

Документ подписан простой электронной подписью
Информация о владельце:
ФИО: Силин Яков Петрович
Должность: Ректор
Дата подписания: 30.09.2022 12:10:25
Уникальный программный ключ:
24f866be2aca16484036a8cbb3c509a9531e605f

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF
THE RUSSIAN FEDERATION
FSFEI HE «Ural State University of Economics»

Approved by
the Council for educational and
methodological issues
and quality of education
December 15, 2021
Protocol No 4

Chairman



Karkh D.A.



BANK OF EVALUATION RESOURCES

to test competencies required by the professional master degree program 38.04.02 Management
profile: «International Business»
for all modes of learning (including distance)

Developed by
AMC of the Institute of
Digital control technology
and information security

Chairperson: Zubkova E.V.



МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ
Федеральное государственное бюджетное образовательное учреждение
высшего образования
«Уральский государственный экономический университет»
(УрГЭУ)

14 марта 2022 г.

г. Екатеринбург

ВЫПИСКА ИЗ ПРОТОКОЛА № 3

Заседания УМК института цифровых технологий
управления и информационной безопасности

ПРИСУТСТВОВАЛИ: Зубкова Е.В., Рубис Г.К., Панов М.А., Воронов М.П., Клейменов М.В., Тихомирова А.М., Вашляева И.В., Шуралева Н.Н., Бегичева С.В., Ковтун Д.Б., Коношлева Л.А., Атманских Е.А.

СЛУШАЛИ: Ученого секретаря кафедры креативного управления и гуманитарных наук Атманских Е.А. о фонде оценочных средств по направлению подготовки 38.04.02 Менеджмент, программа «Международный бизнес (на английском языке)».

ПОСТАНОВИЛИ:

Признать ФОС компетенций по основной профессиональной образовательной программе высшего образования – программе магистратуры по направлению подготовки 38.04.02 Менеджмент, программа «Международный бизнес (на английском языке)», соответствующим требованиям ФГОС ВО.

Результаты голосования: за – 12, против – нет, воздержавшихся – нет.

Председатель УМК института ЦТУиИБ

Е.В. Зубкова

Секретарь УМК института ЦТУиИБ

Г.К. Рубис

Экспертное заключение

на фонд оценочных средств (далее – ФОС) компетенций по основной образовательной программе высшего образования – программе бакалавриата по 38.04.02 «Менеджмент» направленность (профиль) «Международный бизнес» (МИБ)

г. Екатеринбург

01 марта 2022 года

Руководство общества с ограниченной ответственностью «УРАЛПЛАСТ» провело экспертизу и оценку содержания ФОС компетенций по основной профессиональной образовательной программе высшего образования по направлению подготовки по направлению 38.04.02 «Менеджмент» направленность (профиль) «Международный бизнес» в ФГБОУ ВО «Уральский государственный экономический университет», на соответствие требованиям федерального государственного образовательного стандарта высшего образования – магистратуры по направлению подготовки 38.04.02 «Менеджмент», утвержденного приказом Министерства науки и высшего образования РФ от 12 августа 2020 г. № 952 «Об утверждении федерального государственного образовательного стандарта высшего образования - магистратура по направлению подготовки 38.04.02 «Менеджмент», зарегистрированного в Минюсте РФ 21 августа 2020 г. Регистрационный N 59391.

В ходе экспертизы был рассмотрен фонд оценочных средств для проверки сформированности компетенций при освоении основной профессиональной образовательной программы высшего профессионального образования по направлению 38.03.02 «Менеджмент» направленность (профиль) «Международный бизнес», по очной форме обучения (в том числе, с применением электронного обучения и дистанционных образовательных технологий), включающих в себя:

- общие требования к системе оценивания сформированности компетенций;
- порядок формирования компетенций и проведения процедур по оценке сформированности компетенций;
- критерии оценивания уровня сформированности компетенций;
- тестовые задания для проверки сформированности *универсальных компетенций*, предусмотренных ФГОС ВО;
- тестовые задания для проверки сформированности *общепрофессиональных компетенций*, предусмотренных ФГОС ВО;
- практические кейсы для проверки сформированности *профессиональных компетенций*, которые соответствуют области и видам профессиональной деятельности выпускников, установленных федеральным государственным образовательным стандартом высшего образования по направлению 38.04.02 «Менеджмент» направленность (профиль) «Международный бизнес».

Фонд оценочных средств компетенций разработан и принят Учебно-методической комиссией Института цифровых технологий управления и информационной безопасности УрГЭУ, утвержден Советом по учебно-методическим вопросам и качеству образования УрГЭУ.

На основании представленных материалов и требований, установленных федеральным государственным стандартом высшего образования по основной профессиональной образовательной программе высшего образования – бакалавриата по

направлению 38.04.02 «Менеджмент» направленность (профиль) «Международный бизнес» сделаны следующие выводы:

1. Содержание тестовых заданий направлены на формирование *универсальных и общепрофессиональных компетенций*, установленных федеральным государственным образовательным стандартом высшего образования по направлению 38.04.02 «Менеджмент» направленность (профиль) «Международный бизнес». В тесты включены важные, базовые знания, отражающие сущность, содержание и закономерности явлений, составляющих основу универсальных и общепрофессиональных компетенций. Вопросы тестовых заданий сформулированы четко, корректно, логично выстроены и рассчитаны на оценку уровня учебных достижений обучающихся в конкретной области знаний. Тестовые задания определяемы, ориентированы на получение от обучающегося однозначного заключения в виде правильного ответа. Абсурдные, неоднозначные варианты ответов в тестовых заданиях отсутствуют.

Содержание практических кейсов и индикаторов их достижения позволяют оценить, насколько сформированы *профессиональные компетенции* в области международного бизнеса и насколько готов обучающийся к выполнению таких типов задач профессиональной деятельности как финансовые, коммуникативные и организационно-управленческие. Практические кейсы носят компетентностно-ориентированный, прикладной характер и составлены с учетом требований по направлению подготовки 38.04.02 «Менеджмент», утвержденного приказом Министерства науки и высшего образования РФ от 12 августа 2020 г. № 952 «Об утверждении федерального государственного образовательного стандарта высшего образования - магистратура по направлению подготовки 38.04.02 «Менеджмент», зарегистрированного в Минюсте РФ 21 августа 2020 г. Регистрационный N 59391, а так же требований работодателей.

3. Критерии и показатели оценивания компетенций, шкалы оценивания обеспечивают проведение всесторонней оценки результатов обучения, уровня сформированности компетенций. Фонды оценочных средств компетенций позволяют объективно оценить результаты обучения и уровни сформированности компетенций. Для оценивания уровня сформированности компетенций применяется 100-балльная система оценивания (с переводом рейтинга в пятибалльную систему), которая в зависимости от полученного итогового балла может соответствовать *высокому* (5 баллов – 100%-85%, 4 балла – 84%-70%), *среднему* (3 балла – 69%-50%), *низкому* (0 баллов – 49% и менее) уровням сформированности компетенций. Содержание критериев изложено понятным и доступным языком.

На основании проведенной экспертизы можно сделать заключение:

ФОС компетенций по основной профессиональной образовательной программе высшего образования – бакалавриата по направлению 38.04.02 «Менеджмент» направленность (профиль) «Международный бизнес», соответствует требованиям федерального государственного образовательного стандарта высшего образования по направлению 38.04.02 «Менеджмент» и рекомендуется к реализации, при проведении независимой оценки качества подготовки обучающихся образовательных организаций высшего профессионального образования.

Директор ООО «УРАЛПЛАСТ»



Д.В. Никонов

GENERAL REQUIREMENTS FOR COMPETENCE ASSESSMENT

The indicator for assessing the development of the Program is formed on the basis of combining the current and interim assessment of the student.

The indicator for assessing the level of competency formation is formed on the basis of the students' **current assessment** in terms of the competencies.

The rating indicator for each competency is expressed as a percentage, which shows the level of the student's preparation.

The result of the input control and the overall indicator of the formation of competencies is formed and is included in the individual overall rating of the student.

The procedure for competence assessment

At the beginning of the first course (entry tests) - the score of entrance examinations.

66 points or more - 5 points

65-60 points - 4 points

59-40 points - 3 points

1, 2 semester - the formation of universal and general professional competencies.

At the end of the 2nd semester - checking the level of formation of universal and general professional competencies.

3rd semester - the formation of professional competencies.

At the end of the 3rd semester - checking the level of formation of professional competencies.

4th semester - all competencies are worked out to the level established by the OBOR, the results of the formation of competencies are checked at the final state certification.

The student's individual rating can be taken into account when discussing the results of the final state certification.

A 100-point scoring system is used.

The procedure for transferring the rating, provided for by the assessment system, by disciplines, practices, final state certification into a five-point system.

Criteria for assessing the level of competence development

Evaluation indicator	5-point scoring system	Characteristics of the indicator	Level of formation
100% - 85%	5 points	have full theoretical knowledge, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results at a high level	High level of competence formation
84% - 70%	4 points	have full theoretical knowledge, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. <i>Mistakes may be made, corrected by the student independently in the process of work.</i>	High level of competence formation
69% - 50 %	3 points	have general theoretical knowledge, are able to apply, explore, identify, analyze, systematize,	Average level of competence

Evaluation indicator	5-point scoring system	Characteristics of the indicator	Level of formation
		categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results at an average level. <i>Mistakes are made that the student finds it difficult to correct on their own.</i>	formation
49 % and lower	0 points	have incomplete general theoretical knowledge, do not know how to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. <i>Skills for solving professional problems are not formed</i>	Low level of competence formation
100% - 50%	credit	the characteristic of the indicator corresponds to "excellent", "good", "satisfactory"	High, average and low levels of competence formation
49 % and lower	no credit	the characteristic of the indicator corresponds to "unsatisfactory"	Low level

UNIVERSAL COMPETENCES

UC-1.	<i>Able to carry out a critical analysis of problem situations based on a systematic approach, develop an action strategy</i>
--------------	--

Test tasks

Questions can have only one correct answer.

1. Purpose of Science — is ...

- a) knowledge of the laws of nature and society development and the impact on nature based on the use of knowledge to obtain results useful to society
- b) a reasonable mental representation of the general final and intermediate results of scientific research.
- c) the field of human activity aimed at developing and systematizing objective knowledge about reality.

2. The way of thinking, in which a person questions the incoming information, his own beliefs, is called:

- a) clip thinking;
- b) critical thinking
- c) analytical thinking

3. System method is:

- a) length measurement;
- b) problem formalization
- c) mathematical formula.

4. SWOT analysis consists of:

- a) division of factors and phenomena into four categories: strengths, weaknesses, opportunities, threats;
- b) identifying ideology as the idea of its mission that dominates in a given organization;
- c) an adequate and complete understanding of the strengths and weaknesses of the organization

5. Scientific idea is:

- a) a form of logical thinking, in which the internal essential aspects and relationships of the objects under study are revealed;
- b) an intuitive explanation of a phenomenon (process) without intermediate argumentation, without awareness of the totality of connections on the basis of which a scientific conclusion is made;
- c) a universal form of expression of human thoughts, including the body of knowledge, in a natural language form.

6. The strategy defines:

- a) boundaries of possible actions and decisions;
- b) conscientiousness management
- c) efficient use of internal and external potential

7. Which of the following research methods are used in scientific research

- a) philosophical - these include dialectical, metaphysical, analytical, dogmatic, and so on;

- b) all of the above-mentioned;
- c) general scientific - this category includes more specific methods, including analysis, synthesis, generalization, and others.

8 Systems thinking is:

- a) the emergence of an original idea and a new approach to business;
- b) the ability to understand the connections between objects, objects, phenomena, as well as to consider them holistically;
- c) indirect and generalized reflection of reality.

9. Managerial thinking includes:

- a) mental techniques of lateral thinking;
- b) basic (universal) and specific types of thinking, depending on the tasks and activities to be solved;
- c) random stimulation.

10. Elements of logistics:

- a) concept, judgment, conclusion;
- b) dialectical thinking, analytical thinking, logical thinking;
- c) thoughts, feelings, concepts, analysis, synthesis of learned material.

11. Empirical methods include:

- a) observation, description, measurement, experiment, comparison;
- b) the formation of an integral system of hypotheses, on the basis of which it is possible to draw some kind of general conclusion regarding a particular subject of research;
- c) understanding and using the various properties of an object, based on specific theoretical information about it.

12. Theoretical methods include:

- a) none of the above;
- b) formalization, axiomatization, hypothetical-deductive;
- c) observation, description, measurement, experiment, comparison.

13. The process of thinking is carried out with the help of a number of mental operations:

- a) analysis and synthesis, abstraction and concretization, classification, systematization, comparison, generalization;
- b) formalization, axiomatization, hypothetical-deductive realization;
- c) understanding, synthesis, induction, deduction, concretization, formalization, systematization.

14. Select general scientific methods and research techniques.

- a) analysis and synthesis;
- b) idealization;
- c) visualization.

15. Analysis is-...

- a) the process of mental abstraction from a number of properties and relations of the phenomenon under study;
- b) a method that is a mental division of the object under study into its constituent elements in order to study its structure, properties, internal connections, relationships;

c) the process of establishing the general properties and characteristics of an object, closely related to abstraction.

16. The task of theoretical research is?

- a) summarizing the results of the study;
- b) finding common patterns;
- c) accumulation of information.

17. Abstraction is:

- a) rejection of single signs while maintaining the essential links common with the disclosure;
- b) mental association of objects and phenomena according to their common and essential features;
- c) a mental operation based on highlighting the essential properties and relationships of an object and abstracting from other, non-essential ones.

18. Deduction is:

- a) a logical conclusion in the process of thinking from the general to the particular;
- b) a logical conclusion in the process of thinking from particular to particular on the basis of some elements of similarity;
- c) a logical conclusion in the process of thinking from the particular to the general.

19. A general, non-detailed plan covering a long period of time, a way to achieve a complex goal, in military affairs, later than any human activity at all?

- a) tactics;
- b) strategy;
- c) planning.

20. The method of critical analysis implies a way to achieve the goal. It can be?

- a) logical and consistent;
- b) strategic and tactical;
- c) deductive and inductive.

21. The fundamental methodological orientation of the study, which consists in stating that analysis is not applicable to such an object, and that its study requires the use of special research methods - is this?

- a) logical approach;
- b) systematic approach;
- c) critical approach.

22. Cognitive task, which is characterized by a contradiction between the available knowledge, skills, attitudes and the requirement - is this?

- a) managerial situation;
- b) organizational situation;
- c) problem situation.

23. The problem situation in its psychological structure, like thinking, is a rather complex phenomenon and includes not only subject-content, but also

- a) motivational, personal (needs, capabilities of the subject) sphere;
- b) personal, psychological (possibilities of the subject and his fantasies) sphere;
- c) the inner world of the individual, his worldview (mentality and aspirations).

24. “The process of identifying in a certain set of documents (texts) all those ones that are devoted to a specified topic (subject), satisfy a predetermined search condition (request) or contain the necessary (corresponding to information needs) facts, information, data” is called?

- a) decision making;
- b) critical analysis of information;
- c) search for information.

25. The method of persuasion, designed to rationally substantiate a statement with the help of other statements, but not able to serve as proof of its truth - is this?

- a) refutation;
- b) proof;
- c) reasoning.

26. List 5 effective strategies for dealing with conflict?

- a) adaptation, analysis, synthesis, psychological approach, compromise;
- b) rivalry, adaptation, avoidance, compromise, cooperation;
- c) synthesis, induction, deduction, humility, refutation.

27. The systems approach is based on the principles of:

- a) historicism, worldview, deviation, versatile worldview, integrity;
- b) purpose, duality, integrity, complexity, multiplicity and historicism;
- c) denial of reality, duality, multi-stage, divergence, multiplicity.

28. Critical data analysis is:

- a) the process of mental abstraction from a number of properties and relations of the phenomenon under study;
- b) the process of establishing the general properties and characteristics of an object, closely related to abstraction;
- c) the process of determining the veracity, reliability or credibility of the information provided.

29. The way of thinking, in which a person argues incoming information, his own beliefs, is called:

- a) clip thinking;
- b) critical thinking;
- c) analytical thinking.

30. Managerial thinking includes:

- a) mental techniques of lateral thinking;
- b) basic (universal) and specific types of thinking, depending on the tasks and activities to be solved;
- c) stereotypical thinking, figurative thinking.

<i>UC-2</i>	<i>Able to manage a project at all stages of its life cycle</i>
-------------	---

Test tasks

Questions can have only one correct answer.

1. When organizing work on a project, the manager needs to solve, first of all, three main tasks:

- a) how to organize people; how to organize the design process itself; how the application should be arranged;
- b) how to develop organizational skills, deep knowledge of project implementation methodology; how to provide an independent review of the project against functional specifications; how to ensure clarity and accuracy in recording problems;
- c) how to prepare and maintain the necessary environment for developing and testing the product being developed; how to ensure a smooth transition of the released system to the technical support services of the customer; how to ensure that the design is independently verified against functional specifications.

2. A statement that formulates the general results that one would like to achieve in the course of the project:

- a) project implementation;
- b) the purpose of the project;
- c) project objectives.

3. Which of the following is not an advantage of a project organizational structure?

- a) people and equipment are brought together through projects;
- b) teamwork and a sense of belonging;
- c) reduction of lines of communication.

4. The functions performed by each link of the team during the execution of the project can be divided into the following main ones:

- a) master the minimum project budget, bring the company maximum profit, rally employees; management, implement task setting;
- b) product management; program management; development; testing; user training; logistics;
- c) adjust the deadlines for the implementation of individual project processes, report to the management within a certain time frame, ensure the delivery of products and logistics on time.

5. Creation of social projects. The main strategic goal of the social project is to create an optimal community of organization of collective relations, taking into account the objective conditions and life of various social groups - this is the main goal of ...

- a) social forecasting;
- b) social design;
- c) social engineering.

6. What factors have the strongest influence on project implementation?

- a) economic and social;
- b) economic and organizational;
- c) economic and legal.

7. Project participants are:

- a) consumers for whom the project being implemented was intended;
- b) customers, investors, project manager and his team;
- c) individuals and legal entities directly involved in the project or whose interests may be affected during the implementation of the project.

8. Name the distinctive feature of investment projects:

- a) big budget
- b) high degree of uncertainty and risks;
- c) the goal is the mandatory receipt of profit as a result of the project.

9. The project is the "five P":

- a) problem - plan - information search - product - presentation;
- b) statement - plan - perspective - processes - product;
- c) sequence - search for information - promotion - design - problem.

10. What is the subject area of the project?

- a) the volume of design work and their content, the totality of goods and services, the production (performance) of which must be ensured as a result of the project;
- b) directions and principles of project implementation;
- c) the reasons why the project was created.

11. What factors should be taken into account in the process of a decision making on the implementation of an investment project?

- a) inflation and the political situation in the country;
- b) inflation, unemployment and alternative investment options;
- c) inflation, risks, alternative investment options.

12. What is the subject area of the project?

- a) the volume of design work and their content, the totality of goods and services, the production (performance) of which must be ensured as a result of the project;
- b) directions and principles of project implementation;
- c) the reasons why the project was created.

13. A project differs from a process activity because:

- a) processes are shorter in time than projects;
- b) for the implementation of one type of processes, one or two performers are needed, for the implementation of the project, many performers are required;
- c) the processes are of the same type and cyclic, the project is unique in its purpose and methods of implementation, and also has clear start and end dates.

14. What is the name of the discount that helps to advertise and promote the project?

- a) stimulating;
- b) design;
- c) marketing.

15. Two tools that assist the project manager in organizing a team capable of working in accordance with the goals and objectives of the project are the organizational chart and

- a) an enlarged schedule;
- b) responsibility matrix;
- c) job description.

16. Three ways of financing projects: self-financing, use of borrowed and ... funds.

- a) attracted;
- b) state;
- c) sponsorship.

17. What is the purpose of the critical path method?

- a) to determine the timing of the implementation of certain processes of the project or its non-fulfillment;
- b) to identify possible risks and delays in performance;
- c) for optimization in the direction of reducing the project implementation time.

18. Structural decomposition of the project is:

- a) a visual representation in the form of graphs and diagrams of the entire hierarchical structure of the project work;
- b) the structure of the organization and delegation of authority of the team implementing the project;
- c) the schedule of receipt and expenditure of resources necessary for the implementation of the project

19. What is the name of the time interval between the start of implementation and the end of the project?

- a) the stage of the project;
- b) project life cycle;
- c) the result of the project.

20. The project strategy is:

- a) the desired result of the activity, achieved or not achieved as a result of the successful implementation of the project in the given conditions for its implementation;
- b) directions and basic principles of project implementation;
- c) making a profit and analyzing intermediate results.

21. Goal setting is based on:

- a) motives;
- b) awareness;
- c) all options are correct.

22. Goal tree:

- a) it is a structured set of goals, divided into circular sectors responsible for different areas of human life: health, family, work, etc.;
- b) assumes that the goal of a higher order corresponds to the top of the tree, and below, in several tiers, there are local goals (tasks), with the help of which the achievement of the goals of the upper level is ensured;
- c) assumes that the local goal corresponds to the top of the tree, and below, at the base, there is a general goal.

23. Balance wheel:

- a) one of the well-known methods of analyzing the current state of life, it was invented by Paul J. Mayer, an American businessman, millionaire and motivational coach;
- b) diagram - a circle divided into sectors, responsible for different areas of human life: health, family, work, etc.;
- c) all options are correct.

24. Two key groups of people are involved in the process of using the Delphi method:

- a) experts who present their point of view on the problem under study, and analysts who bring the opinions of experts to a common denominator;

b) casual passers-by, representing their point of view on the problem under study, and employees of the organization whose tasks are to be studied;

c) employees of the organization whose tasks are to be studied, and analysts who do not work with the project, bringing the opinions of employees to a common denominator.

25. SWOT analysis as a decision-making method at the strategic planning stage helps to identify internal and external factors by dividing into four categories:

a) advantages of the internal environment of the organization, disadvantages, opportunities, threats;

b) strengths, weaknesses, opportunities, threats;

c) strengths of the external environment of the organization, weaknesses, advantages, disadvantages.

26. A method for analyzing problem situations and determining the field for finding solutions, which is implemented through answers to the questions: "What?", "Who?", "Where?", "How?", "Why?", "What?" and when?":

a) Bush's Idea Matrix;

b) SWOT analysis;

c) TRIZ (the theory of inventive problem solving).

27. A method that points the way to finding one or more solutions to a problem. With its help, an algorithm for obtaining inventive ideas is created, principles are developed that allow finding original solutions:

a) Bush's Idea Matrix;

b) SWOT analysis;

c) TRIZ (the theory of inventive problem solving).

28. A decision-making technique that involves answering four basic questions written in a square: What will happen if this happens? What happens if this doesn't happen? What will not happen if this happens? What won't happen if it doesn't happen?

a) Bush's Idea Matrix;

b) Eisenhower matrix;

c) Descartes square.

29. The manager makes a mistake if:

- a) makes decisions on emotions;
- b) makes a decision instead of subordinates, "making" them executors;
- c) in all the above cases.

30. What tools can be attributed to heuristic decision-making methods?

- a) Method of expert assessments;
- b) Simulation model;
- c) Rapid decision making and coordination.

UC-3.	<i>Able to organize and manage the work of the team, developing a team strategy to achieve the goal</i>
--------------	---

Test tasks

Questions can have only one correct answer.

1. A leader who is able to organize and manage the work of a team is:

- a) a team member of a pragmatic and practical mindset with the skills of planning and organizing practical activities;
- b) a team member with the most creative, logical mindset with high emotional intelligence and knowledge.
- c) a member of the team with an aptitude for and experience in systems analysis of a broad vision, who is able to complete the idea, make it understandable and attractive to the client.

2. The qualities of any manager are divided into three main categories:

- a) defining potential, intellectual, leadership;
- b) psychological, interpersonal, intrapersonal;
- c) personal, professional, business.

3. List the main professional qualities of a leader (hard skills):

- a) the ability to receive, evaluate and analyze information in a short time, the ability to optimize the workflow, identify and get rid of unnecessary routine tasks for yourself and your subordinates;
- b) level of education, work experience (in general and in a specific area, as well as in a managerial position, critical thinking and the ability to learn new things, willingness to change processes, systematic thinking, the desire to study new methods and approaches to work;
- c) competent and clear setting of tasks for subordinates (so that the employee understands in detail the task itself and the deadlines and completes it), the ability not to "think" too much and start acting.

4. A certain complex of personality traits, his moral and psychological characteristics, which largely determine the management style, is:

- a) personal qualities of a team member;
- b) personal qualities of the leader;
- c) group qualities of the leader.

5. Select a block of the main personal characteristics of the leader:

- a) emotional stability and resistance to stress, ambition, determination and even courage, objectivity, exactingness (control of the result obtained);
- b) liberated imaginative mindset, high educational background, broad outlook, well-developed creative thinking;
- c) developed productive and lateral thinking, high intelligence, conflict-free character.

6. The role of the critic in various classifications of role behavior is similar to the role:

- a) the organizer;
- b) skeptic;
- c) team member.

7. The management system, implemented through the creation and functioning of working groups or management teams, based on the process of delegation of authority, is:

- a) command relations;
- b) management team;
- c) team management.

8. This quality is considered absolutely necessary for all senior managers, not just for the CEO. One human resources specialist described the search for the head of the information department as follows: "In the past special attention was paid to the _____, rather than to the technical ones":

- a) critical thinking skills;
- b) leadership skills;
- c) communication skills.

9. _____ explain the basis and direction of its activities and should be decomposed to the level of tasks specific and understandable to team members:

- a) command relations;
- b) command formations;
- c) teamwork goals.

10. A method that allows you to evaluate the work of the team, determine deviations from the planned level, establish their causes and identify reserves:

- a) graphic method;
- b) index method;
- c) method of comparisons.

11. A stable system of ways, methods and forms of influence of the leader, creating a peculiar style of managerial behavior is:

- a) management method;
- b) management style;
- c) control method.

12. With this style of team management, decisions by subordinates are imposed on the leader:

- a) authoritarian style;
- b) democratic style;
- c) liberal or conniving style.

13. The synergistic effect of the adoption of _____ contributes to the generation of original goals and ideas, but not any group, but only a team, is given the opportunity to realize this opportunity:

- a) time estimates for each operation;
- b) team (joint) decisions;
- c) clarification of roles, relationships for each type of activity.

14. A strategy for the development of a conflict in a team, assuming that one of the parties wants to satisfy their interests, regardless of how this will affect the interests of the other side:

- a) adaptability;
- b) confrontation;
- c) cooperation.

15. Team work tactics is:

- a) long-term strategy;
- b) short-term actions, a means of implementing the strategy;
- c) operational strategy.

16. A way to resolve interpersonal conflicts in a team, characterized by high assertiveness, combined with low cooperativeness:

- a) evasion;
- b) cooperation;
- c) coercion.

17. Specialists of the same profile who meet regularly to jointly study work issues:

- a) virtual team;
- b) a team of specialists;
- c) command change.

18. The set of expectations that exists regarding each member of the team is called:

- a) role;
- b) leadership;
- c) desire.

19. The exchange of signs containing information in a command without the use of words is:

- a) exchange of facial expressions;
- b) the exchange of non-verbal information;
- c) feedback interference.

20. According to Meredith Belbin's classification of roles, a dynamic person who stimulates others and does not lose his composure in a tense environment is:

- a) motivator
- b) performer;
- c) faker.

21. What approach to conflict resolution should be used when immediate action is needed?

- a) cooperation;
- b) compromise;
- c) evasion.

22. A leader who uses ... wins people over, has a positive effect on them:

- a) responsibilities
- b) authority;
- c) pressure.

23. Signs of low morale among team members are:

- a) a high level of culture of relationships between team members; hierarchy;
- b) low level of culture of relationships between team members;
- c) the average level of culture of relationships between team members;

24. Team communication can be improved by:

- a) spreading rumours;
- b) regulating information flows;
- c) creating information overload.

25. Group dynamics is:

- a) changes in teams in which employees enter into conflict relations;
- b) movement of personnel within the group;
- c) a set of processes and phenomena that characterize the life cycle of the group.

26. Need is:

- a) a feeling of lack of something that has a certain direction;
- b) increasing staff loyalty to the organization;
- c) strengthening the informal authority of leaders.

27. Which of the personal traits of a leader is of maximum importance when appointed to a responsible leadership position in a large team?

- a) authoritarian tendencies;
- b) professional achievements;
- c) level of education.

28. Team motivation is:

- a) rules that improve labor efficiency;
- b) the process of stimulating activity to achieve the goal;
- c) a set of leading motives.

29. Leadership in a team is:

- a) the ability to purposefully influence consumers of the organization's products;
- b) the art of influencing people so that they willingly strive to achieve goals that are not their personal goals;
- c) the art of making managerial decisions.

30. The first step in the team control process is:

- a) obtaining information, analyzing data;
- b) setting standards or criteria for control;
- c) creation of a mathematical or graphical model of control.

<i>UC-4.</i>	<i>Able to apply modern communication technologies, including in a foreign language(s), for academic and professional interaction</i>
--------------	---

Test tasks

Questions can have only one correct answer.

English language

1. This is my department – Customer Service. Lauren is ___ boss.
a) my;
b) her;
c) his.
2. She is good ___ dealing with people.
a) with;
b) at;
c) in.
3. ___ there any restaurants in the Conference Centre?
a) Are;
b) Is;
c) Do.
4. How much ___ for the new printer?
a) paid;
b) do you pay;
c) did you pay.
5. I want to visit your head office. ___ send me the address?
a) Can you;
b) Are you;
c) Have you.
6. I think your laptop is ___ than mine.
a) good;
b) better;
c) the best.
7. The competitors offer ___ prices than us.
a) lower;
b) more lower;
c) more low.
8. Sorry, I can't help you now. I ___ on my presentation.
a) was working;
b) working;
c) am working.
9. How often do you usually meet with your team?
a) Once a week;
b) Last week;
c) Next week.
10. Hi, I'm back from my business trip. It was great. I ___ 5 days visiting customers, which was very interesting.
a) spend;
b) spent;
c) spende.

11. ___ you already emailed the annual report to the Board?
a) have;
b) did;
c) will.
12. The CEO's office is ___ the conference room.
a) between;
b) next to;
c) under.
13. We ___ for an imaginative but focused web designer to join our US team.
a) are now looking;
b) are now look;
c) were now looking.
14. They moved production to a new factory ____ .
a) now;
b) last year;
c) next week.
15. Who do you work for? ____
a) I am a Sales manager;
b) I work for BMW;
c) I am in charge of production.
16. We don't buy from BND. Their prices are too ____ .
a) fast;
b) high;
c) quiet.
17. I am a student. I don't have much time, that's why I want a ___ job.
a) full-time;
b) interesting;
c) part-time.
18. They are a large company. They ___ around 60,000 people in total.
a) employ;
b) develop;
c) export.
19. Tata Motors is an automobile company. They ____ .
a) sell oil and gas;
b) make cars;
c) provide services.
20. What ___ does your company export to China?
a) products;
b) employees;
c) offices.
21. I take photos, send emails and messages with my ____ .

- a) smartphone;
- б) webcam;
- в) USB stick.

22. You aren't in my ___ list. Can you tell me your phone number, please?

- a) office;
- б) contact;
- в) password.

23. Do you know the WI-FI ___ to get Internet access in the meeting room?

- a) phone;
- б) connection;
- в) password.

24. When I meet new people in my job, we usually exchange ___ .

- a) application forms;
- б) business cards;
- в) invoices.

25. Restaurants and hotels are in the ___ industry.

- a) hospitality;
- б) telecommunications;
- в) banking.

26. What's the problem with the projector?

- a) I don't use it;
- б) I don't know how to use it;
- в) No, I don't.

27. ABC Computers. Can I help you?

- a) Can you tell me your name, please?
- б) Hello. Can I order five laptops, please?
- в) Can you spell that, please?

28. Hi, I'm Rachel Stone from the UK office. I hear you work for our Sales Team in Spain?

- a) Yes, that's right;
- б) No, thanks;
- в) Nice talking to you.

29. We need to discuss the sales conference. Can we arrange a meeting?

- a) I can't meet then.
- б) OK, are you free on Friday?
- в) Is it any good?

30. How was the sales conference?

- a) That's right.
- б) It was great!
- в) No, not necessarily.

Russian language

1. Business letter:

- a) is never added up;
- b) is folded with the text inside;
- c) doesn't matter.

2. When saying goodbye, certain etiquette formulas are used. Determine which of them can be used in a strict official setting:

- a) See you soon!
- b) Be Happy!
- c) Bye!

3. The intimate distance between interlocutors is the distance:

- a) from 1 to 2 m;
- b) from 0 to 45 cm;
- c) from 2 to 5 m.

4. Which of the statements is correct?

- a) spelling norms are the norms of pronunciation of sounds and the norms of stress;
- b) orthoepic norms - these are the norms for writing words and their forms;
- c) a language norm is a relatively stable way of expression, historically accepted in a linguistic community based on the choice of one of the options for use as mandatory for an educated part of society.

5. Which statement is correct?

- a) official business style determines the features of the language of official and diplomatic documents;
- b) a person can keep in mind 10-12 facts at the same time;
- c) business speech is characterized by the wide use of emotionally colored words.

6. Which statement is NOT true?

- a) speech etiquette - a system of formulas developed in a given language that serve to establish contact and maintain communication in the right tone;
- b) there is no connection between language, values and behavior;
- c) from childhood, we learn not only our native language, but also the language of our time, our social group, our family, our entire environment.

7. Phraseologism “go for broke” means:

- a) act recklessly;
- b) act at the risk of everything;
- c) move fast.

8. Give an example with an error in the declension of the surname:

- a) a Jack London novel;
- b) Elon Musk project;
- c) Speech by Valery Kulik.

9. Consensus is:

- a) an alliance based on contractual obligations;
- b) general agreement on controversial issues;
- c) expansion of the sphere of influence.

10. Words and expressions characteristic of the speech of a team united by any one kind of labor activity are called:

- a) professionalism;
- b) cliches and stamps;
- c) verbal tropes.

11. Mentality is:

- a) mentality, a certain level of social and individual consciousness and the spectrum of life positions, culture and behaviors associated with it;
- b) an alliance based on contractual obligations;
- c) an information meeting of representatives of the press, at which a certain position is stated by authorized persons.

12. Monitoring is:

- a) the scope of authority of this state body;
- b) specially organized systematic monitoring of the state of any objects;
- c) copyright protected by law.

13. Lively, rhythmical speech is inherent in:

- a) a mobile, easy-going, self-confident person;
- b) a reasonable, calm, thorough person;
- c) a person who is inactive, lethargic, wavering.

14. Organizational documents:

- a) perform managerial functions;
- b) confirms the facts, fixes events, incidents, etc.;
- c) constitute the legal basis for the activities of the organization.

15. It must be written by hand:

- a) notice;
- b) resume;
- c) congratulations.

16. Open postures are perceived as:

- a) postures of trust, consent, goodwill, psychological comfort;
- b) postures of distrust, disagreement, opposition, criticism;
- c) postures of superiority.

17. Mark the wrong statement:

- a) in most modern languages, speech sounds are denoted by letters;
- b) written speech appeared before oral speech;
- c) Written speech is understood as speech using written characters.

18. Mark the wrong statement:

- a) the closer the interlocutor is, the more you need to look into his eyes;
- b) when a person is just forming a thought, he most often looks to the side ("into space"), when the thought is completely ready - at the interlocutor;
- c) when it comes to difficult things, they look at the interlocutor less, when the difficulty is overcome, more.

19. It is advisable to write letters to foreign partners:

- a) in the language of the partner;
- b) does not matter;

c) in English.

20. Shaking with a straight, unbent arm is a sign of:

- a) respect
- b) location;
- c) disrespect.

21. Manipulative communication is aimed at:

- a) extracting benefits from the interlocutor;
- b) maximum satisfaction of the needs of another person;
- c) selfless help to another person.

22. Bottom-up business communication is communication:

- a) any business communication;
- b) between a subordinate and a superior;
- c) between superiors and subordinates.

23. A document that fixes the course of discussion of issues and decision-making by several persons is:

- a) an order;
- b) protocol;
- c) receipt.

24. Job descriptions refer to documents:

- a) organizational;
- b) administrative;
- c) archival.

25. Renome is:

- a) reputation;
- b) unlimited powers (to perform specific actions by an attorney on behalf of the principal);
- c) unoccupied position.

26. Language of official documents:

- a) recommends a maximum of adjectives;
- b) includes language formulas, clichés;
- c) does not differ from the spoken language.

27. Fiasco is:

- a) failure
- b) the sale of goods in the markets of other countries at prices below the level normal for these countries;
- c) slander.

28. Indicate the incorrect statement:

- a) remote distance is preferred by teenagers and middle-aged people;
- b) any violation of the optimal distance of communication is perceived positively;
- c) children and the elderly tend to be closer to the partner.

29. A handshake, in which the hand is below, the palm is turned up, indicates that:

- a) doesn't matter

- b) both partners have a sense of respect and mutual understanding for each other;
- c) the person is ready to give the initiative to the interlocutor.

30. Postures, when a person somehow tries to close the front of the body and take up as little space as possible in space, are called:

- a) open;
- b) closed;
- c) neutral.

UC-5.	<i>Able to analyze and take into account the diversity of cultures in the process of intercultural interaction</i>
--------------	--

Test tasks

Questions can have only one correct answer.

1. The term "Intercultural communication" was introduced by:

- a) Z. Freud;
- b) E. Hall;
- c) L.S. Vygotsky.

2. Forms of intercultural communication:

- a) Linear, rectangular, circular;
- b) Linear, epistemological, informative;
- c) Linear, transactional, interactive.

3. Goals of communication:

- a) concealment of information, its coding, exchange of experience;
- b) not allowing disclosure of decisions made;
- c) exchange and transfer of information, exchange of emotions, exchange of experience.

4. Communication channels include:

- a) concealment of information, its coding, exchange of experience;
- b) not allowing disclosure of decisions made;
- c) the means by which a message is transmitted from source to recipient.

5. Corporate culture is:

- a) the totality of achievements of employees in production, social, social and mental terms;
- b) the level of development of the organization, the creative forces and abilities of employees, expressed in the types and forms of organization of production activities and the activities of people, in their relationships;
- c) customs accepted by most of the employees of the organization.

6. The labor market is an element of:

- a) social justice;
- b) planned economy;
- c) market economy.

7. The components of culture include:

- a) knowledge, influence, responsibility, economy
- b) influence, choice of methods, personal experience, responsibility
- c) knowledge, values, norms, ritual, custom, ritual, traditions.

8. Socio-cultural identity is:

- a) a person's awareness of his belonging to a certain social community as the bearer of a particular culture;
- b) the formation of aesthetic concepts, assessments, judgments, ideals, needs;
- c) these are features inherent in all cultures without exception.

9. Elements of socio-cultural heritage that are passed down from generation to generation and preserved in a particular society for a long time in the form of customs are:

- a) material values;
- b) traditions;
- c) spiritual values.

10. The labor resources include:

- a) non-working disabled people of I and II groups of working age;
- b) non-working pensioners receiving pensions on preferential terms (men - 50-59 years old, women - 45-54 years old);
- c) actually working pensioners.

11. The mental sphere of an ethnos consists of the following elements:

- a) passivity, activity, primary, secondary;
- b) character, temperament, customs and traditions, ethnic consciousness;
- c) adaptation, integration, safety, conventions.

12. Which of the research methods involves personal communication with the interviewee, in which the interviewer himself asks questions and records the answers:

- a) questioning;
- b) interview;
- c) experiment.

13. What is "economic culture"?

- a) economic consciousness;
- b) the level of qualification of the employee;
- c) the manifestation of economic consciousness in economic activity.

14. Countries with a predominance of a masculine culture are characterized by the following:

- a) society's commitment to such values as records, achievements, heroism, perseverance in achieving goals, material success;
- b) adherence to such values as building equal relations, a tendency to compromise, modesty, caring for others, comfort, quality of life;
- c) all answers are correct.

15. Which of the segmentation features below are demographics?

- a) social order
- b) country, region, city;
- c) the phase of the family life cycle, gender, age.

16. Which of the following characteristics is NOT a value:

- a) one person is the bearer;
- b) stability and not a large number;
- c) abstract and generalizing character.

17. The "Barbarossa" plan provided:

- a) the division of the USSR into separate states;
- b) slavery throughout Europe;
- c) the destruction of a single state, the colonization of the European part of the USSR.

18. The reasons for the victory over Nazi Germany include:

- a) conducting all major military operations against Germany in the winter;
- b) the military weakness of Germany and its allies;
- c) patriotism of the Soviet citizens.

19. What factors do not participate in the formation of a person's social status:

- a) communications;
- b) the formation of the sole power of the prince;
- c) a departure from pagan beliefs.

The ancestral possessions of the Russian boyars were called:

- a) Feud;
- b) Latifundia;
- c) patrimony.

21. Ethics is teaching:

- a) about the beautiful;
- b) about moral;
- c) about the possibilities of human knowledge.

22. The main object of study in the theory of intercultural communication is:

- a) differences in the characteristics of culture and communication among representatives of different peoples, racial and ethnic groups;
- b) language, cuisine, traditions;
- c) appearance, humor.

23. An individual's belonging to any culture or cultural group, which forms a person's value attitude towards himself, other people, society and the world as a whole. It is

- a) cultural identity;
- b) empathy and imitation;
- c) social norm.

24. What kind of cultural norms excludes the element of behavior motivation, since the norms that make it up must be carried out automatically?

- a) tradition
- b) corporate culture;
- c) the customs of a certain race.

25. What is a speech etiquette?

- a) it is a set of norms of behavior, usually an unwritten code that each person learns along with culture;
- b) a set of norms of cultural business communication;

c) a mental action aimed at bringing the human psyche into a state of deep concentration.

26. Social norms are:

- a) rules generally accepted within the social community (group), patterns of behavior or actions in a certain situation;
- b) a form of social consciousness, which reflects the ideas, ideas, principles and rules of behavior of people in society;
- c) generally accepted and repetitive forms of human behavior that serve as a means of transferring social and cultural experience from generation to generation.

27. Traditions are:

- a) rules of conduct that are established and protected by the state;
- b) are the rules of conduct that are established by the public organizations themselves and are protected with the help of measures of public influence provided for by the charters of these organizations;
- c) the most generalized and stable rules of behavior for people in a given society, which have been verified by time and have existed for a long time.

28. Religion is:

- a) spiritual and moral rules of human society, based on the idea of people about God as the creator of the universe;
- b) the transfer of social and cultural experience from generation to generation;
- c) the rules of human behavior in the performance of rituals and forms of activity.

29. "Love for a neighbor" - the moral norm of ethics:

- a) antique
- b) Confucian;
- c) Christian.

30. Conscience is:

- a) the duty and the need to give an account of their actions, deeds, be responsible for their possible consequences;
- b) a moral task that a person formulates for himself on the basis of moral requirements addressed to everyone;
- c) a category of ethics that characterizes a person's ability to exercise moral self-control, internal self-assessment from the standpoint of the compliance of his behavior with the requirements of morality, independently formulate moral tasks for himself and demand that he fulfill them; self-evaluating feeling, experience, one of the oldest intimate-personal regulators of people's behavior.

UC-6.	<i>Able to determine and implement the priorities of their own activities and ways to improve them on the self-assessment basis</i>
--------------	--

Test tasks

Questions can have only one correct answer.

1. This is the result of a conscious position and behavior of a person in the field of labor activity, associated with official or professional growth:

- a) career
- b) planning;

c) skill.

2. This word means an inclination and an inner attraction to some business or profession, justified by the presence of the abilities necessary for the business:

- a) self-realization;
- b) mission;
- c) destiny

3. Human activity in his profession and specialty in a particular area and industry:

- a) professional skill;
- b) professional achievement;
- c) professional activity.

4. Lifelong Learning is:

- a) continuous development of professional and personal competencies throughout life;
- b) longevity technology;
- c) teaching modern approaches to goal setting.

5. In accordance with the Eisenhower matrix, the cases, the failure of which jeopardizes the achievement of the goal, are:

- a) quadrant A (important and urgent matters);
- b) quadrant B (important, but not urgent);
- c) quadrant C (urgent but not important).

6. According to the Eisenhower Matrix, completing these tasks does not help achieve the goal, they prevent you from focusing on what is really important, reduce efficiency and exhaust you. Insidious quadrant - there is a risk of confusion in priorities:

- a) quadrant A (important and urgent matters);
- b) quadrant B (important, but not urgent);
- c) quadrant C (urgent but not important).

7. In accordance with the Eisenhower matrix, in this quadrant there are cases related to the main activity, tasks that need to be given maximum attention. Those who work well with this quadrant will be successful in achieving their goals:

- a) quadrant A (important and urgent matters);
- b) quadrant B (important, but not urgent);
- c) quadrant C (urgent but not important).

8. An overarching orientation of plans or actions that establishes critical direction and manages the allocation of resources. This is the focus of action, which is the "best guess" of what needs to be done to ensure long-term prosperity - this is:

- a) strategy;
- b) knowledge;
- c) hobbies.

9. The type of labor activity of a person, usually his source of subsistence is the work for which a person receives income - this is:

- a) specialty;
- b) profession;
- c) work.

10. This is a conscious image of the results of labor in humans. Goal setting includes goal setting (creating new goals) and goal realization:

- a) a dream of professional activity;
- b) the purpose of professional activity;
- c) the result of professional activity.

11. The totality of meanings (the meaning of life, the meaning of the profession) forms the system of _____ of a person, his professional credo. It is important that a person possesses sense-creation, is able to find new meanings in his work:

- a) rest;
- b) desire to work;
- c) spiritual values.

12. The professional standard is:

- a) a set of mandatory requirements for education of a certain level and (or) for a profession, specialty and area of training;
- b) a sample, standard, model, taken as initial for comparison with other similar objects;
- c) a description of the qualifications necessary for the implementation of a certain type of professional activity, including the performance of a certain labor function.

13. Existing methods of time management consist of three key components (select an answer that does not belong to any of the three components):

- a) structuring;
- b) planning;
- c) combination

14. Procrastination is:

- a) a technique for organizing conscious control and time allocation;
- b) a person's tendency to constantly put things off until later, even if they are important and require urgent attention;
- c) complicated stress associated with the main activity of a person, manifested by emotional and physical exhaustion.

15. Social norms that regulate a person's behavior in society, his attitude towards other people, towards society and towards himself, are:

- a) legal norms;
- b) moral standards;
- c) corporate norms.

16. Morality is determined by the level:

- a) technical development;
- b) public and individual consciousness;
- c) the welfare of the population;

17. Professional ethics matters, first of all, for professions whose object is:

- a) the state;
- b) a person;
- c) culture.

18. The Atlas of Emerging Professions articulates the trans-professional skills demanded by employers in the not-too-distant future. Choose an option that is not related to cross-professional skills:

- a) ecological thinking;
- b) customer focus;
- c) skills in word, excel, etc.

19. The Atlas of Emerging Professions articulates the trans-professional skills demanded by employers in the not-too-distant future. Choose an option that is not related to cross-professional skills:

- a) hardskills;
- b) system thinking;
- c) working with people.

20. Self-evaluating feeling, experience, one of the oldest intimate-personal regulators of people's behavior is:

- a) good;
- b) conscience;
- c) justice.

21. What is the name of a person's idea of the importance of his personality, activities among other people and evaluation of himself and his own qualities, and feelings, merits and demerits?

- a) self-esteem;
- b) personality assessment by a person;
- c) assessment of other people.

22. A distorted idea of a person about his own capabilities, overestimation of his own strengths and significance is:

- a) low self-esteem;
- b) high self-esteem;
- c) adequate self-esteem.

23. The system of education and training of the individual, as well as the totality of acquired knowledge, skills, values, functions, experience and competencies is ...

- a) education;
- b) studying;
- c) teaching.

24. _____ - is not only self-knowledge, but also a certain attitude towards oneself: to one's qualities and states, capabilities, physical and spiritual strengths, that is, self-esteem. Man as a person is a self-evaluating being:

- a) emotional intelligence;
- b) customer orientation;
- c) self-awareness.

25. _____ -is the sum of a person's skills and abilities to recognize emotions, understand the intentions, motivations and desires of other people and their own, as well as the ability to manage their emotions and the emotions of other people in order to solve practical problems. Regarding soft skills:

- a) information analysis and decision making;
- b) emotional intelligence;
- c) planning and organization.

26. _____ -is a set of qualities that allow the body to calmly endure the action of stressors without harmful outbursts of emotions that affect activity and others, as well as capable of causing mental disorders. High stress resistance is characterized by a low level of emotionality:

- a) stress resistance;
- b) adaptability;
- c) following the rules and procedures.

27. _____ - is the ability to find, evaluate and clearly communicate information through typing and other media on various digital platforms. It is assessed on grammar, composition, typing skills and the ability to create text, images, audio and design using technologies:

- a) digital literacy;
- b) geopolitical literacy;
- c) financial literacy.

28. The shift to online learning has also raised some concerns about _____ learning, exposure to cyber risks and lack of socialization, calling for changes in how students can acquire much-needed digital skills and develop digital literacy:

- a) financial;
- b) illiteracy;
- c) efficiency.

29. _____ - is the process of world economic, political, cultural and religious integration and unification:

- a) integration
- b) globalization;
- c) privatization.

30. _____ is what matters to us, it is the characteristics and patterns that motivate us and guide our decisions. For example, you value honesty. You stick to honesty wherever possible and think it's important to say what you really think:

- a) family values;
- b) personal values;
- c) commitment to the motherland.

GPC-1	<i>Able to solve professional problems based on knowledge (at an advanced level) of economic, organizational and management theory, innovative approaches, generalization and critical analysis of management practices</i>
--------------	---

Test tasks

There is only one correct answer.

1. Which of the following is the object of microeconomic research?
 - a) the unemployment rate;
 - b) gross domestic product;
 - c) the total cost of the firm.

2. The problem of limited resources is that:
 - a) they are available in a smaller volume than is necessary for the production of consumer goods;
 - b) with their help, full satisfaction of all the needs of society cannot be ensured;
 - c) the amount of resources at the moment is limited to a certain amount.

3. Which of the following characteristics does not apply to a pure market economy:
 - a) producer competition
 - b) central planning;
 - c) freedom of entrepreneurial choice.

4. The demand curve for a product reflects:
 - a) the general need for the product;
 - b) the volume of possible production of this product;
 - c) the relationship between price and quantity of goods.

5. The change in the income of the population is:
 - a) the price factor of demand;
 - b) non-price factor of demand;
 - c) non-price supply factor.

6. If an increase in the price of a good by 1% leads to a decrease in the volume of demand for it by 3%, then the demand is:
 - a) elastic;
 - b) inelastic;
 - c) unit elastic.

7. The law of supply is manifested in the fact that with an increase in the price of goods:
 - a) his offer is increased;
 - b) the volume of supply decreases;
 - c) the volume of supply increases.

8. The fifth ice cream eaten will bring less satisfaction than the first. That's an example:
 - a) diminishing marginal utility
 - b) the presence of an excess of goods;
 - c) the law of demand.

9. Among the statements below, determine the correct one:
 - a) a firm earning an accounting profit may have a negative economic profit;

- b) economic profit always exceeds accounting profit;
- c) economic profit is the sum of normal profit and accounting profit.

10. What is the difference between nominal and real GDP?

- a) nominal GDP is measured in monetary units, while real GDP is measured in physical units;
- b) nominal GDP is less than real GDP by the amount of indirect taxes;
- c) nominal GDP is calculated in the prices of the current period, and real GDP - in constant prices.

11. To assess the level of well-being, the most appropriate indicator is the value of:

- a) nominal GDP;
- b) real GDP per capita;
- c) growth rate of nominal GDP per capita.

12. If the prices of raw materials rise, wages rise, and output and employment fall, then these are:

- a) demand-pull inflation
- b) cost-push inflation;
- c) unbalanced inflation.

13. Which of the following public policy measures will not reduce the unemployment rate:

- a) creation of employment services;
- b) an increase in the minimum wage;
- c) creation of training and retraining programs for workers.

14. An obstacle to economic growth can be:

- a) rising spending on education and training;
- b) growth of capital stock;
- c) an increase in the interest rate.

15. Actual GDP is equal to potential if:

- a) the cyclical unemployment rate is zero;
- b) the level of structural unemployment is zero;
- c) the level of actual unemployment is equal to cyclical unemployment.

16. In Keynesian theory, with a decrease in aggregate demand:

- a) the economy quickly returns to equilibrium at full employment;
- b) the economy can return to a state of full employment under the influence of the state;
- c) state economic policy does not affect the level of production and employment.

17. Insufficient aggregate demand leads to an increase in:

- a) frictional unemployment
- b) structural unemployment;
- c) cyclical unemployment.

18. The stimulating monetary policy pursued by the Central Bank provides for:

- a) reduction of the discount rate (key rate);
- b) sale of securities to commercial banks;
- c) an increase in the required reserve ratio.

19. Direct taxes include:

- a) value added tax;
- b) customs duties;
- c) income tax.

20. If production in an industry is distributed among several firms that control the market, then this market structure is called:

- a) perfect competition
- b) an oligopoly;
- c) a monopoly.

21. The specifics of the legal regulation of economic activity lies in:

- a) priority of private law interests;
- b) a combination of private law and public law interests;
- c) the priority of public law interests.

22. The main legal forms of state regulation of economic activity are:

- a) adoption of regulatory legal acts;
- b) adoption of legal acts of individual regulation;
- c) making a decision on the expediency of entrepreneurial activity.

23. What is not included in the classification of legal sources regulating economic activity in the Russian Federation?

- a) laws;
- b) customs;
- c) judicial precedents.

24. Law is:

- a) a rule that has become customary in a particular society;
- b) a legal act issued by any authority;
- c) a normative act that has the highest legal force and is adopted by a representative body of state power.

25. Regulatory legal acts are classified according to their legal force on the:

- a) laws and regulations;
- b) laws and judicial precedents;
- c) laws, regulations, judicial precedents, treaties and customs.

26. What normative-legal act establishes the basic principles of economic activity?

- a) the Constitution of the Russian Federation;
- b) the Civil Code of the Russian Federation;
- c) the Tax Code of the Russian Federation.

27. What legal act approved the Strategy for Improving Financial Literacy in the Russian Federation for 2017-2023?

- a) Order of the Government of the Russian Federation;
- b) Decree of the President of the Russian Federation;
- c) Letter from the Central Bank of the Russian Federation.

28. To whom does a credit institution issue certificates on accounts and deposits of individuals?

- a) notary offices;

- b) bodies of preliminary investigation on cases being in their production;
- c) legal entities.

29. What is fond mandatory deposit insurance?

- a) to support the banking system;
- b) for insurance of bank employees;
- c) to finance the payment of compensation on deposits.

30. Who decides on the issue of banknotes and coins of a new sample, as well as on the withdrawal of banknotes and coins from circulation in the territory of the Russian Federation:

- a) the Bank of Russia of the Russian Federation;
- b) the President of the Russian Federation;
- c) the Federal Assembly of the Russian Federation.

GPC-2	<i>Able to apply modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving managerial and research problems</i>
--------------	--

Test tasks

Questions can only have one correct answer.

1. Choose an INCORRECT statement:

- a) big data technologies can significantly improve the performance of athletes and teams;
- b) technologies based on big data are ineffective for small businesses;
- c) technologies based on big data can increase the effectiveness of marketing campaigns.

2. ACS was built on the basis of modern Internet technologies:

- a) KEI-Hotel;
- b) "Russian hotel";
- c) "Lodging Touch".

3. Technology of hotel activity is...

- a) a set of operations and processes for the provision of accommodation services and hospitality to tourists;
- b) system of rational use of buildings, structures and equipment hotels;
- c) both options are correct.

4. The technological map is...

- a) a description of the technology for the production of products or services and its components;
- b) a set of operations for the production of a hotel product;
- c) the scope of creation and application of technical means.

5. The hotel cycle covers a period of time:

- a) from the moment of the meeting until the full payment of the invoice;
- b) from the moment of booking hotel services until the full payment of the bill;

c) from the arrival of the guest to the departure.

6. The automated control system of the Edelweiss hotel is interfaced with the following restaurant systems (mark the excess):

- a) TillyPad;
- b) R-Keeper;
- c) Adobe Photoshop.

7. Complete the sentence "Informatization of society leads to:

- a) remote communication;
- b) the need to search, store, process and transmit information;
- c) the emergence of new devices (smartphones, tablet devices, embedded devices, etc.) that provide mobile access to information.

8. Complete the sentence "Information technology is ...":

- a) an organized socio-economic and scientific-technical process of creating optimal conditions for meeting the information needs of a person;
- b) the processes of transmission, storage and processing of information in the communication of people, in living organisms, technical devices and the life of society;
- c) the ability to purposefully work with information and use modern technical means and methods to receive, process and transmit it.

9. Complete the sentence "Information is ...":

- a) information (messages, data) regardless of the form of their presentation;
- b) the result of the process of cognitive activity;
- c) presentation of facts, concepts or instructions in a form suitable for communication, interpretation or processing.

10. Complete the sentence "Artificial intelligence is...":

- a) a branch of computer science, the subject of which is human thinking;
- b) the ability of computer systems to cognize, learn and remember based on experience, solve problems;
- c) knowledge in a narrow subject area, presented in the memory of a computer system.

11. The technological cycle of service in the hotel includes the following stages ...

- a) pre-booking of places in the hotel, meeting, provision of accommodation and catering services, final payment;
- b) booking, meeting, registration and accommodation of guests; provision of accommodation and catering services; provision of additional services; final settlement and check-out;
- c) booking; reception, registration and accommodation of guests; provision of additional services; registration of the departure of the guest.

12. Which of the following services are cloud services:

- a) online storage of documents;
- b) using an online encyclopedia (for example, <http://www.wikipedia.org>);
- c) automatic software updates using the Internet.

13. Specify the key technologies of service in the hotel:

- a) room cleaning technologies;
- b) ethics of telephone conversations;
- c) table setting in a restaurant.

14. What is the definition of an information system in the Federal Law of the Russian Federation "On Information, Information Technologies and Information Protection"?

- a) information system - a technological system designed to process information, access to which is carried out using computer technology;
- b) information system - an organizational and technical system designed to perform information and computing work or provide information and computing services;
- c) information system - a set of information contained in databases and information technologies and technical means that ensure its processing.

15. What Russian term is hidden under the SaaS abbreviation?

- a) communication as a service;
- b) software as a service;
- c) data storage system as a service.

16. Which of the basic principles of the organization of the data center corresponds to this definition - "increasing the reliability of the system by introducing additional devices, nodes and connections into its structure, designed to quickly replace failed similar elements of the main equipment"?

- a) scaling;
- b) clustering;
- c) reservation.

17. What concept does this definition correspond to: "A set of data maintained in computer memory, organized in accordance with certain rules and characterizing the current state of a certain subject area"?

- a) artificial intelligence system;
- b) database;
- c) knowledge base.

18. Mark the INCORRECT understanding of the term Velocity in the context of Big Data characteristics:

- a) high rate of new data generation;
- b) the frequency of updating information in databases;
- c) a significant increase in data sources.

19. Mark those of the options for presenting information in which the data is structured:

- a) company sales data for the year, presented in the form of monthly reports created using the MS Word word processor;
- b) records of monitoring the athlete's physical activity for the year in a text file in csv format;
- c) a report on the work done, presented in a PDF file.

20. When using the software as a service cloud technology service, the user can:

- a) save any information that was obtained as a result of working with the service;
- b) install the application software required for operation;
- c) if necessary, update the application provided by the service.

21. OLAP is:

- a) 3D data model;
- b) multidimensional data analysis technology;
- c) predictive analytics tool.

22. The company has implemented two CRM systems - sales and marketing automation. What CRM system should be additionally implemented in the company to complete the automation of all key customer service functions?

- a) a system for managing a single information database of the company;
- b) customer support and service automation system;
- c) customer flow management system.

23. In decision support systems, the decision-making process consists of several stages. Among the procedures listed below, one is not relevant to this process. Specify it.

- a) planning the decision-making process;
- b) organization and processing of information;
- c) solution verification.

24. Complete the sentence "The direct participants in the electronic document management in the organization include ...":

- a) only employees of the organization who perform managerial functions;
- b) all staff members of the organization;
- c) all departments and officials involved in documented management processes.

25. Complete the sentence "The main goal of implementing a corporate information system is ...":

- a) effective management of enterprise resources;
- b) support for the implementation of decisions of the enterprise management;
- c) reducing the share of manual labor in the enterprise due to the automation of the relevant production processes.

26. Complete the sentence "Take into account the production capacity, their load and the cost of labor of the class system ...":

- a) MRP;
- b) MIS;
- c) MRPII;

27. What is DSS?

- a) distributed data system;
- b) decision support system;
- c) document management system.

28. Indicate the functionality of which CIS can be successfully implemented in EDMS / ECM systems?

- a) BPM systems (Business Process Management);
- b) ERP systems (Enterprise Resource Planning);
- c) CRM systems (Customer Relationship Management).

29. Indicate which of the listed information systems belong to the KIS of knowledge management?

- a) Information and event management system;
- b) project management system (ProjectManagementsystem);
- c) enterprise management system (Enterprisemanagementsystem).

30. Indicate the correct definition of the term "electronic document management system":

- a) a multi-user information system designed to automate customer interaction strategies to increase sales, optimize marketing and improve customer service by storing information about customers

- and history of relationships with them, establishing and improving business processes and subsequent analysis of the results;
- b) a multi-user information system that automates the management of fixed assets of an enterprise in order to ensure optimal management of physical assets and their operating modes, risks and costs throughout the entire life cycle in order to achieve and fulfill the organization's strategic plans;
 - c) a multi-user information system that accompanies the process of managing the work of a hierarchical organization in order to ensure that this organization performs its functions.

GPC-3	<i>Able to independently make informed organizational and managerial decisions, evaluate their operational and organizational effectiveness, social significance, ensure their implementation in a complex (including cross-cultural) and dynamic environment</i>
--------------	---

Test tasks

Questions can only have one correct answer.

- 1. In the situation of making decisions about choosing a place of work, a salary of at least 50,000 is:**
 - a) a criterion;
 - b) an alternative;
 - c) indicator.

- 2. A quantitative or qualitative value that characterizes the control object is:**
 - a) purpose;
 - b) criterion;
 - c) indicator.

- 3. The choice of an organization's development strategy refers to:**
 - a) quality management decisions;
 - b) non-programmable management decisions;
 - c) effective management decisions.

- 4. Which of the following is a programmable solution:**
 - a) planning the company's development strategy;
 - b) the decision to create an innovative product;
 - c) distribution of employees by work.

- 5. In a decision-making situation about choosing a job, salary, growth prospects, location are:**
 - a) criteria;
 - b) alternatives;
 - c) indicators.

- 6. Mathematical models that do not take into account the uncertainty of the environment for making organizational and managerial decisions are called:**
 - a) statistical;

- b) stochastic;
- c) deterministic.

7. A formalized description of the desired state of the control object is:

- a) an indicator;
- b) purpose;
- c) criterion.

8. The state of the managed system, assessed relative to the goal:

- a) evaluation system;
- b) a problem;
- c) situation.

9. A possible (one of the possible), practically feasible (achievable) way to solve the problem is:

- a) an alternative;
- b) criterion;
- c) evaluation system.

10. The means by which a single alternative is selected from a possible list is:

- a) criterion;
- b) purpose;
- c) indicator.

11. Making an organizational and managerial decision to determine such a transportation plan that ensures their minimum total cost is possible using this mathematical model:

- a) descriptive;
- b) minimizing;
- c) optimization.

12. According to the principles of this criterion, in conditions of uncertainty, one should choose the option of an organizational and managerial decision that provides the greatest profitability:

- a) Laplace criterion;
- b) Savage's criterion;
- c) the Gurvich criterion.

13. What method of managerial decision-making is used in situations in which several opponents have conflicting goals:

- a) win/loss matrix;
- b) game theory;
- c) linear programming.

14. The company plans to produce 2 types of finishing plaster for outdoor use. For the manufacture of each type of plaster, two types of resources are used. The consumption of raw materials and income from the sale of a ton of plaster is presented in the table.

Consumption of raw materials per ton of plaster, t	Plaster 1	Plaster 2	The maximum possible daily consumption of raw materials
Raw 1	3.5	1	350

Raw 2	1	2	240
Income per tonne of plaster, CU'000	20	10	

It is required to determine the ratio between the types of output that maximizes daily income. How will the objective function look like when solving this managerial problem by the linear programming method?

- a) $F(X) = 20X_1 + 10X_2 \rightarrow \max$
- b) $F(X) = 350 X_1 + 240 X_2 \rightarrow \max$
- c) $F(X) = 20 X_1 + 10 X_2 \rightarrow \min$

15. The company produces and sells 100,000 tires/month for 240 rubles/pc. Variable costs - 140 rubles / piece. Fixed costs - 6,000,000 rubles. The cost price is 200 rubles / piece. Proposed additional contract: 25,000 tires/month. at a price of 180 rubles / piece. Due to overtime work, variable costs will increase by 20 rubles. and will amount to 160 rubles / piece. What managerial decision-making method should the manager use when solving this problem?

- a) simplex method;
- b) limit analysis;
- c) incremental analysis.

16. Development technology and acceptance economically and financially justified organizational and managerial decisions is:

- a) a reasonable sequence of actions of the manager, ensuring the development of an optimal or acceptable organizational and managerial decision for a specific situation;
- b) a set of means, methods, processes, operations that ensure the development of an organizational and managerial decision for a specific situation in the interests of the control object, which is optimal or acceptable;
- c) the optimal process for a particular situation, including certain stages of making an organizational and managerial decision.

17. A typical process of making an organizational and managerial decision can be represented by the following sequence:

- a) selection and appointment of the decision maker; choice of decision-making method; search for alternatives; comparison and evaluation; choice; solution implementation; control;
- b) search for a problem; goal setting; search for alternatives; development of mathematical models; comparison of alternatives according to efficiency criteria; decision-making;
- c) setting the task; search for alternatives; comparison and evaluation; choice; implementation of the solution; tracking and control.

18. A certain company is considering two options for financing investment projects: the construction of individual cottages (project A), or the construction of townhouses for several owners (project B). The total investment amount is 1000 den. units. The previous practice of the company has proved that in case of a favorable economic situation in the region, individual cottages are in great demand, while in the event of a crisis - townhouses. Data on income and losses are known in both cases. What method should a manager use to make a funding decision?

- a) decision tree;
- b) simplex method;
- c) brainstorming method.

19. What question can the manager find the answer to, knowing the “shadow prices”, when solving the dual problem using the simplex method:

- a) which resource is the most scarce and which is surplus;
- b) how should the coefficient of the objective function variable be changed in order to include some variable in the optimal plan, if now it is not included in such a plan;
- c) how a change in the coefficients at the variables of the objective function will affect the value of the optimal solution.

20. In the generalized representation of the transport problem, the cargo can be transported from each point of departure to each point of destination, which obviously contradicts the real situation when some routes are not possible due to various reasons. How can this problem be resolved?

- a) the introduction of a fictitious point of departure or destination;
- b) the introduction of the highest possible tariff for transportation;
- c) the introduction of a minimum tariff for transportation.

21. The effectiveness of the organizational and managerial decision is defined as:

- a) the effect of the measures taken during the implementation of the decision;
- b) the amount of profit received from the implementation of the solution, subject to the achievement of the goals;
- in) the ratio of the effect obtained from the implementation of the solution to the total cost of all resources required to achieve the goals.

22. What method of activating thinking cannot be used if the leader understands that in the course of its use it is possible to dominate on the part of individual participants involved in the process of finding a solution, suppressing the activity of inexperienced and modest colleagues:

- a) brainstorming
- b) Delphi method
- c) method of nominal group technique

23. What method of preparing performers for the implementation of an organizational and managerial decision is suitable in a situation where the implementation of a routine decision is required:

- a) instruction;
- b) training;
- c) meeting.

24. The firm has seen a negative downward trend in profits over the past five years. Analysts argue that this is due to the fact that sales are declining, the product on the market is losing competitiveness, costs are rising, and there is a need to dismiss part of the staff in order to reduce the costs of the enterprise. What is the problem in this example:

- a) the need to lay off part of the employees;
- b) a negative downward trend in profits;
- c) the need to reduce the costs of the enterprise.

25. Qualitative indicators of the effectiveness of the development of management decisions can include:

- a) predicted profitability with the chosen solution option;
- b) payback of capital investments with the chosen solution option;
- c) the timeliness of the submission of the draft of the selected solution.

26. The effect of implementing the organizational and managerial decision can be:

- a) the costs of developing, implementing an organizational and managerial decision and the economic activity of the organization;
- b) actual turnover (after the implementation of the organizational and managerial decision);
- c) an increase in turnover as a result of the implementation of an organizational and managerial decision.

27. What indicator characterizes the social efficiency of an organizational and managerial decision:

- a) the level of labor discipline;
- b) the degree of scientific validity of decisions, the multivariance of calculations, the use of technical means in the development process;
- c) management costs.

28. What factors influencing the effectiveness of organizational and managerial decisions are subjective:

- a) the quality of internal active resources at the disposal of decision makers;
- b) ways to use internal active resources, at the disposal of the LPR;
- c) personal characteristics of the decision maker.

29. At the core what theories of decision making lies the quantitative approach and deductive logic:

- a) prescriptive theories;
- b) descriptive theories;
- c) integrative theories.

30. The General Director of PJSC decided to invest retained earnings in the further development of the company. Did he do the right thing and why?

- a) Yes, because the CEO sees the best prospects due to his functional duties;
- b) No, because a collective decision of the board of directors must be made on this issue as part of the company's dividend policy;
- c) No, because such a decision can only be made at a general meeting of shareholders.

GPC-4	<i>Able to manage project and process activities in an organization using modern management practices, leadership and communication skills, identify and evaluate new market opportunities, develop strategies for creating and developing innovative activities and corresponding business models of organizations</i>
--------------	---

Test tasks

Questions can only have one correct answer.

1. Which of the following is more true about a business plan?
 - a) it describes what the firm will do to be successful;
 - b) it is a written document whose main purpose is to secure external support or investment;
 - c) it is a set of managerial decisions with a plan of what the firm will do and how;

- 2. It is important to organize the planning process in order to:**
 - a) ensure that the planning document reflects the wishes of the administration;
 - b) allocate appropriate time and effort to carry out the planning process;
 - c) determine the budget parameters to be used to develop the plan;

- 3. Which of the following is a typical component that should not be included in any external diagnosis:**
 - a) analysis of market conditions;
 - b) analysis of technological factors;
 - c) analysis of long-term realized trends;

- 4. Which of the following is an insignificant factor affecting the formation of the product life cycle structure?**
 - a) the growth of the consumer segment;
 - b) the cost of manufacturing the product;
 - c) alternative use of the product;

- 5. Which of the following is not typical for well-formulated problems?**
 - a) they give an approximate, inaccurate estimate of the measurement;
 - b) they are easy to understand;
 - c) they are feasible and achievable.

- 6. The business plan must be prepared for internal use because:**
 - a) he conveys to the employees of the company the meaning of the planning process and its results;
 - b) it establishes a certain set of measures and procedures that are mandatory for personnel;
 - c) it gives a set of decisions and assumptions for the management of the firm;

- 7. Which of the following is not an area for which objectives should be set in a financial strategy?**
 - a) profitability;
 - b) cost control;
 - c) the number of management levels.

- 8. Which of the following is not a major component of a complete and effective travel agency business plan?**
 - a) organizational chart;
 - b) marketing strategy;

c) production plan or maintenance plan.

9. Which of the following is the main element in determining the viability of a business concept?

- a) the composition of the competitive market;
- b) existing competitive products or services;
- c) competitive advantages of products or services.

10. Which of the following is most important in evaluating a firm's marketing strategy?

- a) sale to major customers;
- b) income from all segments of consumers;
- c) sales geography.

11. Which of the following is not a major organizational issue?

- a) control and management systems;
- b) staffing details;
- c) the profitability of the firm.

12. Which of the following is not a priority issue for control in the activities of the firm?

- a) goods - substitutes;
- b) the necessary qualifications of personnel;
- c) productivity and cost-effectiveness of production, marketing systems.

13. Which of the following is the main issue in developing a financial plan?

- a) goods / services sold;
- b) assigned prices;
- c) consumer segment.

14. The main impact on marketing and sales is the impact on:

- a) marketing of existing products;
- b) production costs;
- c) marketing costs and implementation costs.

14. What is the most difficult problem in changing the structure of the company's management?

- a) an accurate assessment of where to make changes;
- b) a complete reorganization of accountability and the ability to report on solvency;
- c) development of managerial behavior and qualifications required for new structures.

15. Which of the following is not an integral part of the unit cost of production?

- a) the cost of raw materials;
- b) total costs, overheads;
- c) labor costs.

16. Forecasting in innovation management is...

- a) introduction of innovations into a series;
- b) a comprehensive plan to achieve the goal of the enterprise;
- c) presumptiveness, the probability of the appearance of any results.

17. Innovative activity is ...

- a) activities aimed at satisfying any needs of consumers;
- b) activities for the development, preparation and transition to a new product;

c) the company's activities to achieve a commercial goal.

18. Innovation potential is...

- a) product quality strategy;
- b) operational management;
- c) a description of the organization's capabilities to achieve goals through the implementation of innovative projects.

19. What types of innovations can be attributed to the classification feature "degree of novelty"?

- a) basic;
- b) improving;
- c) management.

20. What innovative strategies are related to product?

- a) strategies aimed at the creation and sale of new products;
- b) strategies aimed at the creation and implementation of new technologies;
- c) strategies associated with the creation of a new structure, new methods.

21. What underlies long industrial cycles, in accordance with the theory of N. D. Kondratiev?

- a) change of the active part of the capital (machine equipment, vehicles, etc.);
- b) change of the passive part of the capital (buildings, structures, communications, etc.);
- c) market changes in relation to certain types of products.

22. Innovation lag is:

- a) the period of time from the appearance of an innovative idea to its implementation into an innovation;
- b) the period of time from the appearance of an innovative idea to the emergence of an invention based on it (R&D);
- c) the period of time the innovation is introduced to the market and its operation.

23. What is the main indicator of the commercialization of an innovation?

- a) completion of testing a new sample;
- b) stabilization of production volumes of manufactured products;
- c) technological development of large-scale production of new products.

24. At what stage of the innovation life cycle do firms mobilize funds from large investors?

- a) the stage of scientific research;
- b) the stage of introducing a new product to the market;
- c) the stage of growth in the production of a new product.

25. What innovation strategies are related to process innovation?

- a) business strategy;
- b) production strategies;
- c) strategies aimed at the creation and implementation of new technologies.

26. Which of the strategies are the most appropriate for pricing new products?

- a) a low price strategy, i.e. market penetration strategy;
- b) moderate price strategy (cost + profit);
- c) the strategy of high prices - the strategy of "skimming the cream".

27. What is the duration of short industrial cycles, in accordance with the theory of N.D. Kondratieff?

- a) 1-1.5 years;
- b) 3-3.5 years;
- c) 5-7 years.

28. What is meant by diffusion?

- a) the practical use of innovation from the moment of technological development of production and distribution as new products and services;
- b) distribution of mastered and used products in other places of application;
- c) conducting research activities in order to create an innovation.

29. What is meant by uncertainty in the management of innovative projects?

- a) the impossibility of a complete and exhaustive analysis of all factors influencing the result of specific innovative projects;
- b) lack of reliable information about the state of the external environment during the implementation of an innovative project;
- c) the influence of the "human factor" on the progress and results of the innovation project.

30. What workers can be classified as scientific staff?

- a) employees performing technical functions related to the conduct of research;
- b) employees who manage the research process;
- c) employees who carry out technological processes for manufacturing products.

GPC-5	<i>Able to summarize and critically evaluate scientific research in management and related fields, to carry out research projects</i>
--------------	---

Test tasks

Questions can only have one correct answer.

1. What is the object of study of the control system?

- a) an enterprise;
- b) processes;
- c) relationships.

2. What relates to the second stage of structuring the SU?

- a) allocation of resource elements;
- b) allocation of production functional and organizational elements;
- c) selection of the subject of management.

3. What is the subject of labor?

- a) machinery, equipment;
- b) raw materials and supplies;
- c) productionstaff.

4. What does the property of a system as emergence mean?

- a) determines the calculation of some properties of the system;
- b) determines the degree of change in system parameters;
- c) characterizes the irreducibility of the properties of individual elements to the properties of the system as a whole.

5. What refers to complex functional subsystems?

- a) quality management;
- b) environmental protection management;
- c) management of foreign economic relations.

6. What refers to the supporting subsystems?

- a) quality management;
- b) environmental protection management;
- c) equipping with technical means and office equipment for office work.

7. What basic basic MIS methods do you know?

- a) linear programming method;
- b) formalization method;
- c) pointinterpolationmethod.

8. What method is used to determine the best solution?

- a) linear programming method;
- b) formalization method;
- c) pointinterpolationmethod.

9. What method is used to identify project risks?

- a) linear programming method;
- b) formalization method;

c) Monte Carlo method.

10. What graphical method is used to determine an effective way to solve a given question?

- a) Pareto chart;
- b) Ishikawa diagram;
- c) formalization diagram.

11. What is SWOT analysis?

- a) trial and error method;
- b) variation analysis;
- c) SWOT analysis.

12. How is the abbreviation BCG translated?

- a) "Business Consulting Group";
- b) Boston Consulting Group;
- c) barter classification of cargo.

13. What methods of creative meetings do you know?

- a) formalization method;
- b) method "6-3-5";
- c) the "tree of goals" method.

14. What determines the tightness of the correlation relationship with a nonlinear dependence?

- a) correlation coefficient;
- b) correlation ratio;
- c) standard deviation.

15. What complex-combined IMS methods do you know?

- a) formalization method;
- b) point interpolation method;
- c) parametric method.

16. What empirical MIS methods do you know?

- a) study of primary documentation;
- b) formalization method;
- c) the "6-3-5" method.

17. What types of rating methods are used when assessing the management system?

- a) weighted average;
- b) research;
- c) parity.

18. Which group does the Delphi method belong to?

- a) logical methods;
- b) intuitive methods;
- c) expert methods.

19. What types of processes do you know from the additional contribution in relation to the previous process?

- a) additional;
- b) synergistic;
- c) management.

20. What should be described first of all when implementing a process approach?

- a) the main process;
- b) the main process that defines the mission;
- c) supporting process.

21. What are the sources of effects include the increase in capital productivity?

- a) social;
- b) scientific and technical;
- c) economic.

22. What sources of effects include improving the quality of managerial decision-making and their implementation?

- a) social;
- b) scientific and technical;
- c) economic.

23. What are the sources of effects related to the number of registered copyright certificates?

- a) social;
- b) ecological;
- c) scientific and technical.

24. What is mechanical selection?

- a) the required amount is selected using a random number generator;
- b) the required quantity is selected using the sampling step;
- c) the general population is first divided into groups, then the required quantity is selected using a random number generator.

25. At what stage of organizational design is the examination of research and design work carried out?

- a) preparatory;
- b) research and design;
- c) research.

26. At what stage of organizational design is the assessment of the results of the study and the functioning of the management system carried out?

- a) preparatory;
- b) research and design;
- c) introductions.

27. What is the second stage of management consulting called?

- a) research;
- b) analytical;
- in) research and analytical.

28. What is research methodology?

- a) research logic;
- b) methodological provisions of the study;
- c) a set of methods and principles of research.

29. What parameters, as a rule, can be characterized by goals in the "tree" of goals?

- a) position and level indices;
- b) coefficients of relative importance and utility;

c) level and reduction coefficients.

30. What sequence of sections of the research report meets the requirements of GOST?

a) abstract, list of performers, table of contents;

b) list of performers, abstract, table of contents;

c) table of contents, list of performers, abstract.

PROFESSIONAL COMPETENCES

PC-1	<i>Preparation and execution of foreign economic transactions</i>
------	---

TASK TIME- 40 minutes.

TASK

Situation 1

The contract for the supply of soybean oil to Russia was concluded between a German company and a Russian buyer on the terms of EXW Berlin (central oil warehouse) Incoterms 2020. Fax to the seller no later than 14 days before the start of delivery. In addition, the loading of the goods must be carried out in clean tanks, which the Buyer submits for the seal of the sender and the German railways.

The goods were prepared for dispatch within the agreed time. But the delivery was not carried out due to the lack of tanks suitable for transportation of oil due to the fault of the buyer. The seller placed the goods for the buyer in the central warehouse of oils (Berlin), of which he was notified by sending a warehouse document. After that, the seller billed the buyer for the goods, as well as for the costs of its warehousing and storage.

Determine whether there are circumstances in the situation that could result in premature transfer of risks and costs from the seller to the buyer. Who should be responsible for this situation.

Situation 2

The Russian seller was supposed to deliver the goods from St. Petersburg to Rotterdam under CIF Rotterdam (Incoterms 2020) within 6 months from the date of opening the letter of credit. In response to the seller's request to open a letter of credit, the buyer canceled the contract, as he no longer needed the goods. The seller applied to the International Commercial Arbitration Court with a claim for compensation:

- the cost of transporting the goods to the port of shipment;
- storage costs at the port of shipment;
- losses in the form of lost profits.

The arbitrators refused to satisfy the seller's first and second claims, since the delivery period was calculated from the date of opening the letter of credit, which was not opened, therefore, he did not have an obligation to ship the goods from the port. By doing so, the seller assumed the risk of additional costs. The third requirement of the seller was satisfied in the amount of 10% of the value of the goods with reference to the fact that such an amount of lost profits corresponds to the existing foreign trade practice.

Based on the situation, determine:

- *in which port the risk of accidental loss of goods passes from the seller to the buyer;*
- *who was to organize the transportation to the port of Rotterdam (seller or buyer) and at whose expense?*

Situation 3

The condition "CIF-port berth (Incoterms 2020)" means that the costs of unloading at the port of destination are borne by the buyer.

"FCA-terminal of the trucking company (Incoterms 2020)" imposes the costs of loading the vehicle on the seller.

Under the condition "DAP-railway station of destination (Incoterms 2020)", the unloading of goods from the wagons at the station named in the contract is undertaken by the buyer.

According to the situation, formulate (explain in detail) the main transport conditions of the contract: in terms of the transfer of risks and costs for the delivery of goods from the seller to the buyer.

REQUIREMENTS

To complete the task, students need access to the Internet (the website of the Federal Customs Service of the Russian Federation, the website of the Eurasian Economic Commission) and to the legal reference systems "ConsultantPlus" and "Garant".

Calculator or MSExcel for calculations, Incoterms 2020.

PC-2	<i>Evaluation of the effectiveness of foreign economic transactions</i>
-------------	---

TASK TIME- 40 minutes.

TASK

An enterprise from Ekaterinburg is engaged in the production of cold-rolled steel. It has the ability to sell coils of cold-rolled steel of a certain assortment in the domestic and foreign markets (flat cold-rolled alloy silicon steel, grade 3407 0.30 * 880-1000mm.). The batch volume is 61 tons. It is necessary to determine in which case it is more profitable to sell products on the domestic market, and in which case - on the external market.

##	Index	Option 1	Option 2	Option 3
1.	Salesvolume, tons	61	61	61
2.	Production cost of a ton of products:			
2.1	option for the external market, rub./t	37850	37850	37850
2.2	option for the domestic market, rub./t	33300	33300	33300
3.	Priceper ton:			
3.1	in the foreign market, USD	648	648	648
3.2	in the domestic market, rub.	43150	43150	43150
4.	Commercial costs associated with sales on the foreign market, USD/t	68	68	68
5.	Commercial costs associated with domestic sales, RUB/t	3500	3500	3500
6.	Exchangerate, RUB/USD	65.5	78.1	85.2

Task:

1) Calculate the indicator of economic effect from exports (profit from exports); indicator of economic efficiency of exports (profitability of exports). Compare the indicator of the economic

efficiency of exports with the indicator of the efficiency of production and sales of products in the domestic market.

2) Answer the questions

In which of the considered options will the export operation be effective?

In which of the considered options will the export operation be expedient (if there is a possibility of implementation on the domestic market)?

How does the devaluation / revaluation of the ruble (relative to the contract currency - dollars) affect the efficiency of the transaction?

REQUIREMENTS

To complete the task, students need access to the Internet (the website of the Federal Customs Service of the Russian Federation, the website of the Eurasian Economic Commission) and to the legal reference systems "ConsultantPlus" and "Garant".

Calculator or MSExcel for calculations, Incoterms 2020

PC-3	<i>Planning the foreign economic activity of the organization</i>
-------------	--

TASK TIME- 40 minutes.

TASK

CASE STATE: AFRICA BUSINESS REVOLUTION: DESIGNING YOUR OWN BUSINESS STRATEGY ON THE CONTINENT

AchaLeke, MutsaChironga and Georges Devaux. The Business Revolution in Africa: How to Succeed in a Market That is Coming to Big Growth

(Africa's Business Revolution: How to Succeed in the World's Next Big Growth Market. AchaLeke, MutsaChironga, and Georges Desvaux. Harvard Business Review Press, 2018.)

12/10/2018 <http://trends.skolkovo.ru/2018/12/biznes-revoljutsiya-v-afrike-vyirabatyvaya-svoyu-biznes-strategiyu-na-kontinente/>

Africa is the second largest continent on the planet, where 54 countries coexist. These states are very different from each other and therefore, when considering them, it is important to find your own approach to each of them. This excerpt describes the expansion strategies of local and global companies that are applied in the face of existing geographical and economic differences on the continent. Many people underestimate how big Africa is. This is partly the “fault” of the commonly used map projection introduced by Mercator (16th-century Flemish cartographer – BeInTrend note). This projection reduces the apparent size of territories located near the equator and increases it for those lands that are closer to the poles. In fact, Africa is larger than the US, China, India, Japan, and most of Europe combined.

On the continent we are considering, there are several densely populated countries: Nigeria (about 190 million people), Ethiopia (93 million) and Egypt (92 million). But most African countries have fewer than 20 million people, less than the population of a US state like Florida. We will see a similar situation when we look at GDP: just nine countries form about three-quarters of Africa's GDP (although many small countries show rapid growth). For these reasons, to be effective in such a market, companies must develop a clear approach that takes into account geographical features and prioritizes the countries and cities in which they will operate.

In other words, you need to work with the map of Africa in developing a strategy for the continent. If you want such a strategy to act as a sort of map on your business growth journey, then it must be detailed and also based on facts. It should be a 1:100 map, not 1:10,000. You will need to avoid generalizations and properly understand differences in levels of well-being, growth rates and risks specific to each country.

The strategic map of Africa for each company will be unique, taking into account the interests of the clients it is focused on, the opportunities that exist in the field, as well as the strengths or country expertise for a particular country or region. Your map may target multiple countries that you will be investing in to get a top position there, or even one large country such as Nigeria. You can gradually expand your presence by building a regional network, for example, one by one entering the markets of East Africa or the French-speaking region in the west of the continent. Or you can go further and create a structure that will cover all the countries of the mainland.

Saham Financescompany is firmly committed to the “expand your map” strategy. In less than a decade, this Moroccan organization has grown from a small local firm to an African insurance market leader with a presence in 23 countries on the continent. In 2005-2015 it nearly

tripled its sales, surpassing the one billion dollar mark. Nadia Fettah, CEO of this company, is one of the few women who lead a big business on this continent. “Our first step was to become a major market player in Morocco. We achieved this in three or four years,” she told us. “But our ambitions were big and disproportionate to our small market, so we turned our eyes to other countries where we could go. We looked at North Africa and Europe, but when we started visiting sub-Saharan African countries, we realized that we could achieve a lot there: in most countries, coverage of insurance services left much to be desired. There was a lot of potential in providing such services to clients who had little or no access to insurance.”

Saham Finances has resorted to a bold strategy of buying up shares in existing insurance companies on the continent from Angola to Madagascar. This was followed by a reformatting of the management of these firms and a sharp increase in their sales. In 2016, Saham Finances took its continental expansion strategy to the next level by partnering with Sanlam, a long-established South African insurance company that also specialized in the African market. “They were going north [of the continent], we were going south, and we met in the middle,” says Fettah. “Together with Sanlam, we have a presence in 34 African countries, thus having the largest coverage on the mainland of any other insurance company.” This partnership culminated in a merger in 2018 when Sanlam bought the entirety of Saham Finances, valued at \$2bn. As an endorsement of Fettah's performance, Sanlam retained her as CEO of Saham Finances (Shortly after, she was named CEO of the Year at a major forum that brings together top executives from African companies). Fettah's former colleagues from Casablanca won't just pocket the profits from the sale: Saham's parent company has heralded its transformation into a pan-African investment fund with a focus on "future businesses" in Africa. The goal of this fund will be to replicate the success achieved in the insurance industry in other sectors. Fettah's former colleagues from Casablanca won't just pocket the profits from the sale: Saham's parent company has heralded its transformation into a pan-African investment fund with a focus on "future businesses" in Africa. The goal of this fund will be to replicate the success achieved in the insurance industry in other sectors. Fettah's former colleagues from Casablanca won't just pocket the profits from the sale: Saham's parent company has heralded its transformation into a pan-African investment fund with a focus on "future businesses" in Africa. The goal of this fund will be to replicate the success achieved in the insurance industry in other sectors.

Vivid expansion strategies can be observed not only in the examples of African companies themselves. The 88 large multinational companies operating on the continent have been able to build a pan-African business operating in more than 20 countries, and on average, the companies with the widest representation earn the highest income, according to an analysis by McKinsey. For such transnationals, preparing a strategic map that covers the entire continent is a routine undertaking that takes decades to implement: most of them have been present in Africa for 25 years or more.

It can be argued that Coca-Cola is the multinational company with the largest reach across the African continent. Whether you're in a village in rural Mali or standing in a street market in crowded Nairobi, you'll be able to find a Coke to quench your thirst - and if not, another drink from the company's dozens of brands tailored to local markets (pr. Stoney Tangawizi is a ginger flavored soft drink popular in East Africa). This is the result of a position formulated at the beginning of this century: to make sure that any consumer who wants a drink from Coca-Cola is close to where they can get it. The company's presence in Africa has been around for many years, but in 2000, Coca-Cola's management chose the continent as a priority for growth.

Liberian-born Alex Cummings was appointed head of Coca-Cola's Africa division in 2001 after he already had experience leading the company's operations in Nigeria. He shared with us an insider's view of the company's expansion strategy in Africa. Coca-Cola has allowed the team responsible for operations on the continent to take risks and make decisions that other companies would rather refrain from. In 2000, for example, they opened a \$26 million factory in civil war-torn Angola. “People thought we were crazy, but today we sell about 40 million packs a year in this market,” says Cummings. Similarly, in 2004, the company acquired a plant in Zimbabwe, when the

country was hit by hyperinflation coupled with a recession: “We thought, that sooner or later the situation there will improve and at that moment we will need to be there,” said the head of the African division of Coca-Cola. The company even opened a new plant in Somalia during Cummings' tenure as division head. “My colleagues arrived there, albeit wearing bulletproof vests, and that’s it. It was important to show the Somalis that the world had not abandoned them.”

The examples of companies like Coca-Cola and Saham, as well as those successful firms that have chosen to focus on a narrower presence on the continent, highlight four tools that will help to cope with the difficulties arising from the geographical characteristics of Africa, as well as create an effective strategic map aimed at growth and profits:

- A) Define a clear goal that will guide your expansion strategy;
- B) Prioritize the markets that matter most to your business;
- C) Determine how you will achieve scale and demand as part of your strategy;
- D) Identify and help create the kind of ecosystem you are interested in developing.

Answer the following questions:

- 1) Why does Africa have enormous economic potential?
- 2) What should be kept in mind when developing a strategic map of Africa for a particular company?
- 3) What is the key idea of Saham Finances strategy on the African continent? List the key success factors for this company.
- 4) What is the key idea behind the Coca-Cola strategy on the African continent? List the key success factors for this company.
- 5) What tools can be used to overcome the challenges of building a strategic company map in Africa?

TASK SOLUTION

The solution involves detailed answers to the questions posed in a free form.

REQUIREMENTS

To complete the task, students need access to the Internet (to the websites of the companies described in the case).

PC-4	<i>Implementation of the strategy and control over the implementation of the organization's foreign economic activity plan</i>
-------------	--

TASK TIME- 40 minutes.

TASK

CASE STUDY: AFRICA BUSINESS REVOLUTION: ENTREPRENEURSHIP ON THE CONTINENT

AchaLeke, MutsaChironga and Georges Devaux. The Business Revolution in Africa: How to Succeed in a Market That is Coming to Big Growth(Africa'sBusinessRevolution:

HowtoSucceedintheWorld'sNextBigGrowthMarket. AchaLeke, MutsaChironga, and Georges Desvaux. Harvard Business Review Press, 2018.)

27.12.2018 <http://trends.skolkovo.ru/2018/12/biznes-revolyuitsiya-v-afrike-predprinimatelstvo-na-kontinente/>

Often the point of entrepreneurship is to meet customer needs more effectively than your competitors do, or to operate in areas that those same competitors avoid. Consider the stories of two companies that have succeeded in Africa by innovating to better meet the needs of local consumers.

The brand name of Kellogg, an American food company, made headlines in 2015 when the company invested \$450 million in Tolaram Africa, a Nigerian firm little known about in the West. John Bryant, CEO of Kellogg, announced a long-term partnership and the purchase of a 50 percent stake in Tolaram Africa's West African marketing and distribution company. At the time, he said: "As an explosive growth region, Sub-Saharan Africa presents an incredible opportunity for our company. Tolaram Africa has built a very successful consumer goods business and is today one of the largest grocery companies in Nigeria. This partnership is a great strategic option for Kellogg."

To understand what Kellogg is getting out of this alliance, here is an interesting story about the "diamond in the crown" Tolaram, the Indomie brand of instant noodles, which is now one of Nigerians' favorite consumer foods. This product is sold in sachets, costs less than 20 cents, has almost universal recognition, and has a fan club of 150,000 people. This brand has become such an integral part of Nigerian society that locals will be very surprised if they are told that noodles are not part of the traditional cuisine of the country, and Tolaram has only been operating in the local market for about thirty years. in Singapore).

Dufil Prima Foods, the Tolaram-owned company that produces Indomie, introduced this product to the Nigerian market in 1988. Then the military government ruled the country, the per capita income was barely \$250, and four out of five Nigerians lived on less than \$2 a day. But under these circumstances, the company saw an opportunity to feed the people of the country with an affordable and convenient product - thus creating a new category in the market. The vast majority of Nigerians have never eaten or even seen noodles in their lives, many believed they were being sold worms. Nevertheless, the new product instantly fell in love with a large market. Indomie noodles cook in less than three minutes, and if you add an egg to them in the process, you get a nutritious and cheap meal. The company soon moved from importing noodles to producing them in Nigeria. As Deepak Singal, head of Dufil Prima Foods, told us, "We created the food that Nigeria needed. And in 10-15 years we have become a brand recognizable by everyone."

Kenya, on the other side of the continent from Nigeria, also boasts an impressive history of growth, which is also based on fundamental innovations. Equity Bank was created from a small building society in 2004 with only 400,000 customers at the time. Today, more than 12 million

people use its services throughout East Africa. In 2017, he had more than \$5 billion in his accounts, and his official earnings before taxes were \$270 million.

James Mwangi, founder and CEO of Equity Bank, told us his organization's goal is "to solve the social problem of lack of access to financial services." This problem for Mwangi is deeply personal: "I grew up in the countryside and my mother didn't have a bank account. The nearest bank branch was 50 kilometers away, and the minimum amount needed to open an account exceeded her savings for several years. My mom also lost confidence in banks with their granite floors, long lines and smartly dressed employees," he says. To make matters worse, Mwangi says banks often required a mandatory seven-day period between withdrawals. "If your child is sick, we cannot go to the bank and withdraw money if you were already there the day before."

The logical behavior of Kenyans in response to this state of affairs was the wholesale storage of money in a capsule - less than 10 percent of adult Kenyans had a bank account on the eve of the 21st century. Today, thanks in large part to the efforts of Equity Bank, two out of three adults in this country can boast of this. "We knew we needed to meet the needs of people like my mother. We wanted to provide banking services with a human face and create the concept of a bank as a platform where people would feel at home. We have done away with minimum balances, created products that are affordable, and more importantly, we have made it possible for people to use these products where they live. Long before mobile phone banking entered the arena, Equity Bank was already introducing what it called "mobile banking."

The bank has created mini-branches that can be placed in the trunk of a Land Rover and transported between villages scattered across rural Kenya. At the same time, the most famous innovation implemented by Equity Bank is the agency banking model. The bank has accredited over 30,000 small retail outlets as bank agents capable of accepting deposits and disbursing cash. "In fact, this move made it possible to use banking services in every village," says Mwangi. Today, Equity Bank goes beyond "Land Rovers branches" and has been implementing mobile banking services in the usual sense since it launched the Equitel mobile app in 2015. By 2017, Equitel handled a significant share of bank teller transactions and loan disbursements. At the same time, the bank added insurance and brokerage services to this platform. But Equity Bank does not stop and continues to be open to new innovations. "We see social networks as a new channel for banking services. So our next goal will be to innovate in this channel," says Mwangi.

With the goal of succeeding in Africa, companies must take bold steps to seize growth opportunities in the consumer and business markets, stand out from the competition and achieve impressive levels of performance. The cases of Indomie and Equity Bank are vivid illustrations of such steps. In both cases, companies have taken innovative steps to meet the unmet needs of African consumers and businesses. Their experience, as well as that of other fast-growing companies on the continent, allows us to identify four key innovative practices that should be followed when developing your strategy:

1. Create products and services that will meet the needs of Africans, previously bypassed.
2. Rethink your business model to truly connect with your customers.
3. Eliminate frills to lower costs and price.
4. Use technology to unleash the potential of the next wave of innovation

Answer the following questions:

- 1) What success stories of companies on the African continent are described in the case? What is the specificity of their business in Africa?
- 2) What are the features of the strategic partnership between Tolaram and Kellogg?
- 3) What is the idea of building a business by Equity Bank?
- 4) How to use innovation to succeed? Give examples from the case.
- 5) What should be kept in mind when developing an innovative business strategy on the African continent?

TASK SOLUTION

The solution involves detailed answers to the questions posed in a free form.

REQUIREMENTS

To complete the task, students need access to the Internet (to the websites of the companies described in the case)