ
РОССИЙСКОЙ ФЕДЕРАЦИИ
ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ БЮДЖЕТНОЕ ОБРАЗОВАТЕЛЬНОЕ
УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ
«ДОНЕЦКАЯ АКАДЕМИЯ УПРАВЛЕНИЯ И ГОСУДАРСТВЕННОЙ СЛУЖБЫ»

Направление подготовки 38.04.02 Менеджмент

Профиль «Международный менеджмент» (с частичной реализацией на английском языке)

Учебная дисциплина «Эффективные бизнес-коммуникации (Effective business communications)»

Курс 2 Семестр 3 Форма обучения очная

ЭКЗАМЕНАЦИОННЫЙ БИЛЕТ №1

Теоретические вопросы.

1. Methods and ways to increase the effectiveness of communications.

2. The emergence of crisis situations.

3. Ситуационное задание.

Activity.

Your company produces 5,000 computers. In order to aggressively counteract competitors, you have to solve the problem:

Or reduce the price of products by 10%. Then your income from the sale of each computer will be reduced from \$ 300. up to 200 USD.

Either increase advertising and increase the network of marketing organizations. At the same time, advertising costs per unit of production will increase from \$ 100. up to \$ 150, and sales - 50 to \$ 120.

You will:

Identify the factors that will be taken into account when making a decision, and a list of alternatives.

Calculate profitability.

Accept the only solution.

Экзаматор: _____ Ю.А. Мишина

Утверждено на заседании кафедры менеджмента внешнеэкономической деятельности от 19.04.2023 г. № 17

Зав.кафедрой: _____ И.Ю. Беганская