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Протокол от «27» июня 2023 г № 5

Оценочные материалы по дисциплине

ИНОСТРАННЫЙ ЯЗЫК
по научной специальности
**5.4.4. СОЦИАЛЬНАЯ СТРУКТУРА, СОЦИАЛЬНЫЕ ИНСТИТУТЫ И
ПРОЦЕССЫ**
(уровень образования: подготовка кадров высшей квалификации)

Форма обучения: очная

Образовательный компонент. Дисциплины (модули).

1.1 Дисциплины (модули)

1.1 ИНОСТРАННЫЙ ЯЗЫК:

Целью изучения дисциплины является формирование профессиональной иноязычной коммуникативной компетенции в области социологии, уровень которой позволит использовать иностранный язык в научной деятельности, а также даст возможность продолжить обучение и вести профессиональную деятельность в иноязычной среде.

1. Планируемые результаты освоения дисциплины

В результате изучения дисциплины «Иностранный язык» аспирант должен:

знать: лексические и грамматические материалы, необходимые для осуществления профессионально ориентированной иноязычной устной и письменной коммуникации, а также стилистические регистры различных ситуаций общения. Материал включает не менее 5500 лексических единиц с учетом вузовского минимума и рецептивного словаря, включая примерно 500 терминов по направлению подготовки и направленности (профилю) программы аспирантуры, наиболее частотные грамматические конструкции, необходимые для устной и письменной профессионально ориентированной иноязычной коммуникации, грамматические конструкции, характерные для научной письменной речи, стилистические особенности устной и письменной коммуникации в академической среде.

уметь: использовать лингвистические знания в устном и письменном деловом и повседневном общении с учетом стилистических регистров ситуаций общения. А именно: читать, понимать информацию, работая с научной иноязычной литературой, понимать на слух иноязычную профессионально ориентированную речь, делать сообщения и доклады на иностранном языке на темы, связанные с научными исследованиями, участвовать в их обсуждении, письменно переводить научные статьи и тезисы с иностранного языка на родной, оформлять извлеченную информацию в виде резюме, абстракта на русском и иностранном языке.

владеть: решения профессиональных задач в процессе иноязычной коммуникации в устной и письменной форме с учетом стилистического регистра ситуаций общения и прагматических интенций собеседников. Эти навыки включают в себя навыки извлечения информации из письменных иностранных научных источников, составления абстрактов и резюме своих научных статей на иностранном языке, а также навыки передачи фактуальной информации, составления сообщения, доклада и выступления по теме проводимого исследования, понимания вопросов коллег и спонтанного реагирования на них на иностранном языке, извлечения информации из научных выступлений коллег.

Форма промежуточной аттестации по дисциплине:
экзамен (кандидатский экзамен).

2. Оценочные материалы для проведения текущего контроля успеваемости

Тест 1:

I. Choose the right variant.

1. JACK HAS MANY _____ OF HIS GIRLFRIEND ON THE WALL.

- A. Photo;
- B. Photoes;
- C. Photos.

2. DO YOU HAVE _____ FRIENDS?

- A. Many;
- B. Much;
- C. A lot of.

3. YESTERDAY _____ SUN WAS SHINING BRIGHTLY.

- A. - ;
- B. That;
- C. The.

4. THAT'S A PITY BUT I CAN'T PLAY _____ PIANO.

- A. - ;
- B. a;
- C. the.

5. THE OTHER DAY I SAW A CARTOON ABOUT CATS AND _____.

- A. Mouse;
- B. Mouses;
- C. Mice.

6. SHE WORKS AT THIS SCHOOL AS _____ TEACHER.

- A. - ;
- B. A;
- C. The.

7. THERE IS _____ MILK IN THE GLASS.

- A. Few;
- B. A little;
- C. Many.

8. THEIR DAUGHTER IS DOING BUSINESS AT _____ LOCAL COLLEGE.

- A. The;
- B. — ;
- C. A.

9. SHE COMES FROM _____ NETHERLANDS.

- A. The;
- B. — ;
- C. A.

10. I'M AFRAID I'VE BROKEN _____.

- A. The chair's leg;
- B. The leg in the chair;
- C. The leg of the chair.

11. SHE HAD TAKEN THE ADVICE, BUT THE DECISION WAS _____.

- A. Her;
- B. She;
- C. Hers.

12. HAVE YOU MET _____ TEACHER?

- A. They;
- B. Their;
- C. Them.

13. JAMES TOOK THE BOOK AND OPENED _____.

- A. That;
- B. This;
- C. It.

14. THEY LOOKED AS IF THEY HADN'T WASHED _____ IN DAYS.

- A. -;
- B. Themselves;
- C. Themselves.

15. MOSCOW IS FAMOUS FOR _____ HISTORIC SIGHTS.

- A. It's;
- B. Her;
- C. Its.

16. I CAN'T EAT _____ CHIPS BECAUSE THEY ARE COLD.

- A. This;
- B. These;
- C. That.

17. I SPOKE TO MR LLOYDS YESTERDAY. _____ PROMISED TO CALL ME BACK.

- A. She;
- B. They;
- C. He.

18. HE HAS... TIME THAN ME.

- A. Bigger;
- B. Much;
- C. More.

19. PUBLIC TRANSPORT IN LONDON IS (EXPENSIVE) IN EUROPE.

- A. The expensivest;
- B. The most expensive;
- C. More expensive.

20. THIS HOUSE IS (OLD) OTHER HOUSES IN THE STREET.

- A. As old as;
- B. Older;
- C. The oldest.

21. MY (OLD) SISTER DOESN'T LIVE WITH US.

- A. Older;
- B. Elder;
- C. The elder.

22. THAT'S (GOOD) FILM I'VE EVER SEEN.

- A. A good;

- B. The goodest;
- C. The best.

23. THE PROBLEM WAS (SERIOUS) WE EXPECTED.

- A. Seriouser than;
- B. More serious than;
- C. The most serious than.

24. THIS HOUSE IS (OLD) OF ALL THE HOUSES IN THE STREET.

- A. As old as;
- B. Older;
- C. The oldest.

25. YOUR COTTAGE ISN'T (FAR) I THOUGHT.

- A. Farther;
- B. So far as;
- C. As farther as.

26. HE HAS... TIME THAN ME.

- A. Bigger;
- B. Much;
- C. More.

27. _____ YOU START LEARNING A FOREIGN LANGUAGE _____ YOU'LL SPEAK IT.

- A. The earlier ... the sooner;
- B. Early ... soon;
- C. Earlier ... sooner.

II. Choose the right variant.

1. - DID NICK AND YOU GO TO THE LIBRARY LAST NIGHT?

- NO, WE DID NOT. WE..... AT THE LECTURE.

- A. Did not;
- B. Were;
- C. Were not;
- D. Was.

2. ALL.... PRESENT AT THE LESSON TODAY.

- A. Is;
- B. To be;
- C. was;
- D. Are.

3. LAST YEAR HE.... A SCHOOLBOY.

- A. Are;
- B. Were;
- C. Was;
- D. Is.

4. HOW MANY LESSONSYOU YESTERDAY?

- A. Were;

- B. Have;
- C. Are;
- D. Had.

5. MARY AND PETER ... THEIR DINNER AT HOME TOMORROW.

- A. Will have;
- B. Have;
- C. Shall have;
- D. Has.

6. HOW MUCH MONEY ... PETER?

- A. To have;
- B. Have;
- C. Has;
- D. Is.

III. Choose the sentences with the right order of the words.

1. THE THEATRE - GO - OFTEN - VERY - WE - TO

- A. We go to the theatre very often.
- B. We very often go to the theatre.
- C. Very often we go to the theatre.

2. HIM -GIVE-TO-CIGARETTES-HIS

- A. Give to him his cigarettes.
- B. Give cigarettes to him.

3. DOING - MEN - WHAT - THOSE - ARE?

- A. What are those men doing?
- B. What are doing those men?
- C. What those men are doing?

4. THE NOVEL-MUCH-I-VERY-LIKED

- A. I very much liked the novel.
- B. I liked very much the novel.
- C. I liked the novel very much.

5. AIRPORT - 10 P.M. - YOU'LL - THE - AT - AT - ARRIVE

- A. You'll arrive at the airport at 10p.m.
- B. You'll arrive at 10p.m. at the airport.
- C. At the airport you'll arrive at 10 p.m.

Тест 2:

Задание 1 (выберите один вариант ответа)

Заполните пропуск

Physiology is a _____ which studies functions of the human body.

Варианты ответов:

- 1. Book;
- 2. Science;
- 3. Period;
- 4. Textbook.

Задание 2 (выберите один вариант ответа)*Заполните пропуск*

Facial and cranial bones form the _____.

Варианты ответов:

1. Vertebrae;
2. Nose;
3. Skull;
4. Chin.

Задание 3 (выберите один вариант ответа)*Заполните пропуск*

Let's tell them about our _____.

Варианты ответов:

1. speech;
2. laugh;
3. success;
4. term.

Задание 4 (выберите один вариант ответа)*Заполните пропуск*

_____ means multiplication of parasitic organisms within the body.

Варианты ответов:

1. Invasion;
2. Prevention;
3. Introduction;
4. Infection.

Задание 5 (выберите один вариант ответа)*Заполните пропуск*

The first-year students study _____ than senior students.

Варианты ответов:

1. Bad;
2. More bad;
3. Worse;
4. The worst.

Задание 6 (выберите один вариант ответа)*Заполните пропуск*

Measles _____ a dangerous disease and a lot of children catch _____ at an early stage.

Варианты ответов:

1. Is, them;
2. Is, it;
3. Are, them;
4. Are, it.

Задание 7 (выберите один вариант ответа)*Заполните пропуск*

My friend got a _____ mark at the examination in Anatomy, than I.

Варианты ответов:

1. highest;
2. more high;

3. higher;
4. Most high.

Задание 8 (выберите один вариант ответа)

Заполните пропуск

This flower was much _____ than yours.

Варианты ответов:

1. Bright;
2. Brighter;
3. The brightest;
4. More bright.

Задание 9 (выберите один вариант ответа)

Заполните пропуск

He is very fond _____ his sister and always takes care _____ her.

Варианты ответов:

1. Of, of;
2. For, of;
3. With, of;
4. With, for.

Задание 10 (выберите один вариант ответа)

Заполните пропуск

Don't get _____ and _____ you are getting _____ my nerves.

Варианты ответов:

1. Up, back, on;
2. Up, down, on;
3. To, from, on;
4. On, off, at.

Задание 11 (выберите один вариант ответа)

Заполните пропуск

I can't say that I am a felly a addict but I watch TV two _____ three hours a day.

Варианты ответов:

1. Or;
2. And;
3. But;
4. Nor.

Задание 12 (выберите один вариант ответа)

Заполните пропуск

I _____ never _____ on duty in hospital.

Варианты ответов:

1. Am being;
2. Was being;
3. Has been;
4. Have been.

Задание 13 (выберите один вариант ответа)

Заполните пропуск

I want my brother _____ a doctor.

Варианты ответов:

1. Becoming;
2. Becomes;
3. Become;
4. To become.

Задание 14 (выберите один вариант ответа)

Заполните пропуск

Medical students may _____ different experiments on animals.

Варианты ответов:

1. Carry in;
2. Carry on;
3. Carry off;
4. Carry with.

Задание 15 (выберите один вариант ответа)

Заполните пропуск

Any surgeon _____ operate on for appendicitis.

Варианты ответов:

1. Can;
2. Becomes;
3. Ought;
4. Would.

Контрольная работа 1:

1. Напишите свое резюме согласно плану:

1. Personal Details
2. Education
3. Professional Experience
4. Skills
 - Language
 - Additional
5. Activities
6. References

2. Соедините начало и конец писем, расположенных ниже, затем, определите, к какому типу письма относится каждое из них. Типы писем приведены под таблицей:

Beginnings	Endings
1. I am writing to enquire about the details of becoming a member of the Environmental Awareness Club	A. We would be honored if you could attend the party. Mr. and Mrs. Stern would enjoy seeing you again.
2. Thanks for the invitation to your barbecue. My wife and I would love to come.	B. Since your treatment was ineffective and I am still in pain, I demand a full refund.
3. I'm writing to ask for your advice about a problem that has been troubling me for some time...	C. Please tell me what you think I should do. I know your advice will help me.
4. I'm sorry about missing Tuesday meeting.	D. How about rescheduling the meeting for Monday? Let me say again how sorry I am.

5. You are invited to attend an anniversary celebration in honor of Mr. and Mrs. Douglas Stern.	E. I look forward to receiving further information about the club.
6. I'd like to thank you for the thoughtful gift. It was kind of you to remember me.	F. Let me know if you want us to bring anything to the barbecue. My wife makes delicious chocolate cake.
7. I am writing to express my strong dissatisfaction with the treatment I received at your clinic on July 5th.	G. Thanks again. I

- 1) Invitation Letter
- 2) Reply Letter
- 3) Enquiry Letter
- 4) Decline letter
- 5) Complaint letter
- 6) Advice letter

3. Перед Вами конверт. Соотнесите информацию под определенным номером на конверте с тем, что она означает:

(1) Mr. Walter Robinson

Paul Center

115 Irvin Lane

(2) Dallas, Texas (3) 75201

(4) Dr. John Dorian

12247 Rose Street

Seattle, **(5) Washington (6) 98765**

- A. ZIP code of the return address
- B. Sender's city name
- C. Recipient's name
- D. Sender's name
- E. Name of the state
- F. ZIP code of the delivery address

4. Определите, к какому виду письма относится представленный ниже отрывок.

Dear Patrick,

I'm writing just to say sorry I am about the delay in paying you back the money I owed you. I feel really guilty about it but there was nothing else I could do.

My boss promised me my wages would be paid into the bank on Friday....

...

Best wishes,

Melissa

- A. C.V.
- B. Letter of apology
- C. Memo
- D. Letter of invitation

5. Определите, к какому виду письма относится представленный ниже отрывок.

Dear Sir

I am writing in response to your advertisement on May 10th in The Sunday Times for the position of Junior Reporter, for which I wish to apply.

I believe that I have the proper qualifications and experience for the post advertised. I worked on my school's monthly magazine, where I became the editor. At Oxford University I was also a reporter working for the weekly student newspaper. Before I graduated from Oxford with a degree in Journalism, I took a one-year sabbatical working for a small local paper. I was responsible for covering major local events, as well as writing a weekly business column. I also wrote various articles on travel and tourism....

...

Yours faithfully,

Jason Green

- A. Letter of application
- B. Letter of apology
- C. Letter of complaint
- D. Memo

6. Определите, к какому виду письма относится представленный ниже отрывок.

Dear Sir

I am writing to complain about the quality of the service and food I received on Eagle Airways flight 711 from London to Madrid on 12th June.

...

Yours faithfully,

Jason Green

- A. Letter of application
- B. Letter of apology
- C. Memo
- D. Letter of complaint

7. Определите, к какому виду письма относится представленный ниже отрывок.

Ivan Ivanov

Pronskayast., Moscow, Russia,

EDUCATION:

2006 - Present (expected graduation date - 2011), Moscow Open Social University, Major: Outdoor Landscape Designer

WORK EXPERIENCE:

September 2005 Web site Programmer / Administrator. Responsibilities: programming web pages, translating, support of the web site Acquired skills: logical thinking, improved programming skills, knowledge of Photoshop, FrontPage program, etc.

June - August 2006 - wait staff, housekeeper "The Inn Kronc", Moscow, Russia

ADDITIONAL SKILLS:

1. Photoshop, web design, sculpture. GPA: 4.8 (out of 5.0)
2. 2004 - 2005, Moscow Institute for Geodesy and Cartography Engineering, Architecture classes
3. Secondary Specialized English School # 1737, Moscow

PC SKILLS:

Windows 2000, XP, MS Office, Photoshop, FrontPage, Macromedia Dreamweaver, Macromedia Fireworks, Far Manager, Windows Commander, etc.

PERSONAL SKILLS:

Fast learner, high level of responsibility, accustomed to overcoming difficulties, logical thinking, active, creative, good communication skills, teamwork.

LANGUAGES:

Russian - native

English - fluent (10 years of studies in a specialized English school)

German - intermediate (3 years of studies)

INTERESTS:

Art: sculpture, painting, drawing

Sport: swimming (2 years), basketball

- A. C.V.
- B. Letter of apology
- C. Memo
- D. Letter of invitation

8. Определите, к какому виду письма относится представленный ниже отрывок.

To: All Staff and Interns

From: Ana Lucily, Executive Assistant to the President

Date: July 15, 2012

Subject: Dishes in the Sink

It has come to our attention that there has been a pile of unwashed dishes that accumulates in the sink by the end of each week. It has gotten so bad that washing one's hands in the kitchen sink becomes an uncomfortable undertaking. Therefore, we are introducing a new policy that mandates that employees wash their dishes as soon as they are done with them, keeping the sink clear for other uses.

If you do not have the time to wash your lunch container or coffee mug, leave it by your desk until you are ready to wash it. Even two or three dirty plates will encourage every person thereafter to leave their unwashed, food-stained dishes and silverware in the sink. Conversely, studies have shown that when a sink is empty, people are more likely to wash their dishes immediately.

Thank you for your cooperation!

Best,

Ana Lucily

- A. Memo
- B. C.V.
- C. Letter of invitation
- D. Letter of apology

Контрольная работа 2:

I. Listen to a short talk and answer the following questions choosing the correct answer out of the given ones:

1. Who is the speaker?

- A. Dr. Kaplan;
- B. A university technician;
- C. A lab instructor;
- D. A specialist in chemistry history.

2. At what point of the semester does the talk take place?

- A. At the beginning;
- B. In the middle;

- C. Near the end;
- D. During the final exam.

3. Why is the speaker addressing the students?

- A. To explain the purpose of the lab notebooks;
- B. To stress the importance of safety in the laboratory;
- C. To tell them where to buy safety equipment;
- D. To help them to understand their lab results.

4. Which of the following are the students told *not* to wear?

- A. Protective goggles;
- B. Eyeglasses;
- C. Running shoes;
- D. Long scarves.

5. Why does the speaker tell the story about Newton?

- A. To illustrate what a great scientist he was;
- B. To explain why lab equipment must be cleaned;
- C. To emphasize the need for proper precautions;
- D. To demonstrate how theoretical chemistry has advanced since Newton's days.

6. How did researchers discover that Newton might have suffered from metal poisoning?

- A. By testing samples of his hair;
- B. By reading his biographies;
- C. By examining the scientific practices of his time;
- D. By performing the experiments listed in his notebook.

7. According to the talk, what important lessons can be learned from Newton's life?

- A. An innovative scientist cannot take normal precautions while performing experiment;
- B. An inventor must be willing to make some painful sacrifices to achieve his or her goals;
- C. Precautionary measures must be followed in the laboratory work to ensure one's safety and health;
- D. Chemists with personal problems should never use toxic substances.

8. What will the students probably do after the talk?

- A. Leave the room;
- B. Hand in their notebooks;
- C. Go to Dr. Kaplan's office;
- D. Work on an experiment.

II. Listen to the talk once again if necessary and give reasoning to the choice of the answers you've just given by expressing your opinion. The list of expressions comes handy:

- I think
- I have a feeling
- I believe
- To my mind
- I suppose
- In my opinion
- I guess
- In my view
- I feel

According to my point of view, etc.

You may use the given example:

Example: I think that the talk takes place at the beginning of the semester because...

Transcript

Good afternoon. My name's Mary Raffety. For the next eleven weeks, I'll be your lab instructor. The lab experiences you'll be having are designed to complement your work in Dr. Kaplan's inorganic chemistry course. Today's experiment is purposely a short one; it'll help you become familiar with the lab setup and equipment.

As your lab instructor, it's my duty to assist you in setting up your experiments and understanding the results. I'll also grade your lab notebooks. But I have an even more basic responsibility: your physical safety. I'll insist on proper precautions, such as wearing protective goggles at all times. I also expect you to use common sense: don't wear long scarves that might catch fire; don't smoke; don't taste unknown substances.

Let me reinforce this point with a story. Isaac Newton, perhaps the greatest scientist of all ages, lived in a period when the toxic effects of chemicals were less understood than today. He routinely sniffed fumes, tasted chemicals, and used open containers for heating substances. In the early 1690's, he suffered through a period of insomnia, depression, and mental instability. Though his biographers linked this situation to problems in his personal life, researchers now think that it was a consequence of his lab procedures: they found abnormally high concentration of lead, mercury, and other heavy metals in preserved specimens of his hair.

Consequently, we must learn from the past and put safety first.

Контрольная работа 3:

Прочтите текст. Выполните задания после текста.

Bad handwriting

1. There is an old joke that doctors go to school to learn how to write badly and nurses go to school to learn how to read doctors' handwriting. There is truth in the joke - computer analysis of the handwriting of medical staff shows that doctors' writing is a lot worse than that of nurses and administrative staff. Maybe it's because doctors are always under pressure of time that they write very fast. The habit starts when they are medical students and gets worse as time passes.
2. Computer analysis shows that generally medical staff are careful with numbers. However, they tend to form letters of the alphabet badly. When drug names look very similar, bad handwriting can mean patients get the wrong medicine. A young girl nearly died when she was given Methimazole instead of Metolazone (one is for high blood pressure and the other is for thyroid problems). And in 1999, an American cardiologist, Ramachandra Kolluru, wrote a prescription so badly that the pharmacist gave a patient the wrong medicine. This time the patient did die and a court fined the doctor 225,000 US dollars.
3. Recently, researchers studied 50 patient progress notes. They found that they could not read 16% of the words. The misunderstandings that this causes can mean that a patient is given the wrong blood, or that a surgeon amputates the wrong limb. Fatal errors, of course, make news, but studies show that every year hundreds of thousands of mistakes are made in hospitals around the world, and a lot of them are because of bad handwriting or abbreviations which nobody understands. Bad handwriting also causes delays, which are expensive and wasteful.
4. There are many technological solutions for the problem, and though digital technology can't improve handwriting, it can improve the situation. At London's Charing Cross Hospital, for example, patients wear bar codes (the same as in a supermarket) on their wrists or ankles. Staff

use the bar codes along with hand-held computers to get accurate, clear, and easy-to-read information.

Задание 1 (выберите один вариант ответа)

Определите, является ли утверждение:

When doctor writes a prescription badly, the pharmacist gives a patient the wrong medicine.

Прочитайте текст — «Bad Handwriting»

Варианты ответов:

1. ложным
2. в тесте нет такой информации
3. истинным

Задание 2 (выберите один вариант ответа)

Определите, является ли утверждение:

Studies show that every year thousands of mistakes are made in hospitals because of doctors' bad handwriting.

Прочитайте текст — «Bad Handwriting»

Варианты ответов:

1. в тесте нет такой информации
2. ложным
3. истинным

Задание 3 (выберите один вариант ответа)

Определите, является ли утверждение:

When drugs names look very similar, bad handwriting helps to get the proper medicine.

Прочитайте текст — «Bad Handwriting»

Варианты ответов:

1. истинным
2. ложным
3. в тексте нет такой информации

Задание 4 (выберите один вариант ответа)

Определите, является ли утверждение:

When drugs names look similar, bad handwriting does not help to get the proper medicine.

Прочитайте текст — «Bad Handwriting»

Варианты ответов:

1. ложным
2. в тексте нет такой информации
3. истинным

Задание 5

Укажите, какой части текста (1,2,3,4) соответствует следующая информация.

Bad handwriting may be sometimes the cause of delays which are expensive and wasteful.

Прочитайте текст — «Bad Handwriting»

Варианты ответов:

- 1) 2
- 2) 1
- 3) 4
- 4) 3

Задание 6

Укажите, какой части текста (1,2,3,4) соответствует следующая информация.

Computer analysis of the handwriting shows that doctors' writing is a lot worse than nurses.
Прочитайте текст — «Bad Handwriting»

Варианты ответов:

- 1) 3
- 2) 1
- 3) 2
- 4) 4

Задание 7 (выберите один вариант ответа)

Ответьте на вопрос:

What can the misunderstanding of doctors' handwriting mean?

Прочитайте текст — «Bad Handwriting»

Варианты ответов:

1. The correct diagnosis
2. The management of proper treatment
3. The patient is given the blood or amputation the wrong limb.
4. Patients get the wrong drug.

Задание 8

Определите основную идею текста.

Прочитайте текст — Bad Handwriting

Варианты ответов:

1. Doctors' bad handwriting leads to thousands of mistakes in medicines.
2. Nobody understands bad handwriting and abbreviations.
3. Doctors are always under pressure time that they write very fast.
4. In London at some hospitals the patients wear bar codes on their wrists and ankles.

Критерии оценки текущего контроля успеваемости в форме тестирования

Тест для проведения текущей аттестации содержит не менее 15 вопросов.

Результаты текущей аттестации оцениваются по традиционной системе («Пройден», «Не пройден») в соответствии с нижеприведенными критериями:

«Пройден» – если аспирант выполнил тест с количеством правильных ответов не менее 70 %.

«Не пройден» – если аспирант выполнил тест с количеством правильных ответов менее 70 %.

Критерии оценки текущего контроля успеваемости в форме контрольной работы

Контрольная работа оценивается по ее выполнению – правильно указанных ответов.

3. Оценочные материалы для проведения промежуточной аттестации в форме экзамена (кандидатского экзамена)

Тексты на иностранном языке

Financial management

Financial management consists of all the activities concerned with obtaining money and using it effectively. It involves careful planning and starts with determining the organization's financial needs. The original investment by the owners is enough to get the business started. But income and expenses may vary from month to month and from year to year, leading to a need for temporary financing. Short-term financing is money that will be used in one year or one operating cycle, or less. Businesses typically need short-term financing due to cash flow, the movement of

money into and out of an organization; speculative production, the time lag between the actual production of goods and when the goods are sold; or inventory issues. Credit transactions that may not be paid for in 30 or 60 days can create a need for short-term financing. Likewise, manufacturers, wholesalers, and retailers make a significant investment in inventory, which can also create a need for short-term financing.

Long-term financing is money that will be used for longer than one year. It is frequently needed for business expansions and mergers, product development, marketing, and replacement of obsolete equipment.

Make it cheaper and cheaper

How technology pushes down price

Prices have fallen in the food business because of advances in food production and distribution technology. Consumers have benefited greatly from those advances. People who predicted that the world would run out of food were wrong. We are producing more and more food with less and less capital. Food is therefore more plentiful and cheaper than it has ever been. Spending on food compared with other goods has fallen for many years, and continues to drop.

Supermarkets have helped push down prices mainly because of their scale. Like any big business, they can invest in IT systems that make them efficient. And their size allows them to buy in bulk. As supermarkets get bigger, the prices get lower.

Huge retail companies such as Wal-Mart have tremendous power and they can put pressure on producers to cut their margins. As a result, some producers have had to make cuts. In recent years, Unilever has cut its workforce by 33,000 to 245,000 and dropped lots of its minor brands as part of its "path to growth" strategy. Cadbury has shut nearly 20 per cent of its 133 factories and cut 10 per cent of its 55,000 global workforce. These cuts help keep costs down, and the price of food stays low.

Does cheap food make people unhealthy? Cheap food may encourage people to eat more. Food companies certainly think that giving people more food for their money makes them buy more. Giving people bigger portions is an easy way of making them feel they have got a better deal. That is why portions have got larger and larger. In America, soft drinks came in 8oz (225g) cans in the past, then 12oz (350g), and now come in 20oz (350g) cans. If a company can sell you an 8oz portion for \$7, they can sell you a 12oz portion for \$8. The only extra cost to the company is the food, which probably costs 25 cents.

Now companies are under pressure to stop selling bigger portions for less money. But it is hard to change the trend.

Leadership

Leadership is based on personal example, good management practices, and moral responsibility. Every supervisor in the company must set an example of company ideals and give personal attention and supervision to personnel below them in the chain of command. Leadership can be defined as the art of influencing people to progress towards the accomplishment of a specific goal. Leadership occurs when one person influences other people to work toward a definite goal.

You've heard the expression "leaders are born, not made" or "that person's a born leader". No one is "a born leader". Many people are natural leaders because of their strong, magnetic personality or because of their natural ability to learn rapidly. However, such people are the exception, not the rule. Because leaders aren't born, they must be trained. There are three elements that make an effective leader. They are moral principles, personal example, and administrative ability.

Moral principles include honesty, integrity, and loyalty. These principles of human conduct provide direction, solidity, and consistency to leadership. The key to leadership is the emphasis you place on personal moral responsibility. You show personal moral responsibility by being

honest and loyal. Your shipmates see those traits as your moral character. And a strong moral character influences others in a positive manner.

Leading by personal example goes along with moral responsibility. Effective leaders have many leadership traits, such as know-how, sincerity, and courage. Which trait is the most important is a matter of opinion. However, if you show weakness in any trait a worker think is important, you lose that person's respect. Respect isn't automatically given to a leader because of authority. You have to earn respect and confidence.

No hiding place

The protection of privacy will be a huge problem for the internet society

A cookie is a small file that a company can send to your computer when you visit the company's website. It tells them a lot about your browsing habits. Using the web without them is nearly impossible. DoubleClick, an advertising company, has agreements with over 11,000 websites and maintains cookies on 100 million users to get information about them for marketing.

Offline, the story is the same. When you turn on a mobile phone, the phone company can monitor calls and also record the location of the phone. We use more and more electronic systems for tickets, and for access to buildings. It is becoming common for employers to monitor employees' telephone calls, voicemail, email and computer use.

The use of video surveillance cameras is also growing. Britain has about 15 million cameras in public places (for example, airports, shopping malls and public buildings). The average Briton is recorded by CCTV cameras 300 times a day. With digital cameras we can collect, store and analyse millions of images.

And this is only the beginning. Engineers are now developing cameras that can "see" through clothing, walls or cars. Satellites can recognise objects only one metre across. We can attach tracking chips to products or people.

New technology offers substantial benefits - more security against terrorists and criminals, higher productivity at work, a wider selection of products, more convenience. We are ready to give more personal information because we want the benefits. But all this monitoring generates a mountain of data about us. Surveillance is everywhere in our society, often without our knowledge. Most people hate the idea but they don't know how to stop it.

Glossary:

CCTV cameras – closed circuit television cameras (police and security staff can watch the film and follow people's movements)

Tracking chips – microchips that use radio signals to find the exact location of someone or something.

Business Structure

Business structures can vary as widely as the types of businesses that use them. When setting up a business, choosing the right structure can be critical to the success and life of the company.

Sole Proprietor: this is the most traditional form of business, where one simply goes into business in their own name or under a "doing business as" (DBA) trade name. It offers the least protection to the owner of the business but is the simplest to set up.

Partnership: this is another very common form of business ownership. It is created when two or more people or entities come together to do business, and can be the equivalent of a sole proprietorship in terms of its ease of set up and lack of legal protection. However, some jurisdictions have started to create variations on this form of ownership, such as the limited partnership, in an effort to provide some protection to business owners and/or to better define the relationships of the partners.

Corporations: this is a form of business ownership that creates a separate legal entity which is jointly owned by multiple investors. There are two primary forms of corporations: S and C. Each has its own unique advantages and disadvantages as related to raising capital and paying taxes.

Limited Liability Companies: these are a relatively new addition to the forms of business ownership. In simplest terms, it tends to combine some of the best features of partnerships and S Corps, such as ease of organization and pass through taxation.

The kids are all right

Young people at work can now expect opportunity, responsibility, respect - and fun

Youth is a time for fun. In one American playground in Florida, there are basketball courts and volleyball nets. Inside, there are bright colours, Nerf guns and a games room with pingpong. This is not a school, but the offices of Capital One, one of America's largest credit-card firms. The firm gives each department a monthly "fun budget". The same sort of thing can be found across corporate America these days. The kids have taken over. It is technology that drives business today, and dot.com culture is everywhere. The young are now the rising power in the workplace.

Take Microsoft, a business with 40,000 mostly young employees: the dress code is "anything goes as long as you're clean". People wear shorts and have blue hair – sometimes even in management. The typical workplace scene features mid-afternoon hockey, video games and techno music on headphones.

Companies want to attract and keep a younger workforce because of its technical skills and enthusiasm for change. So youth culture is becoming part of office culture. This may be no bad thing. Along with the company fun budget come things that matter more deeply to young people: opportunity, responsibility, respect.

In the past, it was middle-aged who ruled. At work, grey hair, years of loyal service and seniority counted most. Now things are changing. Older workers will not disappear, but they will have to share power with the young. In the old days companies grew slowly; with success came conservative corporate values. Now the world's largest firms can crash at any moment. The pace of change is increasing. And change favours the young: they learn and relearn faster and will risk more to try new things.

Many companies no longer have seniority-based hierarchies. People can get to the top faster. They don't have to spend years showing respect for their superiors. It is more important that they are able to understand e-business and have the courage to ask "why?" Loyalty to the company is less important than talent. Employees stay only when there are challenges and rewards. Changing jobs frequently is now a sign of ambition and initiative.

All this is a good thing. Young people are at their most creative stage in life. Now they have more opportunity to put their ideas and energy into practice.

Glossary:

Nerf guns – realistic toy guns that shoot but don't cause injuries.

Human Resource Management

Human resource management is a part of every manager's responsibilities. These human resource responsibilities include placing the right person in the right job, and then orienting, training and compensating to improve his or her job performance. Human resource management is involved in both the formulation and the implementation of a company's strategies given the need for the firm to galvanize employees into a competitive advantage.

The policies and practices one needs to carry out the people or human resource aspects of a management position include recruiting, screening, training, rewarding and appraising.

Human Resource Management can be defined as management of activities undertaken to attract, develop, motivate, and maintain a high-performance workforce within organizations. The most important responsibilities of a Human Resource Manager are:

- Planning labor needs and recruiting candidates
- Orienting and training new employees
- Managing wages and salaries
- Providing incentives and benefits

- Communicating (interviewing, counselling, disciplining)
- Building employee commitment

Job analysis defines the task involved in a job, determines the relationship between different jobs, and ascertains the knowledge, skills and abilities necessary for an employee to perform job successfully. Job analysis produces information which is then used for developing job descriptions and job specifications. Job description is a statement that mentions what a job holder does and how and why does he do that. Job specification is a list minimum qualification that every employee must possess for successful performance of any job.

An elevator to space

Wouldn't it be nice if you could take an elevator to space?

In the future, you may be able to. Michael Laine hopes that his new business, LiftPort Group, will complete a space elevator by 2018. But we already have rockets and satellites, so why an elevator? Well, it's not cheap to get satellites into orbit. To reach 35,793 km up - where about half of all satellites go - costs above \$100 million. Add another 10% to 20% for insurance. And make sure you build that satellite right the first time because, once it's up there, you can't fix it.

The private space industry is expected to grow, but many of the new ventures like the space elevator seem extremely risky. Of course, Laine knows that things will not be easy. First of all, there's the start-up cost: He thinks that the construction of the elevator will cost between \$7 billion and \$10 billion over five years. Then there's the fact that the cable for the elevator needs to be stronger than anything in industrial use today - about 30 times the strength of steel.

Laine runs the company on a tight budget and employs only five people. He says he plans to raise capital and set up joint ventures with other technology businesses. When it is finally completed, the elevator could compete with NASA and the Russian Space Agency.

It wasn't so long ago that Laine himself was skeptical of the potential for making money in space. 'Other space enthusiasts were saying, "Let's go to the moon" or "Let's go to Mars,"' he remembers. 'I kept saying "What's your return on investment - your ROI?"' Currently, the cost to deliver a kilo of stuff into space using rocket launch is \$20,000. The elevator could carry loads of five thousand kilos per day. It could deliver over a million kilos of material per year resulting in billions of dollars in sales. But with so many problems to overcome, will it ever happen?

Glossary:

Joint venture – a business activity which two or more companies have invested in

NASA – National Aeronautics and Space Administration (US space agency)

Skeptical (American English) – not believing what other people tell you (British English *sceptical*)

Stuff – objects or materials (informal)

SMART Business Goals

Whether you have a 50-employee company or an empire of one, your business success depends on your ability to set and achieve goals. Put your business on the fast-track by applying the principles of SMART goal setting.

S.M.A.R.T. is an acronym for the 5 steps of specific, measurable, achievable, relevant, and time-based goals. It's a simple tool used by businesses to go beyond the realm of fuzzy goal-setting into an actionable plan for results.

Specific – Is the goal specific enough for clarity?

Measurable – Is there a way to measure the goal? In other words, how do you know you achieved the goal?

Attainable – Is the goal truly attainable? Or is it such an outlandish goal that it looks good on paper but is nearly impossible to complete.

Realistic – Did you write the goal realistically? For example, did you address all the challenges of completing the goal and provide the necessary resources.

Timely – Is there a timeline associated with the goal to ensure a completion date?

So what does a smart goal look like? Based on the acronym, our example would state, “Obtain 2 new billion dollar corporate clients in the Boston property insurance market by the end of this fiscal year through networking and marketing activities.”

Once your business goals are SMART, break down each goal into a specific set of tasks and activities to accomplish your goals. It’s important to periodically review your goals and make adjustments if necessary. Goal setting for your small business is an essential tool for success. Remember in the end to be SMART.

Revolution in the car industry

Car factories of the future will be smaller and cleaner, and not all owned by car companies

The car business has a serious problem: it is producing too many cars. This over-capacity is resulting in fierce competition. Each manufacturer is competing in every segment of the market, with a huge range of models to attract different consumers. And models are frequently updated to keep interest fresh. This is making the business complex and expensive. So how can companies cut costs and increase their profit margins?

To offer so many different models, car companies need factories that are completely flexible. They need to switch quickly from making one model to another to meet changing demands. Honda was first to do this, organising its factories so that anyone of them could make any model of car. They can switch to a new model overnight, simply by changing the software in the robots.

Delivery is another issue that affects margins. For years, companies have tried to cut the time between a customer placing an order for a car and taking delivery. Manufacturers now operate a just-in-time production system. The components for each car arrive at precisely the right moment when they are needed on the assembly line. Such production methods have cut the cost of holding components in stock, and have resulted in high productivity. Most makers are now able to assemble a car in just 18-20 man-hours.

But once the car is finished, it usually stays in a distribution centre for 40-80 days. A shorter order-to-delivery cycle would lower the costs of holding stocks of finished cars. Moreover, most of these vehicles need to be discounted to get people to buy them. With big discounts on sale price, there is no guarantee of profits even when the factories are busy.

The magic answer to all this could be "build to order" (BTO). Instead of following the sales department's forecasts, cars could be quickly assembled to the customer's orders. Nissan has calculated they could increase profit by as much as \$3,600 a vehicle in this way.

But some people in the industry predict that the shape of car manufacturing will change even more radically. One view is that today's manufacturers will disappear. In their place will be vehicle brand owners (or VBOs). They will do only the designing, engineering and marketing of vehicles. Everything else, including even final assembly, will be done by the parts suppliers.

Such changes to the way the industry is organised may be necessary if companies are to survive.

Starting a Business

Starting a business can be challenging as well as satisfying. To give your business the best chance of success, you need to fully understand what is required.

It is important that you take the time to thoroughly research and plan your business before you begin operating. New business can be a rewarding experience, but it can also mean exposure to new risks, long hours, hard work and frequent challenges. Before you start your business, it is important that you consider the reality, and the challenges, of running a business.

You should also consider your personal goals and whether starting a business could help you achieve them.

Key areas of your business that you will need to plan include where to seek professional advice and how to develop your business plan. It's also important that you conduct market research to ensure that there is demand for the idea that you want to turn into a product or service.

Take the time to assess if you have the right skills to run a business successfully, and identify any skills you may need in the future. If you don't have the right skills, identify the ones you could outsource or employ someone to look after. A wide range of training resources are available for you and your employees.

Whether you have a great idea to start a new business or intend to develop an idea within an existing business, thorough research is essential. You need to find out if:

- your idea can be developed
- there is a market for your idea
- your idea is financially viable
- you can protect your idea.

Researching your idea helps you to decide if you can turn it into a business. Your research may tell you there is a market for your product or service.

Fashion's favourite

The high cost of fashion shows is worth every penny to the industry

What is the point of top-end fashion? An haute couture dress can cost more than \$100,000. Not surprisingly, there are no more than 2,000 haute couture customers in the world. The commercial point is that haute couture is the fashion house's loss leader. It creates the image of the brand. Someone who would never pay \$20,000 for a hand-made dress might pay \$1,000 for an off-the-peg dress with the same designer label – or \$50 for its perfumes.

Fashion shows may be expensive, but the publicity they generate works out cheaper and more effective than spending \$80,000 a page on advertisements in the glossy fashion magazines. One New York consultancy calculates that a 20-minute show, which could cost up to \$500,000, generates as much publicity as \$7m of advertising in American fashion magazines. Most people could never wear the clothes, but the idea is to create a buzz.

The true capital of fashion is Paris. It is home to the most famous brands, and it has the biggest number of talented designers. France's fashion and luxury-goods industry represents some 2,000 firms, 200,000 jobs and 5% of total industrial production. Include the textile industry, with 60,000 employees and the share of industrial activity rises to 8%. With advertising, graphic design and media, it all adds up to real economic weight. And France exports much of this output.

Can Paris continue to be the centre of the fashion industry? Perhaps New York, with its huge domestic market and new creative talent, will become fashion's centre in the future. But for now, the challenge for everyone is to sell: after all, fashion is a business.

Creativity and Innovation

The companies that have done the best over the long haul are those who are the most creative and innovative. These organizations don't copy what others do; instead, they may use innovative ideas from others as a spring board to come up with a unique application, product, or service for themselves. They tend to distance themselves from the competition rather than compete with them. If they see another company copying what they do, they create something new and better. In other words, they are able to leverage their creativity and their innovative capabilities to attain long-term success.

Would you like to be one of those organizations? You can be. In fact, all companies can be more creative and innovative no matter what their expertise, product, or service. When you apply creativity and innovation to everything aspect of your business, you are able to stay ahead of a changing marketplace and the competition.

Creativity is a function of knowledge, curiosity, imagination, and evaluation. The greater your knowledge base and level of curiosity, the more ideas, patterns, and combinations you can achieve, which then correlates to creating new and innovative products and services. But merely having the knowledge does not guarantee the formation of new patterns. The bits and pieces must be shaken up and iterated in new ways. Then the embryonic ideas must be evaluated and developed into usable ideas. In other words, there really is a process.

Arabia's field of dreams

One of the world's most successful business ventures is a small city-state that learned lessons from Singapore and Hong Kong

A tropical sun sets behind the palm trees and white sand of Jumeirah beach. Here, machines are building houses on one of the world's largest man-made islands, designed in the shape of a palm tree. England's soccer stars, led by David Beckham, were among the early buyers when the 2,000 villas sold out in a week.

Dubai expects its oil reserves to run out in about ten years. But the city-state is using its oil income to invest in a different sort of future, replacing oil with people.

Today Dubai has 272 hotels with 30,000 rooms and almost 5 million foreign visitors a year. In the desert, Dubai land is being built – a \$19-billion theme park twice the size of Disneyworld in Florida.

The city-state has built huge tax-free shopping malls and launched sporting events, such as the Desert Classic golf tournament and the Dubai World Cup horse race, and so it has become a holiday destination, offering attractions such as desert safaris and dhow cruises.

Dubai is open to foreigners. Of its 1.5 million people, over 80 per cent are expatriates. Dubai's easy-going style has made it a positive place to live and work.

In Dubai's free-trade zones, no local partner is required. These zones are attracting the service sector, by setting up developments for multi-national companies specialising in similar activities. For example, Internet City houses regional offices of Microsoft, Siemens and IBM, among others. Media City is home to the regional offices of several TV stations. There are plans for a Knowledge Village, which may attract foreign colleges.

Dubai intends to establish itself as the leading capital market for its region. The Dubai International Finance Centre is now taking shape, and the world's leading investment banks are already waiting to move in. The new city of skyscrapers includes Burj Dubai, an office block that will be the tallest building in the world when completed in a few years. Giorgio Armani is going to open a hotel on its top floors. If it succeeds, Dubai will not only be a tourist resort but an important business centre.

Develop a marketing strategy

Effective marketing starts with a considered, well-informed marketing strategy. A good marketing strategy helps you define your vision, mission and business goals, and outlines the steps you need to take to achieve these goals.

Your marketing strategy affects the way you run your entire business, so it should be planned and developed in consultation with your team. It is a wide-reaching and comprehensive strategic planning tool that:

- describes your business and its products and services
- explains the position and role of your products and services in the market
- profiles your customers and your competition
- identifies the marketing tactics you will use
- allows you to build a marketing plan and measure its effectiveness.

A marketing strategy sets the overall direction and goals for your marketing, and is therefore different from a marketing plan, which outlines the specific actions you will take to implement your marketing strategy. Your marketing strategy could be developed for the next few years, while your marketing plan usually describes tactics to be achieved in the current year.

Your well-developed marketing strategy will help you realise your business's goals and build a strong reputation for your products. A good marketing strategy helps you target your products and services to the people most likely to buy them. It usually involves you creating one or two powerful ideas to raise awareness and sell your products.

The online job market

How Jeff Taylor changed the way the labour market works

Monster.com, the world's biggest online job-search site, shows how electronic marketplaces reach more people and can offer more efficiency than physical markets. It also shows that money can be made in such markets: Monster has a long record of profitability.

Jeff Taylor, who launched the site in 1994, says that the Monster.com name is the firm's "single most important success factor". It introduces an image of youthful fun in what is basically a boring business. Supporting the brand is a big advertising budget which accounts for a quarter of the firm's costs. He runs expensive ads during key sporting events such as the Super Bowl.

Job-seekers supply resumes and employers pay to scan them or to post job ads. Most of the services that job-seekers get are free, but they have to pay for a service that allows them to contact each other for advice and career management. They can use this service to ask each other questions about, say, what it is like to work for a firm that they are thinking of joining.

The main contribution of Monster has been to speed up hiring and vastly increase the accuracy of the job-search process. "You can post a job at 2pm and get your first response at 2:01," Mr Taylor says proudly. And an employer who knows exactly what he wants can use Monster's filters to search vast numbers of resumes with precise accuracy. Monster is a serious threat to newspapers, which historically made 40% of their revenues from carrying ads, up to half of which were for staff. Headhunting firms have also lost business, because demand for their help in filling lower-level jobs has fallen. The online job market works well for workers and employers who know what they want. It works badly for people who are unsure. Check that your resume says clearly what kind of job you want. The filters will then make sure that it reaches the right human resource departments.

International businesses

Global competition has forced businesses to change how they manage at home and abroad. The increasing rate of change, technological advances, shorter product life cycles, and high-speed communications are all factors that contribute to these changes. The new management approach focuses on establishing a new communication system that features a high level of employee involvement. Organizational structures must also be flexible enough to change with changing market conditions. Management values are changing, and managers must now have a vision and be able to communicate the vision to everyone in the firm.

International firms should be sure that their plans fit the culture of the host country. Typically, U.S. firms feel that long-term plans should be three to five years in length; but in some cultures, this time period is too short. Many countries must plan with the assistance of governmental agencies. And working through bureaucratic structures, policies, and procedures is often time-consuming.

International businesses must be organized so that they can adapt to cultural and environmental differences. No longer can organizations just put "carbon copies" or clones of themselves in foreign countries. An international firm must be organized so that it can be responsive to foreign customers, employees, and suppliers. An entire firm may even be organized as one giant worldwide company that has several divisions. Above all, the new organization must establish a very open communication system where problems, ideas, and grievances can quickly be heard and addressed at all levels of management. Without this, employees will not get involved, and their insights and ideas are crucial to the success of the business.

Getting better service

The failure to complain is everywhere

Australians call the British "whingeing Poms" because they complain so much. But a new study suggests that Brits should whinge more, not less. A team led by Chris Voss of the London Business School found that service quality in Britain is typically worse than in America. One

reason, the research suggests, is that British customers complain less about bad service than hard-to-please Americans do.

The failure to complain is everywhere in Britain. Hunter Hansen, an American who runs the Marriott Hotel in London's Grosvenor Square, notes that a British guest would make a fuss only about a significant problem – and even then, would do so in a roundabout way. Americans are critical of even small mistakes.

The result, Mr Voss finds, is that Brits suffer. But so do companies in Britain's service industries: they do not receive much feedback, and so lose a chance to improve service quality. Indeed, they may spend more than they need on service quality improvements, because they do not get direct help from customers.

Management gurus know more about how companies respond to complaints than about why the British are phlegmatic. In America, well-run companies have "service recovery" strategies. Staff at the Marriott Group are trained in the LEARN routine – Listen, Empathise, Apologise, React, Notify. The final step ensures that there is a record of each complaint. The Ritz-Carlton hotel chain, another with a good reputation for handling complaints from customers, trains its staff not just to say "sorry" but "please accept my apology" and gives them a budget to reimburse angry guests.

When Brits finally complain, they get what they want. Mr Voss told his doctor that he would like to have the results of tests more quickly. "The next time I got them sooner," he says, in surprise.

Preparing business plans and budgets

The annual business plan and budget process is a key part of running a business successfully and achieving a strategy.

A business plan is necessary for three primary reasons:

- It gives business owners a current assessment of the business as well as a roadmap for the future.
- It helps a business grow, both organically and through outside funding.
- It is essential to have an up to date business plan in order to secure financing, ranging from an overdraft facility or bank loan to venture capital funding.

The business plan/budget is a living document that should be continuously reviewed in light of the business environment and actual performance. In addition there should be formal reviews on a quarterly basis. This enables the directors to oversee business performance.

Business planning should operate on a rolling five years, while the budget is likely to be required only for the coming financial year.

The objectives of the business plan are first to develop and communicate a plan of action that will achieve the company's strategic objective. Then to provide a means of monitoring progress towards that objective and of stimulating alternative action if the objective is unlikely to be met by the original plan. These cannot be achieved unless the plan defines the strategic objective and includes benchmarks or performance measures at key stages during the year.

The plan should include reviews of internal resources and the external environment, and define measures of quality and customer satisfaction.

Marketing to students

The student market in the UK is estimated to be worth £13 billion of spending power in a year. It is a market no company should ignore. Marketers are desperate to get students' attention before they turn into high-earning graduates. But students are hard to reach and cynical. How can brands target them?

Youth market trends analyst Sean Pillot de Chenecey advises companies who hope to market to students. He says there is no single strategy. Students organise their life on their mobile phones, respect brands that are ethical, but worry more about how they're going to pay off their debt than world peace. To get students' attention, marketers must offer them something that adds to their

lives. It isn't enough to simply sponsor a music tour: they have to make the event happen. For example, Carling (a beer manufacturer) introduced live music on the Tube.

Offering students help with their education and careers is an effective marketing method. *The Guardian* newspaper runs careers fairs and offers discounts on its products, such as *Guardian Student*, a 32-page newspaper.

Red Bull, a successful energy drinks brand, uses what it calls 'energy teams' on university campuses. The company recruits teams of students and gives them a Red Bull car, which has a fridge. The students offer samples and give information about the product benefits. They do this on campus at sporting events and at times of the year when students might need an energy boost. 'It's extremely important that it's a student doing this and not a company sales rep,' says the company's consumer manager who runs the scheme. 'You need to have an approach that doesn't look like a sales pitch.'

Having an insider on campus can help marketers understand student life. Youth marketing agency, Virgin D3, has a database of students who act as 'field staff'. They ask them for help when planning an event at their university. Perhaps, by getting ideas from the students themselves, companies can find ways to reach this difficult market.

Критерии оценивания ответа на экзамене

Уровень знаний, экзаменующихся оценивается по пятибалльной системе: на «отлично», «хорошо», «удовлетворительно», «неудовлетворительно».

Общие требования к ответу. При сдаче экзамена обучающийся должен показать знание современной отечественной и зарубежной литературы, уметь осуществлять доказательство научных проблем с помощью сравнительно-сопоставительного анализа, выявлять закономерности и тенденции научных парадигм в рассматриваемых вопросах. Обучающийся должен демонстрировать способность к творческому и критическому мышлению, четко понимать смысл поставленного вопроса, ясно формулировать основные экономики (менеджмента), а также аргументировать собственную точку зрения на основе теоретического и практического современного знания. Понимание проблемы, научная корректность, краткость и ясность в изложении ответа, владение современной информацией, использование последних публикаций по проблеме, которая поднимается в конкретном вопросе, обогащают ответ. Для подготовки ответа используются экзаменационные листы.

– Оценка «Отлично» – основные вопросы раскрыты полно и глубоко, с использованием дополнительного материала; материал изложен последовательно и логически; отсутствуют ошибки; выводы и обобщения достаточно аргументированы.

– Оценка «Хорошо» – изложена проблематика, круг задач и методических подходов в области исследования; основные вопросы раскрыты недостаточно полно и глубоко; в ответе на вопрос допущены незначительные ошибки; изложение материала недостаточно систематизировано и последовательно; выводы и обобщения аргументированы, но содержат отдельные неточности.

– Оценка «Удовлетворительно» – в усвоении программного материала выявлены существенные пробелы; основные положения раскрыты поверхностно; ответ не основывается на достаточном знании науки; допущены существенные ошибки, отсутствуют аргументированные выводы.

– Оценка «Неудовлетворительно» – не сформулирована проблема или сформулирована неверно; обсуждаемая проблема не проанализирована; незнание большей части информации; незнание ключевых понятий вышеназванной области знания.