

**МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ
РОССИЙСКОЙ ФЕДЕРАЦИИ**
**Федеральное государственное автономное образовательное
учреждение высшего образования**
"Казанский (Приволжский) федеральный университет"
Институт управления, экономики и финансов
Кафедра иностранных языков и профессиональной коммуникации

ФОНД ОЦЕНОЧНЫХ СРЕДСТВ

по дисциплине «Иностранный язык профессиональный»

Направление подготовки:	<i>38.03.01 Экономика</i>
Профиль подготовки:	<i>(внутренний аудит)</i>
Форма обучения:	<i>очное</i>
Язык обучения:	<i>английский</i>
Год начала обучения:	<i>2019</i>
Авторы:	<i>Солодкова И.М.</i>

Код и наименование компетенции	Планируемые результаты обучения	Планируемые результаты обучения для ин.яз.	Критерии оценивания результатов обучения				Оценочные средства
			неудовл.	удовл.	хорошо	отлично	
ОК–4 способность к коммуникации в устной и письменной формах на русском и иностранном языках для решения задач межличностного и межкультурного взаимодействия	З ₁ – Знать базовые речевые клише для коммуникации в устной и письменной формах на профессиональные темы	Знать речевые клише	Отсутствие знаний и компетенций в рамках заданной тематики аспекта говорения. Язык использован на уровне отдельных слов. Отсутствие ответа или отказ от него.	Недостаточ но полный объем знаний, необходимы х для осуществле ния процесса общения. Слабое владение языковыми средствами. Изложение ответа на вопросы с существенн ыми ошибками.	Знание основных языковых средств, способность применять их для решения типовых речевых задач в рамках учебной программы по аспекту говорения.	Точное использован ие речевых клише, стилистическ и грамотное, лингвистичес ки и логически правильное изложение ответа. Владение всеми необходимы ми языковыми средствами.	Дискуссия по темам "Change", "Culture" Устный опрос по темам "Culture", "Competition" Деловая игра по темам "Competition", "Change"
	З ₂ - Знать наиболее употребительные грамматические конструкции	Знать лексико-грамматически е явления	Язык использован на уровне отдельных словосочетан ий и предложений в знакомой ситуации.	Учащийся делает большое количество грубых грамматиче ских ошибок.	Грамматичес кие ошибки незначитель но влияют на восприятие речи учащегося.	Использован ы разные грамматичес ких конструкций в соответствии с задачей и требованиям	Презентация по теме "Change", Письменная работа по темам "Competition", "Change" Контрольная

						данного года обучения языку. Редкие грамматические ошибки не мешают коммуникации	работа по темам "Competition", "Change", "Culture"
	З ₃ – Знать терминологическую лексику английского языка	Знать профессионально-ориентированную лексику	Фрагментарные знания в области профессиональной терминологии.	Знать основные языковые средства. Учащийся демонстрирует наличие основных умений речевого общения на иностранном языке. Речь упрощенная	Знать необходимые языковые средства, использовать их для решения научных и профессиональных задач для осуществления коммуникации на иностранном языке.	Безупречно знать все необходимые языковые средства при непосредственном общении на иностранном языке на профессиональные темы.	Презентация по теме "Change", Письменная работа по темам "Competition", "Change" Контрольная работа по темам "Competition", "Change", "Culture" Дискуссия по темам "Change", "Culture"
	У ₁ – Уметь читать и переводить со словарем тексты,	Уметь читать и переводить профессиональ	Отсутствие перевода, отказ от него	Неполный перевод (50-60%).	Неполный перевод (70-80%).	Полный перевод (90-100%).	Контрольная работа по темам

	<p>построенные на языковом материале профессионального общения в рамках учебной программы</p>	<p>но-ориентированные тексты</p>	<p>или перевод текста на уровне отдельных словосочетаний и предложений при проявлении усилий и мотивации.</p>	<p>Отсутствуют смысловые искажения. Присутствуют незначительные терминологические искажения. Нарушается правильность передачи стиля переводимого текста.</p>	<p>Соблюдается точность передачи содержания. Присутствуют незначительные нарушения терминологии и характерных особенностей стиля переводимого текста.</p>	<p>Отсутствие смысловых и терминологических искажений. Творческий подход к передаче характерных особенностей стиля переводимого текста.</p>	<p>"Competition", "Change", "Culture", Презентация по теме "Change",</p>
	<p>У₂ – Уметь находить информацию о странах изучаемого языка из различных источников</p>	<p>Уметь находить информацию о странах изучаемого языка</p>	<p>Неумение корректной интерпретации информации страноведческого характера</p>	<p>Фрагментарное умение демонстрировать правила этикета, этические и нравственные нормы поведения, принятые в англоязычных</p>	<p>Достаточное умение демонстрировать навыки толерантного взаимодействия и социальной адаптации в межкультурной среде и в</p>	<p>Высокая степень умения демонстрировать страноведческую эрудицию. Умение пользоваться сформированными навыками</p>	<p>Деловая игра по темам "Competition", "Change", Презентация по теме "Change",</p>

				культурах.	соответстви и с ценностями страны изучаемого языка.	владения этикетом, принятым в англоязычны х странах при установлени и контактов с зарубежным и коллегами.	
	<i>V₁</i> – навыками восприятия, обработки и передачи информации, полученной из предложенных печатных и электронных источников	Владеть навыками восприятия, обработки и передачи информации	Студент не ориентируется в тексте и не способен выполнять поставленную коммуникативную задачу.	Студент находит в данном тексте (или данных текстах) 1/2 заданной информации и способен выполнить работу в таком же объеме.	Студент способен достаточно быстро просмотреть текст или серию небольших текстов различного жанра, типа, стиля с целью поиска конкретной информации. Он владеет навыками отбора значимой информации	Студент способен просмотреть несложный оригинальный текст или серию небольших текстов различного жанра, типа, стиля с целью поиска конкретной информации, оценить выбранную информацию с точки зрения ее	Дискуссия по темам "Change", "Culture" Устный опрос по темам "Culture", "Competition" Деловая игра по темам "Competition", "Change"

					для решения задач. Однако объем выполненной работы составляет лишь 2/3 от нужного.	значимости для решения поставленной коммуникативной задачи.	
<i>B₂</i> – Владеть основными способами устной и письменной коммуникации	Владеть различными способами устной и письменной коммуникации	Содержание выполненной работы не раскрывает или раскрывает лишь частично затронутую тему. Используются минимальное количество изученной лексики, использование слов родного языка вместо незнакомых иностранных слов.	Тема и проблематика выступления не раскрыты в полном объеме. Наблюдаются многочисленные языковые ошибки, значительно нарушающие понимание. Нарушение последовательности высказывания. Речь	Высказывание связанное и последовательное. Использование большого объема языковых средств. Допускаются отдельные ошибки, не нарушившие коммуникацию и понимание. Темп речи несколько замедлен. Речь недостаточна	Содержание высказывания полностью соответствует поставленной коммуникативной задаче, полностью раскрывает затронутую тему. Высказывание выстроено в определенной логике, содержит не только факты, но и комментарии по проблеме,	Деловая игра по темам "Competition", "Change", Презентация по теме "Change", Письменная работа по темам "Competition", "Change"	

			Отсутствие элементов собственной оценки, выражения своего отношения к затрагиваемой проблеме. Большое количество языковых (лексических, грамматических, фонетических, стилистических) ошибок, нарушающих понимание.	эмоционально не окрашена, произношение русифицировано, темп речи значительно замедленный.	эмоционально окрашена.	личное отношение к излагаемым фактам и обоснование этого отношения. Высказывание связанное и логически последовательное. Речь эмоционально окрашена.	
ПК-7 способностью, используя отечественные и зарубежные источники информации, собрать необходимые данные проанализировать	З1- инструменты для анализа зарубежных источников информации	инструменты для анализа источников информации	Учащийся не знает инструменты анализа зарубежных источников с целью выявления информации	Учащийся демонстрирует знание отдельных инструментов для анализа зарубежных источников	Учащийся знает технологию представления информации по отдельным инструментам интерпретации	Учащийся знает подходы и инструменты для оценки, анализа и интерпретации информации зарубежных	Экзамен

их и подготовить информационный обзор и/или аналитический отчет					ии данных	источников	
	32 - профессиональную терминологию для презентации полученной информации из зарубежных источников	Знать профессиональную терминологию для презентации информации	Не умеет применять речевые клише и обороты для представления информации из зарубежных источников	Использует ограниченный круг речевых клише и оборотов для представления полученной из зарубежных источников информации	Использует достаточно широкий круг речевых клише и оборотов для представления полученной из зарубежных источников информации	Использует разнообразные по значению и составу речевые клише и обороты для представления полученной из зарубежных источников информации	Экзамен
	Уметь составлять краткий обзор на иностранном языке по тематике профессионального общения	Уметь составлять краткий обзор на иностранном языке по тематике профессионального общения	Не умеет составлять краткий обзор на иностранном языке по тематике делового общения	Умеет составлять краткий обзор на иностранном языке по тематике делового общения, имеются значительные стилистические	Умеет составлять краткий обзор на иностранном языке по тематике делового общения, имеются незначительные речевые ошибки,	Обзор составлен полно, логично, без каких-либо нарушений речевого и языкового характера.	Экзамен

				кие, фактически и логические нарушения	логика изложения не нарушена.		
	В1 навыками аннотирования и реферирования на иностранном языке	В1 навыками аннотирования и реферирования на иностранном языке	Не владеет навыками аннотирования и реферирования на иностранном языке	Аннотирование и реферирование выполнено с нарушением основных принципов и правил	Учащийся выполняет реферирование и аннотирование текста с незначительными языковыми и речевыми ошибками.	Аннотация и реферат выполнены согласно принятым правилам и нормам без речевых и языковых ошибок.	Экзамен
	В2 навыками представления информационного обзора в устной форме на иностранном языке	Владеть навыками представления информационного обзора в устной форме на иностранном языке	Испытывает значительные сложности при составлении устного обзора по заданной тематике.	Составляет обзор, не отличающийся логикой изложения, содержит значительное количество языковых и речевых неточностей.	Обзор представлен в соответствии с нормами изучаемого языка, сообщение адекватно воспринято аудиторией, имеются незначительные речевые и языковые неточности.	Обзор представлен в соответствии с нормами изучаемого языка, сообщение адекватно воспринято аудиторией.	Экзамен

ОЦЕНОЧНЫЕ СРЕДСТВА И ИНЫЕ МАТЕРИАЛЫ, НЕОБХОДИМЫЕ ДЛЯ ПРОВЕРКИ ЗНАНИЙ, УМЕНИЙ,
НАВЫКОВ И (ИЛИ) ОПЫТА ДЕЯТЕЛЬНОСТИ, ХАРАКТЕРИЗУЮЩИХ ЭТАПЫ ФОРМИРОВАНИЯ
КОМПЕТЕНЦИЙ

7 семестр:

Темы: "Change", "Culture", "Competition".

Распределение баллов за формы текущего контроля:

- Контрольная работа по темам "Change", "Culture" "Competition"(Вариант 1,2,3) - 5
- Дискуссия № 1,2 по темам "Change", "Culture" (Вариант 1,2,3) - 10
- Презентация №1 по теме "Change" (Вариант 1,2,3) - 5
- Устный опрос №1,2 по темам "Competition", "Culture" (Вариант 1,2,3) - 10
- Деловая игра по темам "Change", "Competition" (Вариант 1,2,3) – 10
- Письменная работа №1, 2 по темам "Change", "Competition" (Вариант 1,2,3) - 10

Итого: 5 + 10 + 5 + 10 +10 +10 = 50 баллов

КОНТРОЛЬНАЯ РАБОТА

Критерии оценивания:

Количество баллов по БРС за эту форму контроля (из 50): 5

5 баллов (выполнено от 91% до 100%) – Правильно выполнены все задания. Продемонстрирован высокий уровень владения материалом. Лексика соответствует поставленной задаче и пройденному материалу. Грамматические ошибки отсутствуют. Проявлены превосходные способности применять знания и умения к выполнению конкретных заданий.

4 балла (выполнено от 70% до 90%) - Правильно выполнена большая часть заданий. Присутствуют незначительные ошибки. Продемонстрирован хороший уровень владения материалом. Лексика соответствует поставленной задаче и пройденному материалу, но имеются незначительные ошибки. Грамматические ошибки незначительны. Проявлены средние способности применять знания и умения к выполнению конкретных заданий.

3 балла (выполнено от 51% до 69%) – Задания выполнены более чем наполовину. Присутствуют серьезные ошибки. Продемонстрирован удовлетворительный уровень владения материалом. Лексика не всегда соответствует поставленной задаче и пройденному материалу, имеются значительные ошибки. Допущены грубые грамматические ошибки. Проявлены низкие способности применять знания и умения к выполнению конкретных заданий.

1-2 балла (выполнено от 0% до 50%) - Задания выполнены менее чем наполовину. Продемонстрирован неудовлетворительный уровень владения материалом. Большое количество лексических ошибок. Допущено большое количество грамматических ошибок. Проявлены недостаточные способности применять знания и умения к выполнению конкретных заданий.

Методические указания для преподавателя

Контрольная работа выполняется на занятии и на выполнение заданий дается 90 минут. Контрольная работа представлена в трех вариантах.

За контрольную работу студент может получить 5 баллов.

Методические указания для студента

Do all the assignment in accordance with your variant.

Контрольная работа № 1 по темам " Change", "Culture", "Competition"

Вариант I

1. Complete each set of sentences with the same verb describing change from the box in the correct form. There are four verbs you will not need.

deregulate	redevelop	retrain
downsize	relocate	update
reassess	restructure	upgrade

1. The current economic climate is making people all of the purchases they make.
When will the government of life? . . . the impact of their economic reforms on the quality
We need to the situation before taking any decisions.
2. If your company and you are over 50, your working life may be over.
As the car industry , many are leaving the country in search of work.
Breaking news: TRN United, the global electronics group, its workforce by 20%.
3. Could you perhaps us on h'ow the project is progressing?
We continuously the files with new information.
We plan to our telephone system.
4. The government will soon all internal flights, so the industry will probably
become more competitive.
They plan to the capital markets and privatise most state-owned companies.
Taiwan's government pledged to its service sector within four years.
5. We bought new software and had to everyone to use the database.
Our agency has seen a huge increase in the number of adults looking to change
careers, either as a result of job loss or a desire to in a different field.
People are often reluctant to until they are convinced that their present skills
are not sufficient to enable them to find work.

2. Complete the two conversations with the words in brackets. Use the past simple or present perfect as appropriate.

A: How long ¹ (*your offices / be*) in this area?

B: Since April 2007.

A: Where ² (*you / be*) before that?

B: In the city centre. But the rent ³ (*be*) outrageously expensive, so we ⁴
(decide) to relocate to the suburbs.

A: And ⁵ (*you / ever / regret*) your decision?

B: Frankly, we ⁶ (*be*) slightly worried about all the changes in the first couple of
months, but we ⁷ (*soon / realise*) that it was the right move. This part of town
is extremely attractive, and in fact, it ⁸ (*develop*) enormously over the last two
or three years.

A: So it seems you ⁹ (*have*) a very good year so far.

B: Absolutely! Sales¹⁰ (*stand*) at €14m at the end of the last quarter, and they¹¹ (*already / increase*) by 6%.

A: What about your market share?

B: It¹² (*remain*) stable since 2008, but we are confident it will increase when we launch our new product.

A: . . .¹³ (*you / have to*) make anyone redundant?

B: No. At Lortex, we pride ourselves on the fact that there¹⁴ (*not be*) any redundancies for over eight years.

3. Complete the conversation with the words in the box. There are some words that you will not need

booking	flying	how	I'm	journey	like
nice	please	staying	tired	tiring	where

Laura Hi, I'm Laura Dumont. Nice to meet you.

Stefan . . .¹ to meet you, too² Stefan Kirchner.

Laura³ are you from, Stefan?

Stefan I'm from Linz. That's in Austria.⁴ about you?

Laura I'm from Ottawa in Canada.

Stefan You've come a very long way! How was your⁵ here?

Laura It was fine, but a bit⁶. Nine hours is a long time to be in a plane.

I managed to get a good rest yesterday, though. By the way, are you . . .⁷ at the Regency, too?

Stefan No, they booked me into a small hotel called The Winston.

Laura What's it⁸ ?

Stefan Well, it's all right, I suppose. A bit noisy, but the food and service are good.

And it's within walking distance of the conference centre, so I can't complain.

4. Write questions for these answers

1. A ?

B. Not too bad. Sales are up, but we've had some redundancies.

2. A ?

- B. I'm a systems analyst.
3. A ?
- B. No, but I'll try and see some of the sights before I leave.
4. A ?
- B. I flew to Berlin, then I took a taxi.
5. A ?
- B. No. The map was very helpful, so we got to the conference centre really quickly.
6. A ?
- B. At the Grand Hotel in Friedrichstrasse.
7. A ?
- B. It's very spacious and comfortable, with a good view.
8. A ?
- B. I'm particularly keen to go to Professor Roger's talk.

Контрольная работа № 1 по темам "Change", "Culture", "Competition"
Вариант II

1. Put the words in the correct order to make idioms.

1. to / on / a / fire / get / house / like / on
2. to / in / one's / foot / it / put
3. to / ice / the / break

2. Use the correct form of the idioms from Exercise 1 to complete the sentences.

1. I at the party when I asked for a glass of wine. It was soft drinks only!
2. In some countries, talking about the weather for a minute or two is a way to
3. My new manager has a great sense of humour, and we really

3. Complete the sentences with should(n't), must(n't) or (don't) have to.

1. If you want my advice, you have a big meal before a meeting. It will make you feel sleepy.

2. You use your mobile phone in the plane. The flight attendants are very strict about this.
3. You respect the speed limit at all times, otherwise your licence will be taken away.
4. We work next Monday because it's a public holiday.
5. If you plan to do business in a foreign country, you learn some of the language. That's always greatly appreciated wherever you go.
6. If you refuse an invitation to dinner, make sure you have a valid excuse.

4. Complete the e-mail with the words and phrases in the box. You will not need all of them.

are willing	best wishes	faithfully	invited
inviting	meet you	seeing you	sincerely
very much hope	wanted	would be delighted	would like to

To: J. Ferreira,
 From: Erman Bayar
 Subject: Forthcoming IRTA Sales Conference

Dear Mr Ferreira,
 We¹ invite you to attend our international sales conference, which is being held in Izmir this autumn. Your latest book on cross-cultural communication, *Bridges to Success*, has become a best-seller throughout the region. Therefore, we² if you could deliver a 30-minute keynote address at this event.
 The conference will be on Wednesday and Thursday, November 4-5, from 9.00 till 15.00.
 If you³ to accept this invitation, could you please send us the abstract of your speech at your earliest convenience and also let us know what your fee is.
 You are also cordially⁴ to the dinner which will be given in honour of the presenters and of our prominent guests on Thursday evening.
 We⁵ that you can accept this invitation and look forward to⁶.

Yours⁷ .

Erman Bayar

**8 Контрольная работа № 1 по темам "Change", "Culture", "Competition"
Вариант III**

1. Complete the two conversations with the words in brackets. Use the past simple or present perfect as appropriate.

A: How long¹ (*your offices / be*) in this area?

B: Since April 2007.

A: Where² (*you / be*) before that?

B: In the city centre. But the rent³ (*be*) outrageously expensive, so we⁴ (*decide*) to relocate to the suburbs.

A: And⁵ (*you / ever / regret*) your decision?

B: Frankly, we⁶ (*be*) slightly worried about all the changes in the first couple of months, but we⁷ (*soon / realise*) that it was the right move. This part of town is extremely attractive, and in fact, it⁸ (*develop*) enormously over the last two or three years.

A: So it seems you⁹ (*have*) a very good year so far.

B: Absolutely! Sales¹⁰ (*stand*) at €14m at the end of the last quarter, and they¹¹ (*already / increase*) by 6%.

A: What about your market share?

B: It¹² (*remain*) stable since 2008, but we are confident it will increase when we launch our new product.

A: . . .¹³ (*you / have to*) make anyone redundant?

B: No. At Lortex, we pride ourselves on the fact that there¹⁴ (*not be*) any redundancies for over eight years.

2. Complete the conversation with the words in the box. There are some words that you will not need

booking	flying	how	I'm	journey	like
nice	please	staying	tired	tiring	where

Laura Hi, I'm Laura Dumont. Nice to meet you.
Stefan ... ¹ to meet you, too ² Stefan Kirchner.
Laura ³ are you from, Stefan?
Stefan I'm from Linz. That's in Austria., ⁴ about you?
Laura I'm from Ottawa in Canada.
Stefan You've come a very long way! How was your ⁵ here?
Laura It was fine, but a bit ⁶. Nine hours is a long time to be in a plane.
I managed to get a good rest yesterday, though. By the way, are you ... ⁷
at the Regency, too?
Stefan No, they booked me into a small hotel called The Winston.
Laura What's it ⁸ ?
Stefan Well, it's all right, I suppose. A bit noisy, but the food and service are good.
And it's within walking distance of the conference centre, so I can't complain.

3. Use the correct form of the idioms from box to complete the sentences.

to get on like a house on fire	to put one's foot in it	to break the ice
--------------------------------	-------------------------	------------------

1. I at the party when I asked for a glass of wine. It was soft drinks only!
2. In some countries, talking about the weather for a minute or two is a way to
3. My new manager has a great sense of humour, and we really

4. Read the e-mail of Erman Bayar and write Mr Ferreira's reply to Erman Bayar.

- Thank Mr Bayar for the invitation.
- Explain briefly what your presentation is about and mention that the abstract is attached.

- Mention your fee.
- Explain why you cannot be there for the second day of the conference.

To: J. Ferreira,

From: Erman Bayar

Subject: Forthcoming IRTA Sales Conference

Dear Mr Ferreira,

We would like to invite you to attend our international sales conference, which is being held in Izmir this autumn. Your latest book on cross-cultural communication, *Bridges to Success*, has become a best-seller throughout the region. Therefore, we would be delighted if you could deliver a 30-minute keynote address at this event.

The conference will be on Wednesday and Thursday, November 4-5, from 9.00 till 15.00.

If you are willing to accept this invitation, could you please send us the abstract of your speech at your earliest convenience and also let us know what your fee is.

You are also cordially invited to the dinner which will be given in honour of the presenters and of our prominent guests on Thursday evening.

We very much hope that you can accept this invitation and look forward to seeing you .

Yours sincerely .

Erman Bayar

Ключи к заданиям контрольной работы № 1 Вариант I

1.

1. reassess (all three)

2. downsizes, downsizes, has downsized

3. update (all three)

4. deregulate (all three)

5. retrain (all three)

2.

1. have your offices been
2. were you
3. was
4. decided
5. have you ever regretted
6. were
7. soon realized
8. has developed
9. have had
10. stood
11. have already increased
12. has remained
13. Have you had to
14. have not been

3.

1. Nice
2. I'm
3. Where
4. How
5. journey
6. tiring
7. staying
8. like

4.

1. How's business? / How's your business doing?
2. What do you do? / What's your job?
3. Have you seen / visited any of the city (yet)?
4. How did you come / travel / get to the conference?

5. Did you have any problems / difficulty finding the (conference) centre?
6. Where are you staying /Which hotel are you staying at?
7. What's your room like?
8. Are there any talks you (particularly) want to go to? / Which speakers are you interested in?

Вариант II

1.

1. to get on like a house on fire
2. to put one's foot in it
3. to break the ice

2.

1. put my foot in it
2. break the ice
3. get on like a house on fire

3.

1. shouldn't
2. shouldn't
3. should
4. don't have to
5. should
6. must / have to

4.

1. would like to
2. would be delighted
3. are willing
4. invited
5. very much hope
6. seeing you
7. sincerely

Вариант III

1.

1. have your offices been
2. were you
3. was
4. decided
5. have you ever regretted
6. were
7. soon realized
8. has developed
9. have had
10. stood
11. have already increased
12. has remained
13. Have you had to
14. have not been

2.

1. Nice
2. I'm
3. Where
4. How
5. journey
6. tiring
7. staying
8. like

3.

1. put my foot in it
2. break the ice
3. get on like a house on fire

4.

To: Erman Bayar **From:** J. Ferreira
Subject: Forthcoming I RTA Sales Conference

Dear Mr Bayar,

Thank you very much for your kind invitation to speak at your sales conference, which I am delighted to accept. The subject of my presentation will be 'Barriers to International Trade'. Please find the abstract attached. My fee will be €1,500. I hope this is acceptable to you.

Thanks also for your invitation to the dinner on the second day of the conference. Unfortunately, I won't be able to attend, as I am giving another presentation elsewhere that evening.

Yours sincerely,

J. Ferreira

ДИСКУССИЯ

Критерии оценивания участия студента в дискуссии

Дискуссия проводится по одному из вариантов задания. За это задание студент может получить до 5 баллов.

5 баллов - Обучающийся сумел решить речевую задачу, правильно употребив при этом языковые средства, свободно выражал коммуникативное намерение, адекватно использовал компенсаторные языковые возможности. В ходе дискуссии умело использовал реплики, в речи отсутствовали ошибки, нарушающие коммуникацию.

Высокий уровень владения материалом по теме дискуссии. Превосходное умение формулировать свою позицию, отстаивать её в споре, задавать вопросы, обсуждать дискуссионные положения. Высокий уровень этики ведения дискуссии.

4 балла - Обучающийся решил речевую задачу, но произносимые в ходе дискуссии реплики были несколько сбивчивыми. В речи были паузы, связанные с поиском средств выражения нужного значения. Практически отсутствовали ошибки, нарушающие коммуникацию.

Средний уровень владения материалом по теме дискуссии. Хорошее умение формулировать свою позицию, отстаивать её в споре, задавать вопросы, обсуждать дискуссионные положения. Средний уровень этики ведения дискуссии.

3 балла - Обучающийся решил речевую задачу не полностью. Некоторые реплики партнера вызывали у него затруднения. Наблюдались паузы, мешающие речевому общению.

Низкий уровень владения материалом по теме дискуссии. Слабое умение формулировать свою позицию, отстаивать её в споре, задавать вопросы, обсуждать дискуссионные положения. Низкий уровень этики ведения дискуссии.

1-2 балла - Обучающийся не справился с решением речевой задачи. Затруднялся ответить на побуждающие к говорению реплики партнера, его участие в дискуссии было минимальным или молчал

Недостаточный уровень владения материалом по теме дискуссии. Неумение формулировать свою позицию, отстаивать её в споре, задавать вопросы, обсуждать дискуссионные положения. Отсутствие этики ведения дискуссии.

Дискуссия № 1 по теме Cultures

Вариант 1

1. What is culture? Choose the four factors that you think are the most important in creating culture. Give your reasons.
2. In your culture is it polite to be straightforward and direct when you talk to someone?
3. What has surprised you when you've met people from other countries?

Дискуссия № 1 по теме Cultures

Вариант II

1. What tips do you have for breaking the ice at meetings with new clients/people from other cultures?
2. Talk about a place you have visited which was a real eye-opener.
3. Describe a situation when you
 - a) put your foot in it
 - b) felt like a fish out of water
 - c) got into hot water
 - d) were thrown in at the deep end.

Дискуссия № 1 по теме Cultures

Вариант 1П

1. Have you ever felt confused by the actions of someone from another culture?
2. Why do you think culture is important?
3. If you could change one thing about your culture, what would it be.

Дискуссия № 2 по теме Change

Вариант 1

1. If you could change anything in your life, what would it be?
2. What is the most difficult change you have ever had to make?
3. What is one thing that you think you will never be changed in business world?

Дискуссия № 2 по теме Change

Вариант 1I

1. Which of these situations would you find the most difficult to deal with?
 - Moving house
 - Driving abroad
 - Losing a pet
 - A new boss
 - Moving to another country
 - Changing your job
 - Getting married (again!)
 - New neighbour
2. What has been the most significant change in your life so far?
3. Would you worry if you find out that your company will be merging with another company.

Дискуссия № 2 по теме Change

Вариант 1П

Which of these business situations would worry you most? Why?

1. You keep your job after a merger, but you are in a less powerful position.
2. Your company has to relocate to the other side of the city.
3. You are asked to relocate to a foreign country.

ПРЕЗЕНТАЦИЯ

1. Презентация проводится по трем вариантам. Студентам дается ситуация и три варианта входных данных. За выполнение одного варианта студент получает до 5 баллов. В рамках семестра предусмотрено 2 презентации. Таким образом, за данную форму текущего контроля (презентация) по дисциплине студент получает до 10 баллов.

2. Критерии оценивания.

Критерии оценки выступления и презентации:

- соответствие содержания теме;
- правильная структурированность информации;
- эстетичность оформления, его соответствие требованиям;
- набор лексических и грамматических единиц, их правильное использование;
- взаимодействие с аудиторией, умение отвечать на вопросы, соблюдение регламента.

Критерий № 1: 1 балл – содержание выступления соответствует теме, 0,5 балла – содержание выступления частично соответствует заявленной теме; 0 баллов – содержание не соответствует теме.

Критерий №2: 1 балл – выступление и презентация структурированы правильно, согласно требованиям; 0,5 балла – структура частично выдержана в рамках правил; 0 баллов – информация не структурирована.

Критерий №3: 1 балл – презентация оформлена согласно требованиям; 0,5 балла – презентация оформлена частично по требованиям; 0 баллов – оформление не соответствует требованиям.

Критерий №4: 1 балл – лексика и грамматика использованы правильно, выступающий владеет английским языком уверенно; 0,5 балла – лексические и грамматические явления использованы с ошибками, не влияющими на понимание, 0 баллов – лексика и грамматика используются не правильно, много ошибок.

Критерий №5: 1 балл – выступающий взаимодействует с аудиторией, уверенно и лаконично отвечает на вопросы, не вышел за рамки регламента; 0,5 баллов – выступающий слабо взаимодействует с аудиторией, плохо отвечает на

вопросы, немного вышел за рамки регламента; 0 баллов – выступающий не взаимодействует с аудиторией, не может ответить на вопросы, не соблюдает регламент.

3. Методические указания для учителя. Студентам зачитывается тема презентации и вопросы, которые должны быть рассмотрены в рамках данной презентации. После этого студенты получают один из трех вариантов входных данных. Далее студенты используют данные из сети интернет и/или материалы, предложенные преподавателем. По итогам собранной информации студенты готовят презентацию.

4. Методические указания для студента. Study the topic of the presentation and the list of questions to be observed. Chose the variant of the task. Use the Internet and/or the teacher's resources, make a presentation.

Презентация № 1 по теме: "Change" Вариант I

1. Changes in great American corporations
2. Changes in Microsoft
3. Changes in Apple corporation

Презентация № 1 по теме: "Change" Вариант II

1. Stressful aspects of change
2. Adaption after great changes. Foreign example
3. Survivals in severe recession time.

Презентация № 1 по теме: "Change" Вариант III

1. Changes in small business
2. Change in business and investment activity
3. Change management tools for business growth

УСТНЫЙ ОПРОС

1. Устный опрос проводится по трем вариантам. Студент получает одну из трех карточек, на которых указаны 5 вопросов для устного опроса. За правильный ответ на 1 вопрос, студент получает 1 балл, соответственно за выполнение одного варианта студент получает до 5 баллов. Таким образом, за данную форму текущего контроля (устный опрос) по дисциплине студент получает до 5 баллов.

2. Критерии оценивания

5 баллов - Задание полностью выполнено: цель общения успешно достигнута, тема раскрыта в заданном объеме. Демонстрирует способность логично и связно вести беседу: активно включается в беседу и поддерживает ее с

соблюдением очередности при обмене репликами, при необходимости проявляет инициативу при смене темы, восстанавливает беседу в случае сбоя. Демонстрирует словарный запас, адекватный поставленной задаче. Использует разнообразные грамматические структуры в соответствии с поставленной задачей; практически не делает ошибок. Речь понятна: в целом соблюдает правильный интонационный рисунок; не допускает фонематических ошибок; все звуки в потоке речи произносит правильно.

4 балла - Задание выполнено: цель общения достигнута, однако тема раскрыта не в полном объеме. В целом демонстрирует способность логично и связно вести беседу: включается в беседу, и в большинстве случаев поддерживает ее с соблюдением очередности при обмене репликами, не всегда проявляет инициативу при необходимости смены темы, демонстрирует наличие проблемы в понимании собеседника. Демонстрирует достаточный словарный запас, в основном соответствующий поставленной задаче, однако наблюдается некоторое затруднение при подборе слов и отдельные неточности в их употреблении. Использует структуры, в целом соответствующие поставленной задаче; допускает ошибки, не затрудняющие понимания. В основном речь понятна: не допускает фонематических ошибок; звуки в потоке речи в большинстве случаев произносит правильно, интонационный рисунок в основном правильный.

3 балла - Задание выполнено частично: цель общения достигнута не полностью, тема раскрыта в ограниченном объеме. Демонстрирует неспособность логично и связно вести беседу: не сразу включается в беседу и не стремится поддерживать ее, не проявляет инициативы при необходимости смены темы, передает наиболее общие идеи в ограниченном контексте; в значительной степени зависит от помощи со стороны собеседника. Демонстрирует ограниченный словарный запас, в некоторых случаях недостаточный для выполнения поставленной задачи. Делает многочисленные ошибки или допускает ошибки, затрудняющие понимание. В отдельных случаях понимание речи затруднено из-за наличия фонематических ошибок; неправильного произнесения отдельных звуков; неправильного интонационного рисунка; требуется напряженное внимание со стороны слушающего.

1 - 2 балла - Задание не выполнено: цель общения не достигнута. Не может поддерживать беседу. Словарный запас недостаточен для выполнения поставленной задачи. Неправильное использование грамматических структур делает невозможным выполнение поставленной задачи. Речь почти не воспринимается на слух из-за большого количества фонематических ошибок и неправильного произнесения многих звуков

3. Методические указания для учителя. Устный опрос проводится по трем вариантам. Студент получает одну из трех карточек, на которых указаны 5 вопросов для устного опроса. В случае необходимости предоставляется время на подготовку.

4. Методические указания для студента. Answer all the questions on your card. You have 5 minutes for preparation.

Устный опрос № 1 по теме «Competition»

Вариант 1:

1. What images spring to mind when you hear the word 'competition'?
2. Which country is in "competition" with your country in business sphere?
3. Are men more competitive than women?
4. Should there be competition at workplace?
5. Why do people compete?

Устный опрос №1 по теме «Competition»

Вариант 2:

1. Are you a competitive person? Why/why not?
2. Which country is in "competition" with your country in economy?
3. Are young people more competitive than adults?
4. Who is more successful: a person born with competitive skills or, the one who has learnt these skills?
5. What are the factors responsible for preventing a person from being competitive?

Устный опрос № 1 по теме «Competition»

Вариант 3:

1. Do you like competitive people?
2. Why are some people very competitive?
3. Which country is in "competition" with your country in education?
4. Are people with higher education more competitive than people without any higher education?
5. What type of jobs have a high level of competition?

Устный опрос по теме «Culture» № 2 Вариант 1:

1. What are some things that define a culture? For example, music, language...
2. When people from other countries think about your culture, what do they usually think of?

3. Can you say that Russian culture is rich?
4. What do you like or dislike about Russian corporate culture?
5. How important is punctuality doing a business in your country?

Устный опрос по теме «Culture» № 2 Вариант 2:

1. Would you ever consider living permanently in a country other than your home country? Why or why not?
2. What do people usually think of American culture?
3. How does American corporate culture differ from Russian corporate culture?
4. What do you like or dislike about American corporate culture?
5. Are there some important thing that Russian corporate culture has adopted from American corporate culture?

Устный опрос по теме «Culture» № 2 Вариант 3:

1. If you could choose three aspects of your corporate culture to put in a "time box" for the future, what would you put in it?
2. What is culture shock?
3. Have you ever experienced culture shock?
4. Why is cultural awareness is important for business people?
5. How important is being formal or informal doing a business in your country?

ДЕЛОВАЯ ИГРА

1. Деловая игра проводится по трем вариантам. Студенты делятся на три группы, каждая группа получает своей вариант ситуации.

За работу в группе студент получает до 5 баллов. В рамках семестра предусмотрено 2 деловой игры. Таким образом, за данную форму текущего контроля (деловая игра) по дисциплине студент получает до 10 баллов.

2. Критерии оценивания:

- лексическое разнообразие;
- корректное использование грамматических конструкций;
- аргументированность принятых решений;

- решение проблемы;
- беглость речи.

5 Баллов:

- Задание полностью выполнено: цель общения успешно достигнута, тема раскрыта в заданном объеме.
- Демонстрирует способность логично и связно вести беседу: активно включается в беседу и поддерживает ее с соблюдением очередности при обмене репликами, при необходимости проявляет инициативу при смене темы, восстанавливает беседу в случае сбоя.
- Демонстрирует словарный запас, адекватный поставленной задаче.
- Использует разнообразные грамматические структуры в соответствии с поставленной задачей; практически не делает ошибок.
- Речь понятна: в целом соблюдает правильный интонационный рисунок; не допускает фонематических ошибок; все звуки в потоке речи произносит правильно.

4 Балла:

- Задание выполнено: цель общения достигнута, однако тема раскрыта не в полном объеме.
- В целом демонстрирует способность логично и связно вести беседу: включается в беседу, и в большинстве случаев поддерживает ее с соблюдением очередности при обмене репликами, не всегда проявляет инициативу при необходимости смены темы, демонстрирует наличие проблемы в понимании собеседника.
- Демонстрирует достаточный словарный запас, в основном соответствующий поставленной задаче, однако наблюдается некоторое затруднение при подборе слов и отдельные неточности в их употреблении.
- Использует структуры, в целом соответствующие поставленной задаче; допускает ошибки, не затрудняющие понимания.
- В основном речь понятна: не допускает фонематических ошибок; звуки в потоке речи в большинстве случаев произносит правильно, интонационный рисунок в основном правильный.

3 Балла:

- Задание выполнено частично: цель общения достигнута не полностью, тема раскрыта в ограниченном объеме.
- Демонстрирует неспособность логично и связно вести беседу: не сразу включается в беседу и не стремится поддерживать ее, не проявляет инициативы при необходимости смены темы, передает наиболее общие идеи в ограниченном контексте; в значительной степени зависит от помощи со стороны собеседника.
- Демонстрирует ограниченный словарный запас, в некоторых случаях недостаточный для выполнения поставленной задачи.
- Делает многочисленные ошибки или допускает ошибки, затрудняющие понимание.
- В отдельных случаях понимание речи затруднено из-за наличия фонематических ошибок; неправильного произнесения отдельных звуков; неправильного интонационного рисунка; требуется напряженное внимание со стороны слушающего.

2 балла:

- Задание не выполнено: цель общения не достигнута.
- Не может поддерживать беседу.
- Словарный запас недостаточен для выполнения поставленной задачи.
- Неправильное использование грамматических структур делает невозможным выполнение поставленной задачи.
- Речь почти не воспринимается на слух из-за большого количества фонематических ошибок и неправильного произнесения многих звуков.

0 баллов:

- Отказ от выполнения задания

3. Методические указания для учителя. Учитель заранее готовит материалы для проведения деловой игры, которые могут содержать описание ролей, справочную информацию. На занятии учитель знакомит студентов с ситуацией и

раздает подготовленный материал, задача студентов – используя предложенный материал, решить ту или иную коммуникационную задачу, которая содержится в описании деловой игры.

4. Методические указания для студента. Listen to the description of the situation. Pick the card and use the information from the card in order to solve the task.

Деловая игра № 1 "Change"
Вариант 1: «A sudden merger».

Студенты делятся по группам. Каждому студенту достается роль: «Student A», «Student B» или «Student C». Ваша цель – разыграть коммуникативную ситуацию, для этого вам нужно изучить свои роли и составить наводящие вопросы.

You have been working in Starbucks for more than 10 years. One day your Chief Executive informed you that Starbucks would probably be merging with Pepsico. Your task is to prepare a report on changes according to your role.

Student A	You are the Top Manager of Starbucks. You should make a report on positive sides of Starbucks and Pepsico merging.
Student B	You are the Financial Director of Starbucks. You should make a report on negative sides of Starbucks and Pepsico merging.
Student C	You are the Chief Executive of Starbucks. You have listened to two reports on positive and negative sides of Starbucks and Pepsico merging. You should make a decision and answer the questions: To merger or not to merger. Why?

Деловая игра № 1 по теме "Change"
Вариант 2: «Changes in timetable».

Группа делится по парам. Каждому студенту достается роль: «Student A» или «Student B». Ваша цель – разыграть коммуникативную ситуацию, для этого вам нужно изучить свои роли и составить наводящие вопросы.

Read the information about BTS (Business Travel Services).

Business Travel Services is based in Philadelphia, USA. One of its most important clients is the large multinational corporation NeoTech, whose head office is also in Philadelphia. Recently, NeoTech's senior executives have had problems when they have been on business trips organised by BTS.

Who we are

BTS provides a full range of corporate travel services. We are highly experienced in handling the requirements of today's business traveller. Among our many clients are multinational companies which are household names.

What we do

Our travel consultants work to produce top-value fares and the best itineraries to suit the needs of your staff. We will minimise your expenses by arranging your staffs travel at the right price, getting additional discounts for you and establishing direct contact with the best service providers. All our overseas partners are selected because of their high standard of service, attention to detail and quality of product.

We offer: *Flights, Hotel bookings, Car rental, Conference bookings, Insurance.*

1. The Head of Travel at NeoTech phones the Account Manager of BTS to set up a meeting, so that they can discuss the problems that executives have had while on business trips. In pairs, role-play the telephone conversation to set up the meeting. Choose your role: Student A or Student B.

Student A	<p>You are Head of Travel at NeoTech. Read the information in your diary and check when you are available for a meeting.</p> <p>You want to arrange a suitable time for a meeting with the Account Manger of BTS. Here is your diary for the week:.</p>	
	Morning	Afternoon

	Monday	All day at exhibition																			
	Tuesday	Free	Appointment at dentist 2 p.m.																		
	Wednesday	Meeting	Free after 1 p.m.																		
	Thursday	Training session all day and early evening																			
	Friday	Correspondence + interviews	Free after 2 p.m.																		
Student B	<p>You are the Account Manager for BTS. Read the information in your diary and check when you are available for a meeting.</p> <p>You agree to a meeting with NeoTech's Head of Travel. Suggest that you meet at NeoTech's head office. Here is your diary for next week.</p> <table border="1"> <thead> <tr> <th></th> <th>Morning</th> <th>Afternoon</th> </tr> </thead> <tbody> <tr> <td>Monday</td> <td colspan="2">All-day meeting to discuss new business developments</td> </tr> <tr> <td>Tuesday</td> <td colspan="2">Presentation to the Board of Directors. You may be available late in the afternoon, after 5 p.m.</td> </tr> <tr> <td>Wednesday</td> <td colspan="2">All-day meetings with clients</td> </tr> <tr> <td>Thursday</td> <td>Medical check-up</td> <td>Free</td> </tr> <tr> <td>Friday</td> <td>Writing a report</td> <td>Flight to New York 6 p.m.</td> </tr> </tbody> </table>				Morning	Afternoon	Monday	All-day meeting to discuss new business developments		Tuesday	Presentation to the Board of Directors. You may be available late in the afternoon, after 5 p.m.		Wednesday	All-day meetings with clients		Thursday	Medical check-up	Free	Friday	Writing a report	Flight to New York 6 p.m.
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Thursday	Medical check-up	Free																			
Friday	Writing a report	Flight to New York 6 p.m.																			

Деловая игра № 1 "Change"
Вариант 3: «Unexpected situation».

Группа делится по парам. Каждому студенту достается роль: «Student A» или «Student B». Ваша цель – разыграть коммуникативную ситуацию, для этого вам нужно изучить свои роли и составить наводящие вопросы.

Student A	<p>You are a customer service representative at Heathrow Airport in London. You answer the phone and help customers purchase / return plane tickets and book / rent a hotel.</p> <p>You should know the following information:</p> <ul style="list-style-type: none">- name and telephone number;- day and time to travel;- travel by first/ business/ economy class;- type of hotel: BB (bed & breakfast)/ all-inclusive.
Student B	<p>You are on a business trip to London for two weeks. You still have unfinished business and you need to stay in London for another 1 day. Your hotel is full for the next 10 days. Call Customer Support Office in Heathrow Airport, Student A, and arrange for a new flight ticket and hotel reservation.</p> <p>You should know the following information:</p> <ul style="list-style-type: none">-opportunity to change the flying ticket?-day and time to fly from London, according to your timetable;-booking a hotel for 1 night;- the price.

Деловая игра по теме “Competition”

Вариант 1: “Resume competition”

Студенты делятся по группам из 3-4 человек. Студенты изучают данную ситуацию и решают ее.

Situation: A chain of health clubs needs to find a new manager in Brazil. Appointing the right person is essential for the success of the business. Study the file cards on the four shortlisted candidates on the opposite page. Hold a meeting to discuss the strengths and weaknesses of each person. Try to rank the two candidates in terms of their suitability for the job. Come to a final decision on who should get the job.

Background

Fast Fitness owns and operates a chain of health and leisure clubs in the United States. Two years ago, the company decided to enter the South American market. It began by opening six clubs in Sao Paulo, Brazil. The clubs appeal mainly to people aged 20-40. All the clubs have a gymnasium, with the latest equipment, an aerobics studio, a swimming pool, sun decks, a cafe, bar and clubroom. Four of the clubs are located in areas where large numbers of Japanese, Spanish, Chinese and Italian immigrants live. The performance of the clubs has been disappointing, and none of them has reached their turnover and profit targets. Many members have not renewed their membership, and the clubs have not attracted enough new members. Fast Fitness recently advertised for a General Manager. His/Her main task will be to boost sales at the clubs and increase profits.

FastFitness

General Manager

Required for our chain of Health and Leisure Clubs

- Salary negotiable
- Excellent benefits package

The job:

- Leading, co-ordinating and

motivating staff

- Increasing the revenue and profits
- Exploring new business opportunities
- motivating our team of managers and their staff
- Contributing to marketing plans and strategies

The person:

- Dynamic, enthusiastic, flexible
- A strong Interest in health and fitness
- A good rack record in previous jobs
- The ability to work with people from different cultural backgrounds
- Outstanding communication and Interpersonal skills

Candidate 1.

Name: Martha Gomez

Education: Finished secondary school; two years' training at a School of Dance and Theater.

Experience: Several years as professional dancer in theaters and on television. Joined a small fitness center as instructor.

Outstanding achievement: Introduced fitness programs in the center for people suffering from Parkinson's Disease and

Candidate 2.

Name: Paulo Gonzalves

Education: Left school at 16. Three years' training at RADA (Royal Academy of Dramatic Arts), London.

Experience: Did two trips around the world in his early twenties. Taught English in Japan for two years. Played a variety of roles in Brazilian movies, then specialized in action movies. Has spent the last two years in Florida, U.S., working as a gym instructor.

<p>multiple sclerosis. Received an award for this work.</p> <p>Skills: Qualified in first aid. Fluent Spanish and Portuguese.</p> <p>Personality/appearance: Warm, friendly, dynamic.</p> <p>Appearance: rather a "hippy" look.</p> <p>Comments: I hope to build new schemes and initiatives to help people in the community to achieve a healthier lifestyle. If we promote that idea, people will flock to Fast Fitness clubs."</p> <p>Believes her main asset is her creativity.</p> <p>Interests: pop music, running a weekly aerobics class.</p>	<p>Outstanding achievement: Playing a role in a successful Hong Kong movie with Jackie Chan."</p> <p>Skills: Has a black belt in karate; extensive knowledge of martial arts; fluent Portuguese, Spanish, and Japanese.</p> <p>Personality/appearance: Looked very fit and muscular. Dressed formally in an Armani suit. Strong personality, confident, articulate.</p> <p>Comments: Some interesting ideas for improving First Fitness profits. Thinks many people will join the clubs when they know he is the manager. Wants to use his name and photograph in all publicity for the clubs.</p> <p>Interests: Politics, cooking, socializing.</p>
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Деловая игра по теме "Competition"

Вариант 2: "Fashion House"

Студенты делятся по группам из 6 человек. Каждый студент выбирает роль "Buyer 1, 2, 3", "Supplier 1, 2, 3". Студенты изучают данную ситуацию и решают ее.

Situation: A jewellery retailer wants to expand its range of suppliers. It is keen to negotiate new contracts with exciting producers who will give it excellent value and reliable service.

Background: Fashion House Inc., based in Miami, Florida, owns a chain of stores selling high-class jewellery products. Its best-selling lines are topof- the-range necklaces, bracelets and earrings, made by overseas manufacturers who have outstanding design capability. Its profit margin on most of these products is at least 80 per cent. Today is 1 October. The buying department of

Fashion House wishes to purchase 5,000 necklaces and bracelets and 3,000 earrings. Delivery of the items, if possible, should be by 15 November, in time for the Christmas buying season. The company is confident of selling 3,000 necklaces and bracelets and 2,000 earrings and the remaining items should sell if prices are competitive and the demand is high. Fashion House has a temporary cashflow problem, so it wishes to pay for the goods as late as possible. Members of the buying department are now visiting companies in India, Peru and Chile. They are looking for a reliable supplier with whom they can build a long-term relationship. They have contacted three companies who have shown interest in doing business with them.

Task:

1. Read the information about each supplier. Some information is missing. Which supplier looks the most attractive at this stage? What problems, if any, could there be with each supplier?
2. Work in groups of three buyers and three suppliers. Choose the role.
3. Each buyer meets one of the suppliers. find out the missing information concerning delivery, discount, returned goods and guarantees. Negotiate to get the best terms for your company.
4. Buyers: meet and discuss how the negotiation went. Decide which supplier to use. Suppliers: meet and discuss how the negotiation went. What are you happy and unhappy about? What would you do differently next time?
5. Buyers: announce your decision and, diplomatically, explain why you rejected the suppliers who were not chosen . Suppliers: say how you would negotiate differently next time.

Buyer 1, 2, 3	<p>You each meet one of the suppliers.</p> <ul style="list-style-type: none"> - Buyer 1 meets Rashid Singh Enterprises. - Buyer 2 meets Pacific Traders. - Buyer 3 meets The Artisans (co-operative) <p>• Get details of the missing information and negotiate to get a good offer to bring back to your company. You would like the following:</p> <ul style="list-style-type: none"> - delivery by 15 November - a discount of at least 5% on all goods ordered - to be able to return all unsold goods, with the amount credited
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	<p>to your account - a two-year guarantee, if possible.</p>
Supplier 1	<p>Rashid Singh Enterprise (India) Quantity: Necklaces/bracelets: 2,000 of each item in stock. Additional 3,000 necklaces and bracelets should be available by 15 November. Earrings 3 000 available by 30 November. Product features: Original designs by a young Indian selected as 'Designer of the Year" by well known fashion magazine. Stones available: amber, crystal and marcasite. All chains are Silver. Unit cost (US\$): Necklaces \$1 00-\$ 120; bracelets \$80-\$ 100; earrings \$40-60. Delivery: No information Payment: 50% deposit when order placed; remainder payable when goods are shipped Discount: No information Returned goods: No information Guarantee: No information</p>
Supplier 2	<p>Pacific Traders (Peru) Quantity: All quantities of the products are in stock, but several large orders of important customers must take priority. Product feature: Handmade jewellery with semi- precious stones in a variety of colours and designs, reflecting local culture. Unit cost (US\$): Necklaces \$20-\$40; bracelets \$20-\$30; earrings \$25-\$50 . Delivery: No information Payment: Pay the full amount as the goods are shipped; no initial payment required.</p>

	Discount: No information Returned goods: No information Guarantee: No information
Supplier 3	<p>The Artisans Co-operative (Chile)</p> <p>Quantity: Necklaces and earrings: all quantities are in stock and will be available by 15 November. Bracelets: only 1,000 available by 15 November as orders from important customers must be serviced first.</p> <p>Product Features: Beautiful, elegant jewellery made from precious stones Vibrant colours, high standard of craftsmanship.</p> <p>Unit cost (US\$): Necklaces \$60-\$70; bracelets \$40- \$60; earrings \$60-\$90</p> <p>Delivery: No information</p> <p>Payment: 40% deposit when order placed; remainder to be paid after 30 days On receipt of the company's invoice</p> <p>Discount: No information</p> <p>Returned goods: No information</p> <p>Guarantee: No information</p>

Деловая игра по теме “Competition”
Вариант 3: “Employer vs Employee”

Группа делится по парам. Каждому студенту достается роль: «Employer» или «Employee». Ваша цель – разыграть коммуникативную ситуацию, для этого вам нужно изучить свои роли и составить наводящие вопросы. Собеседование идет 3 минуты, через 3 минуты студенты с карточкой «Employee» пересаживаются к следующему работодателю с карточкой «Employer».

Employer	You are the Employer. You should think up the place of work/
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	<p>organization. You are looking for candidate in a free position in your organization according to criteria:</p> <ul style="list-style-type: none"> - the position - salary - working hours - location of the organization - duties - benefits. <p>Then you should invite the best candidate to your organization.</p>
Employee	<p>You are the Employee. Choose any profession that you like and create a short CV according to criteria:</p> <ul style="list-style-type: none"> -name -profession -education -work experience - preferable salary

ПИСЬМЕННАЯ РАБОТА

1. Письменная работа проводится по трем вариантам заданий. За выполнение 1 варианта студент может получить 5 баллов. В рамках семестра предусмотрено 2 письменной работы. Таким образом, за данную форму текущего контроля (письменная работа) по дисциплине студент получает до 10 баллов.

2. Критерии оценивания

5 баллов (выполнено от 91% до 100%)

Правильно выполнены все задания. Продемонстрирован высокий уровень владения материалом. Проявлены превосходные способности применять знания и умения к выполнению конкретных заданий.

Содержание: коммуникативная задача решена полностью.

Организация работы: высказывание логично, использованы средства логической связи, соблюден формат высказывания и текст поделен на абзацы.

Лексика: лексика соответствует поставленной задаче и пройденному материалу.

Грамматика: использованы разнообразные грамматические конструкции в соответствии с поставленной задачей и требованиям данного года обучения языку, грамматические ошибки либо отсутствуют, либо не препятствуют решению коммуникативной задачи.

Орфография и пунктуация: орфографические ошибки отсутствуют, соблюдены правила пунктуации.

4 балла (выполнено от 70% до 90%)

Правильно выполнена большая часть заданий. Присутствуют незначительные ошибки. Продемонстрирован хороший уровень владения материалом. Проявлены средние способности применять знания и умения к выполнению конкретных заданий.

Содержание: коммуникативная задача решена полностью.

Организация работы: высказывание логично, использованы средства логической связи, соблюден формат высказывания и текст поделен на абзацы.

Лексика: лексика соответствует поставленной задаче и пройденному материалу, но имеются незначительные ошибки.

Грамматика: использованы разнообразные грамматические конструкции в соответствии с поставленной задачей и требованиям данного года обучения языку, грамматические ошибки незначительно препятствуют решению коммуникативной задачи.

Орфография и пунктуация: незначительные орфографические ошибки, соблюдены правила пунктуации.

3 балла (выполнено от 51% до 69%)

Задания выполнены более чем наполовину. Присутствуют серьезные ошибки. Продемонстрирован удовлетворительный уровень владения материалом. Проявлены низкие способности применять знания и умения к выполнению конкретных заданий.

Содержание: основная коммуникативная задача решена.

Организация работы: высказывание нелогично, средства логической связи использованы неадекватно содержанию текста, текст неправильно поделен на абзацы, но формат высказывания соблюден.

Лексика: лексика не всегда соответствует поставленной задаче и пройденному материалу, имеются ошибки.

Грамматика: имеются грубые грамматические ошибки.

Орфография и пунктуация: незначительные орфографические ошибки, не всегда соблюдены правила пунктуации.

1-2 балла (выполнено от 0% до 50%)

Задания выполнены менее чем наполовину. Продемонстрирован неудовлетворительный уровень владения материалом.

Проявлены недостаточные способности применять знания и умения к выполнению конкретных заданий.

Содержание: коммуникативная задача не решена.

Организация работы: высказывание нелогично, не использованы средства логической связи, не соблюден формат высказывания, текст не поделен на абзацы.

Лексика: большое количество лексических ошибок.

Грамматика: большое количество грамматических ошибок.

Орфография и пунктуация: значительные орфографические ошибки, не соблюдены правила пунктуации.

3. Методические указания для учителя. Студенты получают один из трех вариантов заданий и выполняют работу письменно.

4. Методические указания для студента. Read the task, write what is required.

Письменная работа по теме "Change" Вариант 1:

You should spend about 40 minutes on this task. Give reasons for your answer and include any relevant examples from your own knowledge or experience. You should write at least 250 words. Discuss both these views and give your opinion.

Some people resist changes in their lives while others think that change is an integral part of life.

Письменная работа по теме "Change" Вариант 2:

You should spend about 40 minutes on this task. Give reasons for your answer and include any relevant examples from your own knowledge or experience. You should write at least 250 words. Discuss both these views and give your opinion.

Some people enjoy change, and they look forward to new experiences. Others like their lives to stay the same, and they do not change their usual habits.

Письменная работа по теме “Change” Вариант 3:

You should spend about 40 minutes on this task. Give reasons for your answer and include any relevant examples from your own knowledge or experience. You should write at least 250 words. Discuss both these views and give your opinion.

Some people prefer to spend lives doing the same things and avoiding change. Others, however, think that change is always a good thing.

Письменная работа № 1 по теме “Competition”

Вариант 1:

Write an email based on the situation below:

As the CEO of Hudson Corporation, write an e-mail to the head of European Marketing Associates, David Wright, summarising the actions you agreed to take at your meeting, with your reasons. Suggest a time for a meeting with David Wright and his associates.

Background

Hudson Corporation, based in New Jersey, USA, makes top-of-the-range luggage and travel accessories. It is a well-known brand name in the USA. Its suitcases and bags are associated with high quality, traditional design and craftsmanship. Hudson emphasises in its advertising that its products are 'made in America'. Recently, the company's market share in the USA has decreased. One reason for this has been the increased competition from Asian companies selling similar products at much lower prices. A year ago, the management decided to boost sales by entering the European market, focusing initially on Switzerland, Germany, France and Italy. They set up a branch office and warehouse facility in Zurich, which would be the base for their European expansion.

Actions to change the situations:

Reposition the brand.

Sell Hudson suitcases and bags at medium price ranges. Manufacture the products in a country where labour costs are low, e.g. India or China. Do not promote the products as 'Made in America'. Use a high-volume, low-cost strategy for Hudson's core products.

Develop the Hudson brand. Promote the Hudson products as an exclusive brand and keep the 'Made in America' tag. Sell the products in the higher price ranges. Use product placement in films and television to support the brand. Hire a famous, sophisticated, influential man and woman to endorse the products. Two well-known French film stars have shown interest in endorsing a new range.

Hire a top designer. Employ a top designer to produce a new range of smaller suitcases and shoulder bags aimed at businesspeople travelling in Europe and at rich, younger, fashion-conscious buyers. Sell the products under a new label.

Письменная работа №1 по теме “Competition”

Вариант 2:

Write an email based on the situation below:

As the Account Manager for BTS, write an e-mail to NeoTech's Head of Travel, apologising for the inconvenience. Offer some compensation and explain what steps BTS has taken to make sure a similar problem does not happen again.

Situation: NeoTech's Head of Travel phones BTS's Account Manager to change the time of the meeting. Some equipment has been stolen from their office, and the police are investigating. The Head of Travel suggests meeting in two weeks' time on a Wednesday. BTS's Account Manager cannot meet on the Wednesday - he/she is giving a speech at an international travel conference. He/She suggests an alternative day and time.

Письменная работа № 1 по теме “Competition”

Вариант 3:

Write an email based on the situation below:

As the Vice-President, write an e-mail to InStep's CEO, informing him on your decision concerning the relocation, with your reasons.

Situation: A US- based shoe manufacturer must decide whether to relocate the head office of its European subsidiary, InStep, from Paris to a small industrial town 120 kilometres away.

Background: Three years ago, InStep moved its factory to Beauchamp, a small, industrial town in northern France. The plant is modern with new equipment. A large warehouse and distribution centre were built near the factory. InStep is now considering moving staff from the Paris office to a purpose-built, six-storey building in the same town. Beauchamp has a population of 25,000, with a high proportion of young people. The relocation, if it goes ahead, will create employment opportunities for local inhabitants.

ПРОМЕЖУТОЧНАЯ АТТЕСТАЦИЯ

По дисциплине предусмотрен экзамен. Экзамен проходит по билетам. В каждом билете два задания: устный ответ по теме и проблемный анализ предложенного текста.

За устный ответ по теме можно набрать максимум 25 баллов. Студенту на экзамене также могут задаваться дополнительные вопросы по смежным темам.

Критерии оценки устного ответа:

18-25 баллов - Задание полностью выполнено: цель общения успешно достигнута, тема раскрыта в заданном объеме. Демонстрирует способность логично и связно вести беседу: активно включается в беседу и поддерживает ее с соблюдением очередности при обмене репликами, при необходимости проявляет инициативу при смене темы, восстанавливает беседу в случае сбоя. Демонстрирует словарный запас, адекватный поставленной задаче. Использует разнообразные грамматические структуры в соответствии с поставленной задачей; практически не делает ошибок. Речь понятна: в целом соблюдает правильный интонационный рисунок; не допускает фонематических ошибок; все звуки в потоке речи произносит правильно.

14-17 баллов - Задание выполнено: цель общения достигнута, однако тема раскрыта не в полном объеме. В целом демонстрирует способность логично и связно вести беседу: включается в беседу, и в большинстве случаев поддерживает ее с

соблюдением очередности при обмене репликами, не всегда проявляет инициативу при необходимости смены темы, демонстрирует наличие проблемы в понимании собеседника. Демонстрирует достаточный словарный запас, в основном соответствующий поставленной задаче, однако наблюдается некоторое затруднение при подборе слов и отдельные неточности в их употреблении. Использует структуры, в целом соответствующие поставленной задаче; допускает ошибки, не затрудняющие понимания. В основном речь понятна: не допускает фонематических ошибок; звуки в потоке речи в большинстве случаев произносит правильно, интонационный рисунок в основном правильный.

10-13 баллов - Задание выполнено частично: цель общения достигнута не полностью, тема раскрыта в ограниченном объеме. Демонстрирует неспособность логично и связно вести беседу: не сразу включается в беседу и не стремится поддерживать ее, не проявляет инициативы при необходимости смены темы, передает наиболее общие идеи в ограниченном контексте; в значительной степени зависит от помощи со стороны собеседника. Демонстрирует ограниченный словарный запас, в некоторых случаях недостаточный для выполнения поставленной задачи. Делает многочисленные ошибки или допускает ошибки, затрудняющие понимание. В отдельных случаях понимание речи затруднено из-за наличия фонематических ошибок; неправильного произнесения отдельных звуков; неправильного интонационного рисунка; требуется напряженное внимание со стороны слушающего.

От 9 баллов и менее - Задание не выполнено: цель общения не достигнута. Не может поддерживать беседу. Словарный запас недостаточен для выполнения поставленной задачи. Неправильное использование грамматических структур делает невозможным выполнение поставленной задачи. Речь почти не воспринимается на слух из-за большого количества фонематических ошибок и неправильного произнесения многих звуков.

Для экзамена:

86 баллов и более - "отлично".

71-85 баллов - "хорошо"

56-70 баллов - "удовлетворительно".

55 баллов и менее - "неудовлетворительно".

Вопросы к экзамену

1. What should an organisation do if it wants to succeed and develop?
2. What is change management?
3. What do companies usually do when they are in the situation of change?
4. How do ordinary staff members feel in the period of change?
5. How are change and culture connected?
6. What are the main problems that businesses face when going through change?
7. Talk about recent changes that have happened in Vietnam.
8. What is culture?
9. What is important from culture point of view when doing business with foreigners?
10. What qualities should companies look for when sending staff abroad?
11. Which problems may occur when cultures have clash?
12. What is a culture shock?
13. What do you think should be covered in a cultural training courses?
14. What tips do you have for breaking the ice at meetings with new clients/people from other cultures?
15. Compare Chinese and Russian Business protocols.
16. What is competition in business?
17. What does the Competition Commission do?
18. How to survive in head-to-head competition?
19. Could you compare McDonald's and Starbucks's strategies?
20. What is diplomatic and non-diplomatic way to negotiate?

За проблемный анализ статьи можно набрать максимум 25 баллов. Студенту на зачете также могут задаваться дополнительные вопросы по содержанию статьи.

Критерии оценки проблемного анализа текста:

18-25 баллов - Задание полностью выполнено: анализ проблематики статьи проведен в полном объеме. Демонстрирует способность логично и связно выстроить устное высказывание, обобщать разрозненные факты и делать выводы, делать предположения, высказывать свое мнение. Демонстрирует словарный запас, адекватный поставленной задаче, знание терминологии и умение ее использовать. Использует разнообразные грамматические структуры в соответствии с

поставленной задачей; практически не делает ошибок. Речь понятна: в целом соблюдает правильный интонационный рисунок; не допускает фонематических ошибок; все звуки в потоке речи произносит правильно.

14-17 баллов - Задание выполнено: цель достигнута, однако анализ проблематики статьи проведен не в полном объеме. В целом демонстрирует способность логично и связно выстроить устное высказывание, обобщать разрозненные факты и делать выводы, делать предположения, высказывать свое мнение, демонстрирует наличие проблемы в понимании собеседника. Демонстрирует достаточный словарный запас, в основном соответствующий поставленной задаче, однако наблюдается некоторое затруднение при выборе терминологии и отдельные неточности в ее употреблении. Использует структуры, в целом соответствующие поставленной задаче; допускает ошибки, не затрудняющие понимания. В основном речь понятна: не допускает фонематических ошибок; звуки в потоке речи в большинстве случаев произносит правильно, интонационный рисунок в основном правильный.

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От 9 баллов и менее - Задание не выполнено: цель не достигнута. Не может провести проблемный анализ текста, высказать мнение, сделать предположение. Словарный запас недостаточен для выполнения поставленной задачи. Неправильное использование грамматических структур делает невозможным выполнение поставленной задачи. Речь почти не воспринимается на слух из-за большого количества фонематических ошибок и неправильного произнесения многих звуков.

Примерные статьи для проблемного анализа:

How to Start a Business in a Competitive Industry

By Bennett Conlin, Writer / July 17, 2019 07:45 am EST

- To break into a competitive industry, entrepreneurs should start at the local level.

- Partnering with local organizations can help your small business build a better brand.
- Succeeding in a competitive industry requires industry knowledge.

Breaking into the food industry isn't an easy task for a small business. While specialty restaurants and food trucks may find ways to captivate a local audience, creating a packaged dish and trying to put that on shelves at local stores can be an even tougher challenge. Pozole to the People successfully broke into a competitive industry by committing to its mission and focusing on local efforts.

By starting local, building connections and knowing the food industry, the company has put its pozole in local stores and built a loyal following. Breaking into a competitive industry isn't easy, but Pozole to the People found the recipe for success.

1. Find a market need.

Born and raised in Hawaii, Pozole to the People founder Chris Bailey grew up with pozole in his diet. Pozole means "hominy" and is made from hominy to create a soup or stew, traditionally with a variety of vegetables. Many people also add meat to the dish.

As Bailey saw some of his vegan and vegetarian friends avoid pozole at Mexican restaurants because of the regularity of meat in the dish, he saw a need in the market. A business idea was born. He decided to make a pozole base that didn't require consumers to eat the dish with meat. He created a meal starter base that is gluten-free and doesn't include meat. Customers can certainly add meat, but anyone can use this pozole, regardless of dietary restrictions.

If you want to break into a competitive industry, you must find a need in that market. Bailey saw that certain customers were being excluded from eating pozole due to dietary preferences and regulations. He was also knowledgeable about the product. It's incredibly difficult, if not impossible, to create a successful product or service in a competitive industry if you lack knowledge of that industry. Bailey grew up eating pozole and understood what it took to create a delicious product that would serve the needs of his client base.

Some entrepreneurs fall into the trap of jumping into an industry without knowing much about it. This can work in some cases, but trying to join a competitive industry without experience in that field is often a failure waiting to happen. If you lack knowledge of an industry but still want to enter that field, take the time to research the industry and build your knowledge base before launching your business.

2. Start local.

Pozole to the People, which is based in Oregon, chose its location based on the many people on the West Coast who are familiar with pozole. Bailey wanted to choose a health-conscious region where his product could build a name for itself in the market. For consumers who aren't familiar with pozole, the company offers live demos and several recipes on its website to educate local consumers.

Bailey also focuses his efforts on local stores. He wants to build his brand before making a national push. If you enter a competitive industry, focus on the niche areas first. Whether that's a region or customer base, you will have a better chance of success if you narrow down your target market and focus locally.

"We're a very community-minded company," Bailey said. "We want this to be a product that serves the community. I believe there will be a day where it expands throughout the country and beyond, but I think, for now, I'm definitely enjoying the ride that we're on."

Building a community-focused company is a tremendous way to start out a competitive industry. Bailey holds live demos and uses local ingredients to help engage the local community on multiple levels. Small businesses need to get community support to succeed and eventually grow. Starting a business in a competitive industry and expecting to immediately compete with major brands is unrealistic. Start small to eventually become big.

3. Partner with other local organizations.

An area where Pozole to the People excels is connecting with other local businesses in the Northwest. Instead of viewing other businesses in the area as potential competitors, Bailey's company embraces other local businesses and tries to connect with them whenever possible.

He also mentioned the importance of connecting with businesses that hold similar values. In Bailey's case, he wants his company to work with businesses that value the community and are committed to using the healthiest ingredients on the market. This helps him play to his company's competitive advantage, which is offering a healthy pozole base for all consumers. His fresh, locally sourced ingredients are a key competitive advantage.

"It's incredibly important, especially in Portland and in the Northwest," Bailey said. "I think people are really conscious of what's being made locally. I think it just adds to the credibility."

Bailey's strategy of using local businesses to help his business, rather than viewing them as competition, improves his company. Don't shy away from connecting with other small business owners in your local area just because others might view them as your competition. As Pozole to the People shows, some businesses thrive when utilizing the help of other small business owners.

4. Live in your industry.

Bailey works at Portland Mercado, helping with microenterprise development of small food businesses in Portland, as his day job. This means Bailey is living and breathing the food industry. He's constantly immersed in local food businesses, which helps him find some of the best companies to partner with in the market.

"From that, I just happen to find myself in conversation with the greater food scene locally," Bailey said. "It just leads to being able to meet and network."

While you don't need to work a different job in your field, you should find ways to remain immersed in your industry. If you're creating a sports gambling startup, you should be aware of the state-by-state legislation changes regarding sports betting. If you work in the cannabis industry, regulations and consumer guidelines are critical to follow. Regardless of what industry you're in, it's vital to know the trends of the field. Your awareness of what's happening in your industry will set your business up for success.

It's also important to monitor local trends and changes. The food industry in Portland differs from the food industry in Oklahoma. A product that finds tremendous success in rural towns in the Midwest might struggle in New York City. Be aware of the differences in local markets.

5. Cover business basics.

When starting a business in a competitive industry, you need to focus on the business basics as well. That means writing a business plan, creating financial projections, performing a competitor analysis and understanding your target market. Craft a marketing strategy, consider which social media channels you'll use and how you'll engage potential customers in your area.

While connecting with local businesses and other small business owners is an important part of succeeding in a competitive industry, it's also crucial to cover the basics of starting a business. The best entrepreneurs create solid plans of attack and then adjust to the many challenges they face.

Starting a business in a competitive industry requires solid strategy before, during and after the business's launch. If you cover the basics like a business plan, your small business will be better equipped to follow the road map Pozole to the People has shown to work.

Going Global: How to Expand Your Business Internationally

By Chad Brooks, Writer / May 8, 2019 10:31 am EST

- Evaluate if you have the funds and customer base you'll need.
- Find the right partners and team members.
- Structure your infrastructure properly.
- Consider new ideas and rely on the experts.
- Do your due diligence.
- Be willing to change direction and adjust your customer support.

Taking your brand overseas can be appealing, and many entrepreneurs would jump at the chance. However, the international expansion journey can be treacherous. Between establishing a fresh customer base, learning new laws and regulations, finding trustworthy partners, and becoming familiar with the local customs, the road to becoming a global company is difficult to navigate. While not every business is fit for such a challenge, some are. Before you decide to make the leap overseas, you need to consider these factors.

Are you ready for international expansion?

One of the first questions you must answer is whether your business is actually suited to succeed in international markets. Just because you think your product or service will thrive in a new country doesn't mean it actually will.

Diego Caicedo, co-founder and CEO of OmniBnk, which operates in multiple Latin American countries, said scaling across borders is complicated and expensive regardless of a company's size, and the process can take time and resources away from other opportunities.

"Companies should evaluate whether or not expansion is indeed beneficial, or if it will only take away from their core business," Caicedo said. "It may be better to serve one country well than several countries poorly."

Zoe Morris, president of the Frank Recruitment Group, would encourage entrepreneurs to evaluate whether their business is truly ready to grow before developing an international strategy. She said to plan ahead, monitor your market share, and try to figure out if it will support a move into new foreign markets and create more long-term business opportunities.

"Take a look at finances and honestly ask yourself if you have the funds to support the initial investment and sustain the growth you're forecasting," Morris said. "If the answer to both is yes, then it may be the right time to grow. Remember, success won't be immediate, so you'll need to factor that into your plans."

One of the biggest considerations has to be whether your business can actually build a strong customer base internationally. A product that sells well in your home country may not have the same appeal in international target markets.

"First, make sure your customers exist," said Joseph Paris Jr., chairman of business consulting firm Xonitek and founder of the Operational Excellence Society. "Is there a need for your offering? Are they inclined to purchase? Don't think that they might – know that they will."

Jethro Lloyd, CEO of iLAB – a software quality assurance company with offices in Indianapolis, London, Johannesburg, Cape Town, Rio de Janeiro and Sydney – says another initial step is to conduct some significant research into the country you want to expand to.

"Don't discount the importance of education on both sides, in both your new market and your homeland," Lloyd said. "You must understand the direction your new city is going in and leverage that momentum to support your expansion, whether it's logistics, banking or a talent base."

What are the challenges of international business?

No major business decision is without its hurdles, but global expansion comes with its own unique set of obstacles. Here are some challenges you should prepare for before expanding internationally.

Language and cultural differences

Taki Skouras, co-founder and CEO of international wireless accessories retailer Cellairis, suggests hiring bilingual staff members who can translate for your company.

"If you don't have the budget for full-time translators, outsource tasks like overseas customer service," he said.

Josh Robinson, vice president of franchising and development for Pearle Vision – an optical franchise that has 500 locations throughout North America, including about 60 in Canada – said it is important to understand that there may be cultural and language differences within a country.

"Just as you expect differences in residents of California, the Midwest and New York, you need to understand the nuances between Vancouver and Calgary [for example]," Robinson said. "You probably expect differences in laws and languages, so you would hire a lawyer and translator from the country you are moving into. But you also might need a local person's perspective to understand how the culture and even taste could affect the market for some consumer goods and services outside the U.S."

International compliance and regulatory issues

Learning the different tax codes, business regulations and packaging standards in different countries can be challenging. Trevor Cox, chief financial officer for DataCloud International Inc. – which has offices in the U.S., Canada and Australia – said compliance was the biggest challenge DataCloud faced when expanding overseas.

"In Australia, compliance was a major headache," he said. "It took months to complete the necessary paperwork for compliance and setting up a corporation."

Foreign banks may also be hesitant to deal with the administrative burden of a U.S.-based account, so you may have to set up a separate foreign business entity and bank account to make handling transactions worthwhile for the banks.

"It took just as long to set up a local bank account, with many banks declining to work with us because we were too small," Cox said. "We had to switch to an international bank, which had offices in Australia."

Packaging

Stanley Chao, president of All In Consulting and author of *Selling to China: A Guide for Small and Medium-Sized Businesses*, said products have to be localized. This means different packaging, foreign language instructions, different voltages, etc.

"The issue here is that you need a local person familiar with your product to suggest these changes," Chao said. "Don't think you can just resell your U.S.-targeted product in a foreign country."

Paris said packaging standards are different from country to country. In the U.S., companies only need to include directions in English and maybe Spanish. "But in Europe, your instructions, even for the simplest product, will be in multiple languages, sometimes up to 24 languages. If your product is sold more regionally, you will have to consider the increase in packaging cost associated with labeling."

Local competition

It's not easy to persuade a foreign customer to trust your brand when a similar product is made in their home country. While some big-name U.S. chains have clout overseas, small and midsize companies need to work harder to convince the international market that their brands are trustworthy and better than the competition.

"Why would [customers] buy from you over the local champion?" Paris said. "Can you penetrate the market? If you do, can you be profitable under the circumstances?"

International expansion advice and best practices

By Chad Brooks, Writer / May 8, 2019 10:31 am EST

If you feel you're ready to tackle the challenges of international business, follow this advice from business leaders who have been in your shoes.

1. Find the right partners and team.

If you plan on expanding globally, you'll want a great team or partner. Even if your "partner" takes the form of a mentor, you'll want someone you trust and who can vouch for you.

Caicedo said it's crucial to establish a local office and team that understand the market and language to comply with local regulations.

"Having a local country manager can go a long way in not only ensuring that the company is compliant in each new market, but that it is handling its expenses efficiently as well," he said. "Working with a local partner can also help communicate your company's unique selling point in a way that is meaningful to the local market."

The people you hire to deal with your overseas business partners and customers must be immersed in the local environment, but they should also be looking out for your interests.

"The foreign companies that you may deal with probably have more experience doing business in the U.S. than you have in their country," Bardosh said. "Without a core team on your side with the necessary cultural, language and local business contacts, you'll be competitively disadvantaged."

Biolife LLC, developer of bio urn and planting system The Living Urn, launched in the U.S. in 2014 and has since expanded to 17 countries worldwide. Biolife President Mark Brewer said those expanding internationally shouldn't rush the process of finding trusted and reliable strategic alliances.

"While the potential partner may seem like a great choice today, a better option may be available tomorrow," he said.

When you're looking specifically for a distributor, Brewer said, don't assume the largest one is automatically the best.

"Some of our best and most successful distributors are entrepreneurs like us who are focused on the product and driven to make it successful in their market," he said. "Larger distributors, having many products, may not devote the same amount of time and attention to our product in the market."

2. Have the right infrastructure.

Morris said it is vital to make sure that when you do expand, you have the right infrastructure in place to ensure a smooth launch.

These are some questions she said you should have answered beforehand:

Do you have a management team that can deliver your strategy from a satellite office?

Have you decided which business decisions can be made on a local level and which need to be made centrally?

Do you have the capabilities to set up IT and telephone systems?

How will employees share data securely, and does the data you're capturing follow the law and best practices?

3. Consider the impact of any new ideas.

Instead of only thinking about how your own country's customers might receive your new ideas, you'll need to think about how foreign customers will receive your ideas.

"As you spitball new ideas, someone definitely needs to think about scalability to your international territories – usually you," said Mike Zani, CEO of business consulting firm The Predictive Index. "Time zones, language and cultural appropriateness all need to be considered when you branch out internationally. If you don't do this ahead of time, you run the risk of offending your international partners by appearing to be more concerned about yourself [than] them."

4. Always do your due diligence.

Before making major business decisions, you should think through all possible scenarios – especially during global expansion. Chao advises those expanding their business internationally to spend time in the country they want to break into. An information-gathering trip can be a focal point to develop a plan for moving forward.

"Visit potential customers, distributors, OEM partners, and even competitors who are making either complementary or competing products," Chao said. "After a visit, you'll find out all the hard facts on whether your product can sell, who the competitors are, what price to sell at, and how to sell (directly, distributor, etc.)."

5. Rely on experts.

It is important for businesses looking for international growth to understand that they will need help. Chao said this can be particularly tough for smaller businesses, because they have likely been doing everything on their own up to this point.

"Realize you can't do everything, and rely on some experts to at least guide you through the beginning phases," he said. "You don't have to reinvent the wheel. Rely on experts."

6. Be willing to change direction.

Once you do expand, be prepared for some bumps in the road. That may mean changing how you operate in some ways. Adrian Fisher, founder and CEO of PropertySimple – a real estate technology company with locations in the U.S., Argentina and Chile – said you can't be afraid to pivot.

"With each new country comes new challenges, and businesses must adapt their product," Fisher said. "It's OK if the product shifts; it's more important to meet consumer demand."

7. Alter your customer support.

Once you launch overseas, you will have a whole new customer base to support. Roger Sholanki, CEO and founder of Book4Time, a provider of next-generation wellness management software that operates in 70 countries, said your current system of customer support will need significant changes when you expand internationally.

"The immediate challenge is servicing customers in different time zones, which could mean a 12-hour time difference," he said. "Your customers will want immediate support and access."

3 Brothers Work Together to Create and Sell 'Super Coffee'

By Saige Driver, Staff / October 14, 2018 08:15 pm EST

Jordan DeCicco, then a basketball freshman at Philadelphia University, couldn't stay awake in his 8 a.m. accounting class after early morning practice. He went looking for bottled coffee to bring to practice, but he couldn't find any that wasn't packed with sugar and artificial ingredients.

"It was loaded with sugar and cream and milk," said Jordan. "It was a big issue." On Sundays, Jordan brewed his own "super coffee" that traded in sugar with healthy fats, such as coconut oil.

He'd bring his coffee to practice and class. Soon his friends, teammates and classmates were asking for some of his "Super Coffee." Once Jordan realized he had a potential business on his hands, he called the two people he knew shared the same values as him and could take the business to the next level – his two older brothers, Jake and Jimmy.

Now Super Coffee is sold in most college cafeterias and stores such as Wawa, Wegmans and Whole Foods. Business News Daily chatted with Jordan, Jake, and Jimmy about starting a business in a dorm room, and how they make working with family a benefit.

Advantages of working with family

Working with family comes with a unique set of advantages and disadvantages. One major advantage is trusting and really knowing your business partners. Instead of asking his friends or teammates, Jordan, the youngest brother and founder of Kitu Life, decided to ask his brothers for help.

"We are really close in age and have a really good relationship," Jordan told Business News Daily. He knew they all shared the same values and would never risk compromising their values to get ahead.

The brothers came together and started to work toward a common goal – to create better coffee.

"We are about positive energy for a positive life," said Jordan. "We wanted to make something that would make everyone's day a little better while making them a little better."

"The best part [of working together] is that it's a value-based system, and we are committed to the bigger picture," said Jake, the middle brother and COO. "We are able to stay pretty even-keeled and keep our eye on the prize."

Another major plus for the three is that they all live in the same apartment and are continually bouncing ideas off each other and improving their products.

"We live together, and it allows us to work seven days a week," said Jake. "There is no unplugging, and we keep the positive energy flowing."

Disadvantages of working with family and finding work-life balance

One of the biggest challenges for family businesses is managing a working and personal relationship. Individuals who work with family may have problems setting boundaries so the business doesn't take away from family time. The three DeCiccocos sometimes struggle with this.

"I think the biggest con for us is never being able to unplug, which is good but definitely a con," Jake told Business News Daily. The brothers recently took their first vacation since starting their company in 2015. While they were in Italy celebrating their dad's 50th birthday, they found themselves talking about coffee and forced themselves to stop.

Jim, the oldest brother and CEO, says he thinks one disadvantage is their lack of business experience. "When it comes to things like organization, communication, we are learning on the go. It's complicated."

Make the most out of every experience

It's important to make the most of every experience. When you're just starting your business, there are likely going to be a lot of bumps in the road. But how you react to the bumps is what dictates your success.

In June 2017, the three brothers went on "Shark Tank" to pitch Kitu Life. While they walked away without a deal, they made the most of the experience.

"We truly believe in creating your own luck," said Jim. "'Shark Tank' is what you make it. We made the most of it, and it worked to tell our story."

When they filmed the episode, some of the sharks didn't like the aftertaste of the coffee. Instead of being frustrated with the lack of a deal, they altered their coffee recipe. "We are always changing it to make it as good as it can be," said Jim.

Now when they introduce their products to new stores, they promote it with "Seen on 'Shark Tank.'" This way, consumers know there is a story behind their product.

Be competitive and take risks

Some of the best business owners are competitive and risk-takers. All three brothers were college athletes, so they're not strangers to competition. While they'd get into arguments on the field growing up, they're on the same team now, and it's less internal competition and more external competition.

They still have some arguments like most business partners and brothers do, but they're productive and are about improving the business. "The most heated conversations we have are subjective, like what should the bottle look like or what should the new products be called," said Jim.

When they decided to focus on the business, they went all in. Jordan quit college, and Jim left his job on Wall Street. When they told their parents about their plan, they weren't happy.

"I had to convince them with my passion and vision," said Jordan.

How to Stay Competitive in Tech Recruiting

By Derek Walter, Contributing Writer / September 5, 2019 10:00 am EST

- Digital transformation and continually changing skill sets require organizations to be savvy and forward-thinking in who they hire.
- Finding tech talent requires a strong, focused recruitment strategy.
- Develop an interview process that reflects your company vision and brings out interviewees' true skill sets.
- Look outside the traditional recruiting bubble and reach out to individuals who can add a diverse skill set and background to your company.
- Don't ignore soft skills when determining the ideal candidate.

Today's companies must fight for tech talent. In a strong economy, they must continue to find a way to fill roles with a landscape where many potential employees have several choices for where to work and are picky about what those assignments should look like.

Companies use a wide range of options for tackling this dilemma, with increased focus on hiring managers who focus on attracting talent with the right skills. For other organizations, the answer is turning to tech recruiters who claim to know the magic that will lure the right candidates their way. Others develop elaborate in-house strategies and dedicated recruiting teams to fill the roles they need.

Recruiting tech talent is a concern that goes all the way to the top of companies. A PricewaterhouseCoopers survey identified finding talent as a top concern among CEOs. From recruiting to interviewing and finding the right skill sets, there is an ongoing challenge to find the right fit. As companies compete in tight markets, ensuring you have the best employee roster should be a priority.

Many look at the issue as a lack of available talent, given the strong competition among tech companies and the changing nature of the hiring process. Tony Martin, executive vice president of recruitment process outsourcing and talent management at Hudson RPO, said that no matter the specifics behind any perceived shortage, it's up to companies to get the ones they want in the door.

"Many companies are not doing the best job at attracting the talent that's out there," he said. "Finding the best person for a position goes beyond matching a skill set to a list of job requirements. In fact, smart companies are taking a look at what skills are available in the market and figuring how those skills can be applied to their particular needs."

How to successfully recruit tech talent

The key is being transparent about the role itself. If you peruse enough job descriptions, you'll find lots of specifications that the candidate will need to be "hardworking" and "impactful." However, a strong sense of purpose and work-life balance can be equally or even more important.

"Candidates today want to understand the totality of a role – what their experience will be at an organization and what it has to offer them," Martin said. "That's why it's so important for organizations to convey what they can offer these candidates beyond a simple job description. It also goes back to companies understanding what their target market is looking for and what's important to them. For example, younger generations – and, in particular, women with a STEM education – are looking for more meaning and flexibility from their work life."

A Harvard Business Review report indicates that companies might not be taking the right approach. For example, it recommends that companies refine the interview process.

The time spent on interviews has nearly doubled since 2009, according to the report. Companies would get better results with fewer, more consistent interviews as part of a carefully refined process. When managers ask questions on the fly that they think will be a good gauge of fitness for the role, they often tend to seek information out of their own bias.

"Tech companies should also consider training people with transferable skills, who can, for instance, learn a new computer language to meet the job requirement," said Darlene Gillard, partnership director of community and events at social enterprise DigitalUndivided. "The talent is out there, but they need to be given access to jobs and opportunities. The folks in HR at these newer tech companies must do their due diligence in recruiting talent."

They should also be wary of their outsourcing, as outsourced recruiting may be further subcontracted to other agencies that may not give the matter the attention it needs.

The success of the recruiting process may come down to the way an employer brands itself.

"Tech has a marketing problem," said Gillard, whose company develops programs to increase active participation of urban communities in the digital space. "When people think of tech, they think of a 25-year-old Mark Zuckerberg-type guy. That's a very narrow point of view and could be a deterrent for anyone looking to work for a tech company. In order to stand out, companies need to change the face of their brand."

How to compete for the tech talent you need

There are many good strategies for recruiting the best talent. Companies can shout about the advantages they offer – the total compensation package, additional benefits, flexible working capabilities, and other perks before they even talk about salary. Many workers are also moved by philanthropic ideas and the opportunity to contribute to an organization that has a higher purpose.

Even with a good strategy, it can be challenging to find good tech talent. A digital skills gap, according to the Capgemini Digital Transformation Institute, is still something to tackle. However, it's not just in the technical skills – 59% of employers in the survey said their organizations don't have employees with the right soft skills, while 51% said the same about the traditional hard skills.

The report indicates that customer centricity, passion for learning, and cybersecurity and cloud computing are the most in-demand skills from both sides of the spectrum. It's important to keep both sides of an individual's skill set in mind while evaluating a candidate pool.

Much attention is paid to coding skills and other specifics that are necessary to do the job well and fit in with the team's goals. However, there is also much attention being paid to the other aspects that make an individual employee effective.

According to the LinkedIn Learning 2019 Workplace Learning Report, creativity is the most in-demand soft skill in 2019, with persuasion, collaboration, adaptability and time management also considered critical. When it comes to those sought-after hard skills, cloud computing, artificial intelligence, analytical reasoning, people management and UX design round out the list of top needs.

It's popular for companies to use technical recruiters for finding the next talented hires. As with many aspects of a company, outsourcing work to the perceived specialists seems like a timesaver.

How recruiters get paid varies by organization and several other factors. Internal recruiters are part of an organization, where finding new talent is their focused job. With an agency, recruiters can be compensated based on the number of leads or successful conversions. In some cases, the compensation is a percentage of the recruit's salary, or a hybrid of an upfront fee and money paid out for a successful placement.

The key is to understand how a particular agency operates, and if its methods are the right mix with how your company wants to fill roles. This ethos also applies to building up your in-house team of recruiters. Many recruiters also offer a CRM system to track the recruiting and hiring process internally.

How to be a good tech recruiter

"The demand for tech professionals continues to increase as companies continue to invest in tech, but [the number of] people choosing that field is not increasing," said John Reed, senior executive director of IT staffing firm Robert Half Technology. "There's a supply-demand imbalance."

One of the best ways to recruit is to look internally and develop systems so current employees look for those new opportunities. That's why Reed recommends considering current employees when tech positions open up.

"Always start with re-recruiting your existing staff," he said. "They're probably getting calls [from other recruiters] and the problem gets compounded – you need more talent, but your current staff is getting recruited away."

Being open to promoting from within, or switching someone's role based on their strengths, is beneficial for everyone involved: The company doesn't have to "sell" itself to an employee who already works there, and the promoted employee will be satisfied, which could prove to be useful when you do need an outside hire.

"Your employees are your best brand ambassadors in the marketplace," Reed said.

The process of finding and keeping tech talent is going to be a challenge for companies no matter the state of the economy. There are some solid steps for recruiting the best talent, such as helping your company better market itself and helping your employees feel good about where they work. Teams that are happy with their job and feel positive about their shared sense of purpose are likely to be enthusiastic spokespersons for your organization. These are some of the strategies that can make the tech recruiting process more manageable. In a quickly evolving tech landscape, what works may change over time. However, sticking to key, forward-thinking principles can set your company on the foundation for recruiting success.

How to Create a Successful Internship Program

By Matt D'Angelo, Staff / April 10, 2019 08:00 am EST

Internships aren't just about grunt work anymore. With the right program, you can develop young talent and lay a foundation for recruiting brilliant young minds to work for your company. Smaller companies especially have an opportunity to edge out larger competitors by providing interns with opportunities to develop and staying in touch after graduation.

"We've hired former interns to become full-time employees multiple times," said Liz Wessel, co-founder and CEO of WayUp. "I like to think of it as a two- to three-month interview."

WayUp matches employers and job candidates seeking full-time roles and internships, which has allowed Wessel to get a glimpse into the internship programs of several companies. WayUp hired (and will be paying) interns for this coming summer as part of a development program that includes guest speakers and lunch with Wessel.

Small businesses have a big opportunity when it comes to interns. By developing and working with interns, you can foster growth in an inexperienced individual who could one day become a major player for your company.

The first step is establishing the right kind of program and paying your interns to ensure you're attracting talent that can contribute to your organization. Here's how to do it.

1. Establish an intern program coordinator.

Having a person in charge of your interns is crucial to building a program that pushes candidates and ensures they're getting the most out of their experience. The best part is, for small businesses, this position doesn't need to be a separate full-time position. Wessel said that WayUp's internship program is run by two coordinators who work in full-time roles for the company. She said these individuals contribute about five hours a week to the program, and the responsibilities don't impede their full-time obligations.

Internship coordinators can build a program that ensures your interns are having a collective learning experience. Steven Benson, founder and CEO of Badger Maps, is an example of someone who puts in extra effort to develop interns.

"During the internship, I teach classes on various business topics, give career advice, do trainings to make them successful at their job role and help them develop valuable skills," Benson wrote in an email. "Interns at Badger are executing on major projects from beginning to end, and thereby get meaningful work experience."

2. Give each intern a mentor or "buddy."

Providing a mentor means giving interns an avenue for personalized feedback on matters that extend beyond their work. You want to provide a dynamic feedback experience for the intern, so assigning them mentors from upper-level management may not be the best idea, since they'll likely already be receiving feedback from their direct supervisor.

Instead, provide your interns with junior-level employees to create a relaxed relationship that promotes professional growth and development. After all, if this is an intern's first corporate experience, they may have questions that they don't feel comfortable asking their manager.

3. Set goals and workloads.

Setting goals for your interns and revisiting their progress throughout their tenure is another important step in development. Wessel said that often, interns will work on two or three major projects, depending on the length of their internship. The key is tracking their progress and making sure there's a defined beginning, middle, and end to their work.

"It's really nice for an intern to feel like they've come in, they've started something, and they've completed that, as opposed to them feeling like they've ... been working on something and they never get to see it through to the end," Wessel said.

4. Make intern development a daily commitment.

As your interns get into the swing of things, make sure you have some structure set up so they are constantly receiving feedback and are on track with your goals. This is an important step in providing a personalized experience, but it's also crucial for you as a business owner – with the right feedback, you'll get the right kind of work from your intern.

Josh Skalniak, a public relations manager with Fingerpaint Marketing, said that each week, managers meet to review what each intern is working on and develop detailed to-do lists for the coming week. These meetings are for the managers only and provide a basic framework so that interns don't get lost in an abstract corporate environment.

"We all get to learn who is assigning [interns] work and how much," said Skalniak. "While we could simply ask the intern how their workload is going, we often find that interns are eager to please and don't speak up when they are overworked. The meeting gives us a broad picture of their workload and keeps us from overloading them."

Wessel said that managers should also have weekly one-on-one meetings with interns to make sure that everyone is on the same page.

How you structure your internship program depends on your business's needs. However, one key insight is to ensure you're constantly communicating with the interns. Otherwise, they may drift from their responsibilities and lose sight of their role within the company.

"[If they] have never worked in a corporate environment before ... they might not realize they should speak up about the fact that they are lost," Wessel said. "They might not even realize that they're lost – it's part of being so junior."

5. Stay in touch.

Once your internship comes to a close, try to maintain at least a tenuous connection with your former interns. There's no telling what opportunities they could move on to and what doors they could open for you in the future. Staying in touch with interns acts as proactive networking – by keeping in contact, you provide the opportunity to reconnect in the future.

Of course, another great reason to keep in contact with good interns is if you want to offer them a full-time role once they graduate. A good internship program acts as a training ground for young talent. You can filter out interns who aren't a good fit for your company and discover new talent that could one day serve your company on a full-time basis.

What not to do

Running a great internship program is as much about avoiding bad practices as it is about implementing great ones. Besides obvious bad practices, like giving your interns menial tasks that don't offer any chance for development, there are some other practices that Wessel and Skalniak outlined.

Avoid alcohol: Your intern may be under 21. Don't put them in a position where they could feel pressured to drink. It could also be an uncomfortable situation for an intern who may think they could get fired for drinking with co-workers.

Don't overlook an intern: Interns need guidance. You can't expect them to speak up like a full-time employee would when there's a problem or they're confused about what they need to do. Providing too much flexibility can result in interns who aren't working toward the goals you've set for them.

Structuring your internship program

These tips and best practices are a starting point. How you set up your internship program will be specific to your business and reflective of your organization's values. It's important to foster strong communication between your intern and multiple sources, like mentors, managers, and other interns, and create a collective experience where an intern can feel like their work contributed to your overall organization. By developing bright young minds and fostering talent in your interns, your company can retain great people and be the starting point of illustrious, successful careers.

"We've created a program and environment that enables [interns] to be successful and thrive at Badger as well as in their future jobs," Benson said.

"This is obviously a big investment on our part, but that is how many of our former interns got jobs at Google, Apple, LinkedIn, Square, Salesforce and a bunch of other cool companies."

The other aspect that should never be overlooked is that you should pay your interns. Paying your interns will allow you to access talented candidates who may otherwise have never applied. Plus, it may be illegal not to pay them minimum wage. Federal labor laws, as well as some state's laws, may require it.

The Fair Labor Standards Act (FLSA) offers a six-part test to see if your intern can go unpaid:

- The internship is similar to training that would be given in an educational environment.
- The full experience is purely for the benefit of the intern.
- The intern doesn't replace regular employees but still works closely with existing staff.
- The employer receives no immediate advantage from the work the intern does; in fact, operations may be impeded.
- There is no job guaranteed at the end of the internship.
- Both the intern and employer know there are no expectations for wages

Paying interns "makes them feel appreciated; it makes them work harder," Wessel said. "It will allow for greater diversity when it comes to you hiring, because if you're not paying your interns, it probably means you're only going to attract people whose parents ... can [financially] support their kids. If they're doing real work for you, you should pay them."

Build a Culture That Increases Employee Retention

By Matt D'Angelo, Staff / May 9, 2018 04:03 pm EST

Three million Americans quit their job each month, and more than 50 percent of all organizations globally struggle to retain their most valuable employees. Jumping from company to company has become the norm for U.S. employees, so how can small businesses combat employee turnover?

"Many leaders look first to throwing money at the problem and either try to compete on pay or by offering cool perks they think will improve the culture, like foosball and beer," said Heidi Mausbach, CEO of Omaha-based digital marketing agency Ervin & Smith. "Neither really get at the root of the problem, which is making sure you have a strong employer brand and employment value proposition."

An employment value proposition is the intangible benefits and experiences your workers gain from the skills and services they offer your business. It moves beyond monetary compensation and into experience and knowledge that will follow them throughout their career. Mausbach argues that engaging employees starts with recruiting the right workers and providing an EVP that's in line with your brand's overall identity.

Regardless, if you have a worker retention problem, providing more compelling compensation packages and financial benefits isn't the most effective way to fix the problem. It's an important aspect of worker retention, but it's only one dimension. Worker retention is as much a problem of culture as it is of compensation. If your business is experiencing high turnover, analyze your business culture and consider the opportunities you can provide employees for career growth and development.

Building better culture

Ervin & Smith was named one of the best places to work in 2017 by AdAge. Mausbach said that building a better business culture is key to keeping employees engaged. By increasing engagement, you can drive worker retention. A Gallup study found that employees who are engaged at work are 59 percent less likely to look for a different job in the next 12 months.

"Evaluate your employee experience," Mausbach said. "Intentionally build every aspect of the employee experience – leadership, environment, operations, technology and tools, and culture – to tie back your employer brand and EVP."

Building a better business culture doesn't mean providing employee perks, like ping pong tables. It means recruiting workers who fit your organization's vision and providing employees with autonomy. Large companies like Netflix provide employees with unlimited PTO and other benefits. This stems from an inherent trust in their workers, which is a lesson that can apply in small business situations as well.

By trusting your workers and treating them like adults, you promote engagement and push them into situations where they can go the extra mile and reap the benefits. Providing responsibility, and aligning business practices with core values, can push your business toward a better culture.

Providing clear paths for advancement and other leadership benefits can also help with worker retention. Nick Crouch is a Tropical Smoothie Cafe franchise owner, alongside partner Glen Johnson, in Florida, Georgia, Texas and Arkansas. Crouch's employees at his smoothie shops are younger and paid hourly, but he has implemented several incentives and practices to drive retention. He likes to prioritize advancement so workers feel they are working toward a promotion.

"We always look to promote from within whenever we can," he said. "I think a constant communication around that and [keeping] our culture top of mind at all times has been successful for us. We retain great employees by providing advancement opportunities with continued growth and development, and communicate that with our team members on a regular basis."

Other tips for increasing engagement

Besides analyzing and revamping your business culture, there are several other ways you can keep employees engaged and decrease turnover.

Anne Brackett, chief engagement officer with Strengths University, is a certified Gallup Engagement Champion who has worked with hundreds of employees on engagement throughout her career. She said it's important for small business owners to remember that managing employees is part of the job.

"It seems easier to put supervision on the back burner, but in the long run it's not," she said. "Early in my career, if I thought there was a staff issue brewing, I'd do my best to ignore it ... This rarely worked and caused me way more problems than being on top of the issue. Delegate all the tasks you can, and spend a good portion on managing what is most likely one of the biggest expenses in your business – your staff."

It may seem like an obvious concept, but it can be easy to get caught up in day-to-day tasks, making employee problems just another headache to tackle. Brackett said it can be helpful for small business owners to discuss employee progress regularly.

"Even if an employee is doing well, the annual review is frequently the only time that person is told so," she said. "Meet with your employees regularly to discuss their successes, what they need to improve on, ideas they may have to improve the company, and even ideas they have for building their skills."

Providing the right incentives

While building a solid business culture and promoting employee engagement is important, other incentives can help keep employees at your company. Keep in mind that this is an important aspect, but not the magic solution to a systemic employee retention problem. Employee salaries should be competitive, and introducing supplemental awards and contests can help with retention.

Crouch said that he provides various incentive programs, like a Standout Team Member of the Month award. This award includes a cash prize as well as Tropical Smoothie branded items, like bags or coolers. He also gives away concert and sporting event tickets to top performers. Small perks like these can help remind employees that they work for a company that cares about them.

How to Best Lead a Multicultural or International Team

By Adam C. Uzialko, Writer / May 9, 2017 06:25 pm EST

There are many benefits to having a diverse team. Different perspectives boost creativity and wisdom, enabling your team to attack problems from multiple angles and come up with unique solutions.

However, when it comes to a multicultural team spread across the globe, managing such a diverse squad can sometimes be difficult. Kristin Behfar, a professor at the University of Virginia Darden School Foundation, determined that in addition to the usual problems teams face – such as how to expend resources, how to solve problems, and confrontation – multicultural teams face a unique set of challenges. Among them are varying expectations toward respecting hierarchy and status; prejudice and stigma spilling into the workplace; cultural and language barriers; and varying interpretations of commitment or agreement to a decision.

Behfar and her co-authors, Mary Kern of the Zicklin School of Business at Baruch College and Jeanne Brett of the Kellogg School of Management at Northwestern University, interviewed people worldwide who had experience leading multicultural teams. Using their responses, the researchers developed a few tips for getting the most out of a diverse team.

1. Break down cultural differences.

Think about how your team members might view you. Ask if your behaviors uphold cultural stereotypes and acknowledge it with good humor – but avoid self-deprecation. It can be disarming but will often backfire, said the researchers.

It's also important to recognize that communication styles are not indicative of intelligence. For example, some cultures are more inclined toward open-ended questions than others.

2. Minimize the language barrier.

Native speakers should be the mediator to ensure a mutual understanding. Create the norm that asking someone to repeat themselves is not offensive, especially when it comes to a heavy accent. Use pictures, stories and data to help illuminate the conversation. Avoid colloquialisms and slang, or words with two meanings or confusing context.

When it comes to business decisions, the researchers advised asking for agreement in multiple ways. For example, offer extra time to proofread material and to revisit a "final" decision multiple times.

3. Work around cultural customs.

Companies with multicultural teams should proactively accommodate different work schedules (e.g., time off for siestas) and vacation norms (five to six weeks in Europe). Be sensitive to dietary and religious restrictions in planning days off, choosing restaurants, and selecting food in the break room. You should also work to understand values and motivations. Is a deal in time for quarterly postings a key objective, or do they find it most important to not look bad in front of superiors?

4. Avoid creating artificial divisions.

The researchers cautioned against speaking a certain language in the office unless everyone is fluent in it. It's also wise to remain current on political issues in co-workers' countries of origin, especially in regards to war, ethnic conflict, foreign intervention and regime change. Use caution when discussing world politics.

Finally, be sensitive to the perceived "status" of a country – the U.S. has a dominant pop culture, for example, but it likely offends others.

For more advice on leading a multicultural or international team, visit the full report on the University of Virginia Darden School Foundation's website.

How to Manage a Multigenerational Workforce

By Rebecka Green, Contributing Writer / July 5, 2019 12:00 pm EST

As Generation Z (those born in 1995 and onward) enter the workforce, businesses may soon have employees from four to five different generations working for them. Members of each generation have their own work styles, values and communication preferences. Resulting conflict from these differences stresses the need for intergenerational harmony in promoting an efficient work environment.

Austyn Rask is a millennial and the director of content and research at BridgeWorks, a consulting company and speakers bureau that educates businesses on the dynamics of a multigenerational workforce. For her, educating workers about the different generations is critical. BridgeWorks recognizes that each company will have a different approach to bridging the generational divides. A hip startup, for example, will have different problems than a centuries old, family-owned corporation. Rask emphasizes the importance of understanding how – and why – each generation

communicates in the distinct ways that they do. By understanding the cultural, political and social dynamics that shape each generation, employers are able to have a diverse workforce that works together cohesively while carrying out the mission of the company.

Generations in the workforce

Today, you will find the following generations in the workforce, according to BridgeWorks:

Silent Generation/Traditionalists

Born 1900-1945

Traits: fiscally conservative, respects authority, self-sacrificing, loyal

Values: family, sacrifice, waste not/want not, respect for authority

Baby Boomers/Generation Y

Born 1946-1964

Traits: competitive, idealistic, polished, disciplined

Values: work ethic, professionalism, youthfulness, individualism, luxury

Generation X

Born 1965-1976

Traits: Resourceful, independent, skeptical, efficient

Values: transparency, independence, work-life balance, growth

Millennials

Born 1977-1995

Traits: collaborative, innovative, adaptable, experience-driven

Values: integrity, innovation, efficiency, speed

Generation Z

Born 1996-TBD

Traits: inquisitive, risk-averse, industrious, pragmatic

Values: stability, personalization, equality, resourceful

Cuspers

"Cuspers" are an additional category worthy of note. These are individuals born on the "cusp" of two generations, and they are known for being good at coordinating, translating, and resolving conflicts. All generations, not just cuspers, are shaped by the cultural, economic, political and global forces that surrounded them in their formative years. For example, a generation raised in one global region is characteristically different than members of the same generation located in a different part of the world. In a similar vein, an individual's generational characteristics might differ depending on the generations they were influenced by. For example, it was assumed Generation Z and millennials would be similar because both generations came of age in a time of intense digital revolution and upgrade. However, research shows these two generations are different, as Generation Z has a strong influence on Generation X parents who value growth and independence, while millennials focus on innovation and collaboration.

How multigenerational traits dictate thinking

Rask tells the story of two Generation Z interns at BridgeWorks. Both were given money and complete freedom to plan a dinner for the organization, and there was an emphasis on including dessert with the dinner. Their millennial supervisors felt both employees were providing a welcome, fun opportunity for the interns. The interns, however, were overwhelmed by the freedom and lack of direction. They floundered and skipped over the dessert portion of the meal altogether because they were nervous about choosing the "wrong" item. The moral of the story is that where one generation might welcome an experience, another might feel fear at the same opportunity. Those in managerial positions should be mindful that just because you like to be managed a certain way does not mean your employees will appreciate the same style.

At times, even small interactions can contribute to multigenerational workplace conflict. Workers might ask "Why is this millennial/Gen Z'er texting me?" "Why is my baby boomer boss so snappy and rude in emails?" Of course, millennials and Generation Z are used to communicating digitally and have honed their communication skills through these mediums. Baby boomers, on the other hand, did not grow up with email or text message and opt to communicate in a style that feels efficient, taking on a "short and snappy" style.

Why age diversity matters

Age diversity is crucial in running a successful business, and managing expectations is a priority. As a business owner or manager, look at the strengths and values each generation brings to your workplace. Baby boomers helped set up systems and processes so businesses could be more orderly and prioritize documentation. Generation X employees value independence. Millennials want to highlight diverse voices in collaborative settings. Generation Z, though they are on the cusp of entering the workforce, are likely to strive to find a balance between creativity, order, collaboration and individualization. Put all of these generations together, and you have a well-rounded employee base that can understand and resolve the issues and challenges your business is facing. Achieving harmony, however, among your multigenerational workforce can be tricky. Rask stresses the need to understand the generations. BridgeWork consultants usually start with senior management but also work with human resources teams, talent acquisition, diversity and inclusion departments, and other relevant workforce management teams.

How to build your team

When it comes to team-building activities, Rask recommends inducing nostalgia. Her company created decks of cards that featured Western-based cultural references spanning several years. The cards depicted movies, music, politics and war. In the game, individuals select cards that remind them of their childhood, then sit with co-workers and share memories and thoughts before diving into the difficult conversation of generational differences. This is an activity that can be incorporated into your company's social and development events throughout the year.

Once the initial conversation is started, businesses can move into strategies like mentorship and reverse-mentorship programs. Reverse mentoring is when older workers work with younger worker mentors for the purpose of stimulating digital knowledge and challenging hierarchical norms, all the while nurturing a professional relationship. The more "traditional" mentorship style, an older worker mentoring a younger one, is still an ever-growing, effective practice across professional fields.

This relationship building breeds understanding and empathy between the different generations. An "on-paper" knowledge of generational differences can only take a business so far if they do not implement educational and professional growth initiatives into their workforce management. This will prevent disdain and ageism between colleagues.

Bottom line

As Generation Z enters the workforce, remember that all new generations face backlash. Millennials, in particular, have faced criticism in the media in recent years. Why? On the surface, it's easy to dismiss the complaints as jealousy over digital fluency, or a lack of understanding about their "overly" inclusive worldview.

These attacks seem intensified by the rapid-fire nature of today's news cycle, but Rask recalls stumbling upon a New York Times article from 1951 bemoaning the silent generation (those born between 1925 and 1945) for being too apathetic. At that time, the greater public had yet to recognize the extent to which World War II affected this new generation.

Whether it is age (or another identifier), an atmosphere of acceptance in the workforce is necessary for a harmonious and productive working environment.

What is Your Body Language Telling Colleagues About You?

By Shannon Gausepohl, Expert / October 7, 2016 04:32 pm EST

Have you ever thought about what you're saying to your colleagues when you're not speaking or typing an email to them? Your body language can nonverbally communicate your feelings, whether that is positive or negative, and can affect how your co-workers perceive you.

Psychology Today reports that people's needs, feelings, thoughts and intentions are processed by the limbic brain and expressed in our body language. For example, whether a baby lives in Boston or Borneo, she'll purse or pucker her lips if she doesn't like a certain food, and her eyes will dilate when she sees her mother. These expressions are very simple and binary, displaying either comfort or discomfort. From the time we are born, we show through our facial and body gestures whether we are warm or cold, contented or displeased, happy or sad — even if we don't say it in words.

"Through our body language, we alter the perception of a word," said body language expert and author Greg Williams. "For instance, we can say the same thing multiple ways and project a different meaning with each of those pronouncements based on the body language gestures that accompany our sentiments."

Examples of body language in action

Most people are oblivious to the subtle signals they send and receive via nonverbal cues, Williams said.

"It's unfortunate because if they were more aware of such signals, they'd uncover undisclosed meanings that they might use to benefit their plight in life," he added.

Williams gave examples of simple everyday signals that affect how people perceive what we say:

Forehead. When someone wrinkles their forehead, it's a sign of stress. Thus, the absence of wrinkles is a sign of calm and easygoingness.

Eyes (wide open versus closed and narrow). Wide-eyes indicate someone's attentiveness, interest and open-mindedness. A narrowing of the eyes signals a higher degree of focus on the subject, which is usually accompanied with a furled brow/forehead.

Smile. A genuine smile is denoted by turned up corners of the lips.

Hand placement. When hands are held close to the body, they tend to convey a need to protect the body. When hands are held away from the body, they convey more of a sense of openness, trust and approachability.

Foot placement. When the feet of two people engaged in a conversation are facing one another, the individuals are mentally engaged in their conversation. When one person turns a foot away, that usually means that individual has mentally begun to disengage in the conversation and soon he or she will exit in that direction.

Body language in the workplace

The above examples can also be found in an office setting, though there are certain cues to keep in mind when in the workplace.

"When you're in a business environment ... there tends to be a more serious mindset that one has about him or herself, along with a heightened sense of body language gestures," Williams said.

He added that co-workers are often "looking for certain things" to denote what hidden meaning might be associated with the way something is stated. A person's inflection might disclose a different meaning than the word conveyed, or there may be a sense of trepidation that is perceived based on a body language gesture.

According to Psych Central, these body language gestures can be detrimental at work:

Seeming uninterested. When we're feeling friendly and comfortable with the people we're interacting with, we tend to angle our bodies toward them and subtly match their movements. Be cognizant of where your body is positioned and that you're not angled toward the door when engaged in conversation with people. This shows a lack of interest and distraction. Instead, subtly mirror or mimic their gestures. For example, without being too obvious, place your hands on the table if theirs are, or lean slightly back in your chair if they are doing the same. This expresses harmoniousness and alignment.

Nervous gestures. Leg jiggling, hair twirling, face touching — any motion you do when nervous or bored — indicates insecurity. These gestures can cost you the trust you've built with your supervisors. If you're prone to hand movements, find a place for them to rest instead.

Eye contact. Your boss can tell a lot about your emotional intelligence just by the way you look at people, including how much you respect, appreciate and are interested in them and your work. A good formula for maintaining eye contact that's confident and certain (read: not creepy) is to hold a person's gaze for approximately 50 to 60 percent of the time you're interacting with him or her.

Williams reminded workers to take the time to recognize what your body is doing in day-to-day interactions in the office. It may change the way you perceive what others are saying to you and vice versa.

ФОРМА БИЛЕТА

Министерство науки и высшего образования РФ
ФГАОУ ВО «Казанский (Приволжский) федеральный университет»
Институт управления, экономики и финансов
Кафедра иностранных языков и профессиональной коммуникации
Направление подготовки, профиль Экономика (внутренний аудит)
Учебный год 2019/2020
Курс 2
Дисциплина “Иностранный язык профессиональный”

ЭКЗАМЕНАЦИОННЫЙ БИЛЕТ № 1

1. Speak on the topic: What should an organisation do if it wants to succeed and develop?
2. What is diplomatic and non-diplomatic way to negotiate?
3. Render the article #1

Доцент кафедры иностранных языков
в сфере экономики, бизнеса
и финансов _____

Солодкова И.М.

Зав. кафедрой иностранных языков
в сфере экономики, бизнеса
и финансов _____

Полякова О.В.