МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ
ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ АВТОНОМНОЕ ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ
«СЕВЕРО-КАВКАЗСКИЙ ФЕДЕРАЛЬНЫЙ УНИВЕРСИТЕТ»

Методические указания

по выполнению практических работ по дисциплине
Иностранный язык в инновационном менеджменте
(Английский язык)
для студентов направления подготовки 38.04.02 Менеджмент
направленность (профиль) Управление развитием бизнеса и инновациями

Ставрополь, 2026

СОДЕРЖАНИЕ

Введение

Методические рекомендации к практическим занятиям студентов по дисциплине «Иностранный язык в инновационном менеджменте и (английский)» разработаны в соответствии с рабочей программой дисциплины по направлению подготовки 38.04.02 – Менеджмент.

Целью освоения дисциплины «Иностранный язык в инновационном менеджменте и » является формирование универсальных и профессиональных компетенций (УК-4, ПК -1) у студентов по направлению подготовки 38.04.02 «Менеджмент». Основная цель курса заключается **в** повышение исходного уровня владения иностранным языком и овладение студентами необходимым и достаточным уровнем коммуникативной и профессиональной компетенций для решения социально-коммуникативных задач в различных областях бытовой, культурной, профессиональной и научной деятельности при общении с зарубежными партнерами, а также для дальнейшего самообразования.

Задачи дисциплины «Иностранный язык в инновационном менеджменте и » состоят в следующем:

- развивать устойчивый интерес к изучению иностранного языка;

- стимулировать творческую активность студентов;

- стимулировать научно-исследовательскую деятельность студентов.

Разработки практических занятий

Практическое занятие 1

1. Тема The basics of innovation management

Цель занятия: проверить общее понимание прочитанного, сформировать умение и навыки изучающего чтения, навыки и умения устанавливать логические связи в тексте, определять основную тему прочитанного текста.

Задачи занятия:

-ознакомиться с новой лексикой по теме; развивать и совершенствовать навыки чтения текста с целью детального понимания содержания. – активизировать познавательную инициативу студентов и формировать их социальную компетентность.

– содействовать установлению в сознании студента устойчивых связей между накопленным и новым опытом познавательной и практической деятельности;

– формировать и развивать учебно-организационные умения и навыки (взаимоконтроль, самостоятельная работа, коллективная деятельность).

В результате освоения темы формируются компетенции:

УК-4 Способен применять современные коммуникативные технологии, в том числе на иностранном(ых) языке(ах), для академического и профессионального взаимодействия

ПК-1 Способен самостоятельно разрабатывать научно-исследовательский и аналитический проект в области менеджмента организаций и инноваций в цифровой изменяющейся бизнес-среде

Learning Objectives

Define innovation management, its role, principles and advantages it offers.

DISCOVERING CONNECTIONS

1. Are you a management innovator?
2. Have you discovered entirely new ways to organize, lead, coordinate, or motivate?
3. Is your company a management pioneer?
4. Has it invented novel approaches to management that are the envy of its competitors?

Reading

Text 1.

Задания для работы на занятии:

1. Read the text to understand what information is of primary importance or new for you. Suggest the possible title to the text

The Why, What, and How of Management Innovation

By Gary Hamel

Does it matter? It sure does. Innovation in management principles and processes can create long-lasting advantage and produce dramatic shifts in competitive position.

Over the past 100 years, management innovation, more than any other kind of innovation, has allowed companies to cross new performance thresholds.

Yet strangely enough, few companies have a well-honed process for continuous management innovation. Most businesses have a formal methodology for product innovation, and many have R&D groups that explore the frontiers of science. Virtually every organization on the planet has in recent years worked systematically to reinvent its business processes for the sake of speed and efficiency. How odd, then, that so few companies apply a similar degree of diligence to the kind of innovation that matters most: management innovation.

Why is management innovation so vital? What makes it different from other kinds of innovation? How can you and your company become blue-ribbon management innovators? Let's start with the why.

Why Management Innovation Matters

General Electric. DuPont. Procter & Gamble. Visa. Linux. What makes them stand out? Great products? Yes. Great people? Sure. Great leaders? Usually. But if you dig deeper, you will find another, more fundamental reason for their success: management innovation.

- like the general public license and online collaboration tools, open source development has proved to be a highly effective mechanism for eliciting and coordinating the efforts of geographically dispersed individuals.

As these examples show, a management breakthrough can deliver a potent advantage to the innovating company and produce a seismic shift in industry leadership. Technology and product innovation, by comparison, tend to deliver small-caliber advantages.

A management innovation creates long-lasting advantage when it meets one or more of three conditions: The innovation is based on a novel principle that challenges management orthodoxy; it is systemic, encompassing a range of processes and methods; and it is part of an ongoing program of invention, where progress compounds over time. Three brief cases illustrate the ways in which management innovation can create enduring success.

Harnessing employee intellect at Toyota.

Why has it taken America's automobile manufacturers so long to narrow their efficiency gap with Toyota? In large part, because it took Detroit more than 20 years to ferret out the radical management principle at the heart of Toyota's capacity for relentless improvement. Unlike its Western rivals, Toyota has long believed that first-line employees can be more than cogs in a soulless manufacturing machine; they can be problem solvers, innovators, and change agents. While American companies relied on staff experts to come up with process improvements, Toyota gave every employee the skills, the tools, and the permission to solve problems as they arose and to head off new problems before they occurred. The result: Year after year, Toyota has been able to get more out of its people than its competitors have been able to get out of theirs. Such is the power of management orthodoxy that it was only after American carmakers had exhausted every other explanation for Toyota's success—an undervalued yen, a docile workforce, Japanese culture, superior automation—that they were finally able to admit that Toyota's real advantage was its ability to harness the intellect of "ordinary" employees. As this example illustrates, management orthodoxies are often so deeply ingrained in executive thinking that they are nearly invisible and are so devoutly held that they are practically unassailable. The more unconventional the principle underlying a management innovation, the longer it will take competitors to respond. In some cases, the head-scratching can go on for decades.

What Is Management Innovation?

A management innovation can be defined as a marked departure from traditional management principles, processes, and practices or a departure from customary organizational forms that significantly alters the way the work of management is performed. Put simply, management innovation changes how managers do what they do. And what do managers do? Typically, managerial work includes

- Setting goals and laying out plans;
- Motivating and aligning effort;
- Coordinating and controlling activities;
- Accumulating and allocating resources;
- Acquiring and applying knowledge;
- Building and nurturing relationships;
- Identifying and developing talent;
- Understanding and balancing the demands of outside constituencies.

In a big organization, the only way to change how managers work is to reinvent the processes that govern that work. Management processes such as strategic planning, capital budgeting, project management, hiring and promotion, employee assessment, executive development, internal communications, and knowledge management are the gears that turn management principles into everyday practices. They establish the recipes and rituals that govern the work of managers. While operational innovation focuses on a company's business processes (procurement, logistics, customer support, and so on), management innovation targets a company's management processes.

Ex.2. *Give short summary of it in writing form.*

WRITING

Ex. 3. Write an annotation of the article.

Innovation Insights from the Founder of Sony

By: <u>Paul Sloane</u>

Akio Morita was born in Nagoya, Japan in 1921. His father owned a business brewing sake. It had been in the family for 14 generations and it was expected that Akio, the oldest son, would step into the business but the boy was more interested in electronics than in brewing.

Morita studied Physics at Osaka Imperial University and served as a naval lieutenant during World War II. While in the Japanese Navy he met an electrical engineer, Masru Ibuka, and in 1946 the two men decided to form a business together. They founded Tokyo Telecommunications Engineering, Corporation and their first product was an automatic rice cooker which failed to sell well. There was little consumer demand in a society impoverished by the war so Morita decided to focus on export markets. At that time Japanese companies had a reputation for producing cheap, low-quality products which were often copies of Western merchandise. Morita and his partner wanted to break away from this approach and offer high-quality innovative electronic goods.

In 1950 they developed Japan's first magnetic tape recorder. It was their first real success. Five years later Morita designed a pocket-sized transistor radio for the American market but it was just a little too large to fit in a shirt pocket. Morita came up with an innovative marketing idea. He gave all his salesmen shirts with larger pockets so that during demonstrations they could slip the radio in and out of their pockets. This became the first commercially successful transistor radio and sold well around the world.

Morita grasped the importance of brands and saw that the name Tokyo Telecommunications Engineering Corp was an impediment to success. His colleagues in Japan all liked it but he wanted to find something easily memorable in global markets. In 1958, he changed the company name to Sony because it was short and friendly. In 1960 he founded Sony Corporation of America and in 1961 it became the first Japanese company listed on the New York Stock Exchange.

In the 1970s portable tape players became popular for serious recording but Morita thought that most products were big and unwieldy. He wanted to create a small battery-powered tape player for the consumer market. He designed a cassette product with headphones instead of speakers and with no record function – just playback. Most experts, including those at Sony, thought that a tape recorder which could not record was a ridiculous idea. But Morita was convinced that he could make something so portable and convenient that people would want it. In 1979 he created the Sony Walkman which went on to be the most successful personal electronics product ever with sales of over 250 million units.

Under Morita Sony set new standards in product innovation. The company introduced the first commercial battery-powered portable TV, the first colour home video recorder, the 3 ½ inch floppy drive, 8mm video tape and the audio CD in a joint effort with Phillips. Sony set a new standard in TV picture quality with the Trinitron tube. In the 1980s Sony extended the Walkman brand with the launch of the Discman portable CD player.

Akio Morita was not only a brilliant engineer. He was also a shrewd businessman, a creative marketer and a people person. He was naturally friendly and outgoing. He was able to understand Western consumers and to bridge the communication gap between Japan and the West. He died of pneumonia in 1999, at the age of 78. At the time of his death, Akio Morita was the most famous Japanese citizen in the world and Sony was the leading electronics consumer brand in the United States.

Insights for Innovators

Try innovation by elimination. Morita took the traditional tape recorder and eliminated speakers and the record function. He made something similar, smaller, cheaper and easier to use. What can you eliminate from your product or service to make it simpler for users?
Ignore the doubters. Believe in yourself. Innovators always provoke a reaction from doubters. Many people doubted the concept of the Walkman but Morita persisted and proved them wrong. Most commentators thought that transistor radios could not compete with traditional valve radios because valve radios offered higher quality. But Sony transistor radios were lighter and cheaper. Their quality improved over time and they came to dominate the market.
Ignore focus groups and instead anticipate the needs of customers. There was no market research indicating the need for a Walkman-type product. Like Steve Jobs, Morita trusted his intuition. Routine marketers analyse the past. True innovators anticipate the future.

(http://www.innovationmanagement.se/2018/11/21/innovation-insights-from-the-founder-of-sony/)

Тема 2. Strategic Planning

Цель занятия: проверить общее понимание прочитанного, сформировать умение и навыки изучающего чтения, навыки и умения устанавливать логические связи в тексте, определять основную тему прочитанного текста.

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Learning Objectives

Define Strategic Planning in the Private Sector

DISCOVERING CONNECTIONS

1. What does Strategic Planning in the Private Sector include?
2. Describe basic approaches of corporate strategic planning.

3. Define fundamental characteristics necessary to achieve effective strategic planning:

Задание 1. Read and translate following text

Many organizations that undertake long-range planning place considerable emphasis on the extrapolation of expected developments into the future, so that top management can get a better understanding of where the organization is going. These forecasts of future performance are then compared with what might be desirable according to a set of goals and objectives for the organization. The discrepancy between desirable goals and objectives, and expected performance, is commonly called the planning gap. Forecasting is only one of the ingredients in the planning process, however. Forecasts involve educated guesses about the future. A major purpose of planning is to support strategic decision making by formulating alternative courses of action that will have long-term, desirable consequences

Strategic Planning in the Private Sector

Strategic planning had its origins in the a private sector in a period of rapid growth and change that began in the late 1950s and early 1960s. As B.W.Scott observed in a 1965 publication of the American Management Association, Strategic planning is a systematic approach by a given organization to make decisions about issues which are of a fundamental and crucial importance to its continuous long-term health and vitality. These issues provide an underlying and unifying basis for all the other plans to be developed within the organization over a determinant period of time. Thus, a long-range strategy is designed to provide information about an organization's basic direction and purpose, information which will guide all of its operational activities.

When Robert S. McNamara left the presidency of the Ford Motor Company in 1961 to become Secretary of Defense in the Kennedy administration, he took with him a multi-year planning process that had helped him gain a perspective on the key strategic decisions in that company. McNamara's abilities as a manager and the role of long-range planning as an essential ingredient to this effectiveness were widely discussed in the media. As a consequence, managers of large organizations all over the country began to wonder if they too should attempt such a long-range planning effort.

While some companies attempted to formalize a planning process during the 1960s simply because "it was the thing to do," there were more substantial reasons for this movement toward a more comprehensive and long-range approach to organizational decisions. The 1960s were a period of steady economic Strategic Planning growth and general prosperity, especially in the United States. Many corporate executives realized that they had to choose carefully from among numerous attractive opportunities for growth. During this period, many businesses chose to diversify, sometimes through acquisitions, and to enter into international markets. Such strategic moves increased the managerial complexity of large corporations in geometric fashion. New methods and technologies clearly were needed to help top management cope with an increasing array of strategic decisions. Formal, long-range planning seemed almost like a godsend to these top managers.

It has been estimated that three-quarters of all large corporations in the United States had some form of strategic planning in place by the end of the 1960s.

Eight basic approaches of corporate strategic planning have emerged over the past 35 years:

(1) the Harvard policy model,
(2) strategic planning systems,
(3) stakeholder management approach,
(4) business portfolio methods,
(5) competitive analysis of key forces,
(6) strategic issues management,
(7) strategic negotiations,
(8) logical incrementalism.

A recent survey of 1500 companies worldwide indicated that more than two-thirds failed to integrate strategic planning with their financial and tactical planning processes [5]. One explanation for this disconnect is that all too often strategic planning is viewed as a senior management activity, causing executives to divorce it from planning activities at the operations level. According to the Hackett research, only 38% of management and less than 10% of the employees in the average company are given access to the strategic planning process. Many companies do not link incentives and rewards to strategic goals. Bonus pay is linked to financial plans for 97% of the companies, whereas only 58% of the same companies also tie incentives to strategic plans. As a consequence, many companies have failed to fully align their business goals with their strategic focus.

Based on their studies of planning in numerous corporations, Lorange and Vancil suggest five fundamental characteristics necessary to achieve effective strategic planning:

1. Strategic planning is a line-management function. The corollary is that managers in the organization who will use a strategic planning system must design it.
2. An effective strategic planning system must help line managers make important decisions. Line managers are not interested in plans; they make decisions. They will devote time and effort to planning only if it assists in their decision-making process.
3. Effective strategic planning involves a process by which line managers work together to resolve strategic issues.
4. Strategic planning systems are unique to the organizational environments in which they reside. "The overriding design rule is that there is no general design."
5. An effective strategic planning system changes continually as a result of changes in the external environment of the organization as well as shifts in internal structure and power relationships.

According to the proponents of strategic planning as applied to the private sector, this approach:

1. Is oriented more toward actions, results, and implementation than is traditional public planning;
2. Promotes broader and more diverse participation in the planning process;
3. Places greater emphasis on understanding the organization (or community) in its external context through an environmental scan;
4. Encourages more competitive behavior; and
5. Assesses the strengths and weaknesses of the organization in the context of external opportunities and threat.

Ex.2. Scan the text. Make up a list of key words and sentences.

Ex.3. Give short summary of it in writing form.

Тема 3. SWOT Analysis, Strategies, Policies, and Implementation

Цель занятия: проверить общее понимание прочитанного, сформировать умение и навыки изучающего чтения, навыки и умения устанавливать логические связи в тексте, определять основную тему прочитанного текста.

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Learning Objectives

Define SWOT analysis, its role within a firm, and internal and external factors it offers, SWOT analysis pros and cons

DISCOVERING CONNECTIONS

1. SWOT analysis plays a vital role for companies to know about how satisfy customer's needs and wants?
2. What makes your company weaker than competitors?
3. What are your competitor's weaknesses that you can use for your company advantages?
4. what are new trends and technologies and how to utilize them for your company benefits?

Задание 1. Read and translate following text

What is SWOT Analysis & Its Importance For Companies
The abbreviative business term SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. Conducting a SWOT analysis enable a company to see where your company is in the marketplace and what strategies a particular company can develop to increase its market share. The top level management and marketer of the company must know SWOT analysis and its importance for the company. SWOT analysis has been around for so many years now and companies started using this tool around 1960s. This model was developed by Albert Humphrey of Stanford University. SWOT analysis alternatively SWOT Matrix is considered one of the most effective and essential tools that almost all organizations use to carefully assess the industry. Organizations also use this tool to come up with some strategies to keep up with the tight competition in the market.
SWOT analysis determines and evaluates the impact of different internal and external factors forces on a particular business. The internal factors belong to the strengths and weaknesses while the external factors belong to the opportunities and threats. Here in this article I would discuss the each in details.

Strengths
When considering the strengths of a particular company, these refer to the products or services offered by company, the reputation of the company, company's location, the years of existence or experience and the expertise of the staff working in that particular company. The strengths of the company make it grow and succeed. We can summarize strengths as:

Weaknesses

The weaknesses are those things that have to be improved. Weaknesses may include a weak brand name, poor reputation of particular company and more. In simple words weaknesses are the complete opposite of the strengths. Following are the weaknesses of a company:

1. Lack of patent protection
2. Poor reputation among public
3. Higher cost structure
4. Lack of distribution channels
5. Lack of well educated or well trained staff

Opportunities
The external environment analysis may show some opportunities for a company by which company can grow and generate more profit. A change in external environment is a potential opportunity for every company, companies need to understand and evaluate the change and then design product or service according to change. The emerging of new markets and technologies are also creates opportunities for existing companies. Opportunities include:

1. An unfulfilled customer need
2. Loosening of regulations
3. Emergence of new technologies
4. Removal of tariffs or other international trades barriers

Threats
Threats are also encounter with companies due to change in external environment. For example new competitors in the market, increasing cost and new regulations are among the things that may be threats for a particular company. The other major threats are:

1. Changes in trends & consumers taste
2. Different substitute products
3. New regulations & international trade barriers

How to do a SWOT analysis
A SWOT analysis generally requires decision-makers to first specify the objective they hope to achieve for the business, organization, initiative or individual.
From there, the decision-makers list the strengths and weaknesses as well as opportunities and threats.
Various tools exist to guide decision-makers through the process, often using a series of questions under each of the four elements. For example, decision-makers may be guided through questions such as "What do you do better than anyone else?" and "What advantages do you have?" to identify strengths; they may be asked "Where do you need improvement?" to identify weaknesses. Similarly, they'd run through questions such as "What market trends could increase sales?" and "Where do your competitors have market advantages?" to identify opportunities and threats.
Using a SWOT analysis
A SWOT analysis should be used to help an entity -- whether it is an organization or an individual -- to gain insight into its current and future position in the marketplace or against a stated goal.

The idea is that because entities can see competitive advantages and positive prospects, as well as existing and potential problems, they can develop plans to capitalize on positives, address deficits or do both.
In other words, once the SWOT factors are identified, decision-makers should be better able to ascertain if an initiative, project or product is worth pursuing and what is required to make it successful. As such, the analysis aims to help an organization match its resources to the competitive environment in which it operates.

SWOT analysis pros and cons

SWOT analysis can help the decision-making process by creating a visual representation of the various factors that are most likely to impact whether the business, project, initiative or individual can successfully achieve an objective.
Although that snapshot is important for understanding the multiple dynamics that impact success, a SWOT analysis does have its limits. The analysis may not include all relevant factors for all four elements, thereby giving a skewed perspective. Moreover, because it only captures factors at a particular point in time and doesn't allow for how those factors could change over time, the insight it offers could have a limited shelf life.

Ex.2. Scan the text. Make up a list of key words and sentences.

Ex.3. Give short summary of it in writing form.

WRITING

Ex. 4 Write an annotation of the article using the following word combinations. Make comparison of the following examples, mentioned in the article

- **frankly speaking** — честно говоря
- **anyway** — в любом случае
- **well, as a matter of fact** — на самом деле
- **firstly** — во-первых
- **secondly** — во-вторых
- **after all** — в конце концов
- **as far as I am concerned** — что касается меня
- **actually** — на самом деле

Example SWOT analysis: Sedibeng Breweries

One of the best ways to prepare to conduct a SWOT analysis is to use examples for help and inspiration.
Even if you already know what a SWOT analysis is and what it’s used for, it can be tough to translate that information and examine your own business with a critical eye.
Reading an example SWOT analysis for a business that is either in your industry or based on a comparable business model can help get you started. Personally, I recommend reading at least three—since they are prioritized lists, SWOT analyses are by nature pretty short, and the more examples you look at the more likely you are to spot ideas that are relevant to your own business needs.
All of our SWOT analysis examples are based on real businesses that we’ve featured in our gallery of free example business plans. The SWOT analyses are broken into three parts: First, we give you a quick introduction to what the company’s about (and if you want to know more about them, you can always read their complete business plan); second, the SWOT analysis; and lastly, some discussion of potential growth strategies for the business based on what’s revealed by the SWOT analysis.

About the company

Sedibeng Breweries is a medium-scale brewery located in the growing industrial center of Selebi Phikwe, Botswana. Their product is traditionally-brewed craft beer, targeted at white collar and working class Batswana alike.

Sedibeng's primary market advantages are their company culture, consistent "quality" branding, traditional brew recipes, and commitment to rural distribution. Potential strategies for growth.

Build an online presence. Building and learning how to manage a basic website could be a huge marketing asset for Sedibeng. Operating without a website is increasingly rare, and ignoring this weakness for too long could have disastrous consequences.

Employee training. Developing an efficient employee onboarding process and training program will be increasingly critical to the company's ability to grow and manage culture.

Expansion. A potential business opportunity for Sedibeng Breweries is a government-subsidized export operation, ideally to target markets in neighboring countries that are very similar to their target markets in Botswana so that Sedibeng's strong marketing campaign can remain consistent. This is one area in which being a small local firm could be a major advantage, but international market research and more information about the government export initiatives are required.

Example SWOT analysis: Botanical Bounty

About the company

Botanical Bounty is an Oregon-based perennial farm that grows a variety of botanical, medicinal plants.

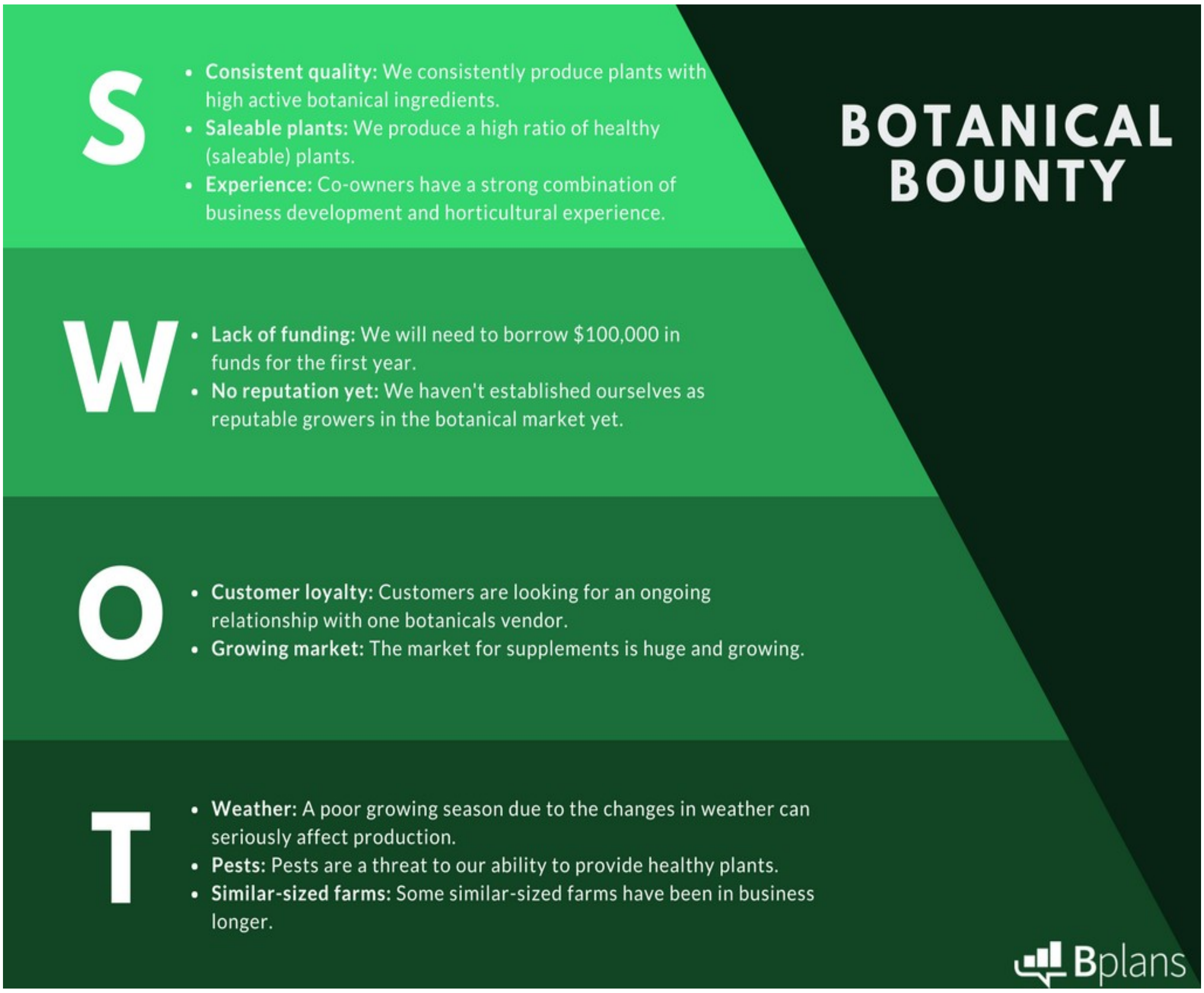
This family-owned farm has been in existence for two years, initially operating as a hobby for the owners—who have training in plant biology—rather than as a profit-producing business.

Potential strategies for growth

Customer testimonials. Botanical Bounty needs to establish its reputation as a highly-efficient, high-potency medicinal herb grower, and one effective and inexpensive way to do that would be to lean on loyal customer testimonials in the company's marketing strategy.

Sales channel relationships. Botanical Bounty also needs to establish a strong sales channel with herbal supplement manufacturers, and should invest plenty of energy into building those relationships and establishing Botanical Bounty as a reliable vendor.


SEDIBENG BREWERIES
S
Capital stock: We've established and maintained a strong capital base.
Marketing: Aggressive and focused marketing campaign with clear goals and strategies.
Management team: Together have wide experience in product and business know-how.
W
Not tech-savvy: Establishing a reputation on the internet will be challenging.
Quick expansion: There are a lot of new hires to train and organizational structures to learn.
New: Don't have the reputation or money of big breweries.
O
Packaging: New generation of consumers appreciate high-end bottling and labeling.
Craft beer niche: There is a growing community of craft beer appreciators in Botswana.
Government programs: Promotions of and initiatives to support Botswana exports.
T
Vertical integration: Major breweries are establishing control of supply and distribution channels to corner the market.
Price fluctuation: Huge fluctuations in prices of supplies may occur.
Competitor market: Competition could develop expensive new marketing campaigns.
Bplans


BOTANICAL BOUNTY
S
Consistent quality: We consistently produce plants with high active botanical ingredients.
Saleable plants: We produce a high ratio of healthy (saleable) plants.
Experience: Co-owners have a strong combination of business development and horticultural experience.
W
Lack of funding: We will need to borrow $100,000 in funds for the first year.
No reputation yet: We haven't established ourselves as reputable growers in the botanical market yet.
O
Customer loyalty: Customers are looking for an ongoing relationship with one botanicals vendor.
Growing market: The market for supplements is huge and growing.
T
Weather: A poor growing season due to the changes in weather can seriously affect production.
Pests: Pests are a threat to our ability to provide healthy plants.
Similar-sized farms: Some similar-sized farms have been in business longer.
Bplans

4. Тема 4. Stages of Decision Making

Цель занятия: проверить общее понимание прочитанного, сформировать умение и навыки изучающего чтения, навыки и умения устанавливать логические связи в тексте, определять основную тему прочитанного текста.

Задачи занятия:

-ознакомиться с новой лексикой по теме; развивать и совершенствовать навыки чтения текста с целью детального понимания содержания. – активизировать познавательную инициативу студентов и формировать их социальную компетентность.

– содействовать установлению в сознании студента устойчивых связей между накопленным и новым опытом познавательной и практической деятельности;

– формировать и развивать учебно-организационные умения и навыки (взаимоконтроль, самостоятельная работа, коллективная деятельность).

В результате освоения темы формируются компетенции:

УК-4 Способен применять современные коммуникативные технологии, в том числе на иностранном(ых) языке(ах), для академического и профессионального взаимодействия
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Learning Objectives

Define the stages in decision making, subsequent stages in decision making

DISCOVERING CONNECTIONS

1. Name the main stages in decision-making?
2. Describe subsequent stages in decision making

Задание 1. Read and translate following texts

STAGES IN DECISION MAKING

The stages in decision making can be broadly categorized as follows:

- Define the situation
- Generate alternatives
- Information gathering
- Selection
- Action
- Although there are 5 stages listed here, the 7 step model has seven stages, the 9 step model has 9 stages of decision making, and so on.

Lets examine each of these more closely.

DEFINE THE SITUATION

Of the stages in decision making, this is probably **the most significant step**. It is vital to have a good understanding and be very clear about a) the situation and b) what you want to achieve.
Any misinformation about the situation is likely to be amplified in the later stages in decision making. For example, a passerby who considers the unconscious person on the street to be a drunk will act differently than if they knew that person was actually suffering a stroke.
Being clear about what you want the decision to achieve will also have knock on effects on the later stages in decision making. It's very easy to know what is *not*wanted, e.g., 'I don't want this anymore', or 'This has to stop'. But such framing of the outcome in the negative does not **set a direction** to move towards, only what to move away from.

Instead, state in the positive what you want the decision to achieve. For example, instead of 'I want to stop wasting my time here' you could say 'I want to get this chapter finished in the next 2 hours.'

This sets a very clear and measurable outcome for the decision making process. It will often allow a much **smoother transitioning** through the subsequent stages in decision making as well.

GENERATE ALTERNATIVES

Unless you are choosing from alternatives there is no decision to make!
The number of alternatives you choose will depend on such factors as **experience, knowledge, skills**, number of people involved in generating alternatives and what's considered important.

INFORMATION GATHERING

The information required can be about the alternatives or even about the situation and the required outcome. As alternatives are suggested, it may require further clarification of the situation or the decision to be made.
Of the stages in decision making, this one often takes the most time. An aspect of the rational decision making models is the weighing up of the pros and cons of the various alternatives so as to arrive at the best. As you may have experienced, this can take so long as to inhibit the decision making process!
In contrast, this can be one of the quickest stages of the recognition primed decision making model, where the information gathering is done mentally by the expert by rapidly bringing his or her acquired experiences and skills to bear on the situation.

SELECTION

Selection is the choosing of one of the alternatives. Although it's listed as only one of the stages of decision making, many people consider that this is the whole of the decision making process. An idea that means that they pay little or no attention to the previous stages, which makes this one very tricky!
However, if the previous stages of decision making have been done well, this stage is actually fairly straightforward.
The method of selection will very much depend on the decision making process. Rational decision models choose the option that has more pros than cons. Intuitive decision makers 'go with their gut', or their heart.
The natural decision making model put forward in this web site selects based on your personal experiences as well as your own personal internal signals.

ACTION

It's important to include this in the stages of decision making because any time spent making a decision is wasted if it is not converted into action. Great decisions are only great when they are **carried into action** and the action achieves the desired result.

And an aspect of taking action is assessing whether the decision actually achieved the desired outcome. And if not, making modifications until it does so.

ORDER OF STAGES

The order of the stages in decision making is important if you want to **make quality decisions** effortlessly and consistently.

You won't know what information to gather unless you know what the situation is and what alternatives are being considered. It's difficult to select an option if you don't know what you are trying to achieve.

Remember, too, that it may be necessary to cycle back to an earlier stage when the information in the system changes. For example, having gathered some information, you may realize that it makes sense to update what you want the decision to achieve. Or taking action may give you an alternative not previously considered.

(https://www.decision-making-confidence.com/stages-in-decision-making.html)

Ex.2. Scan the text. Make up a list of key words and sentences.

Ex.3. Give short summary of it in writing form.

. Тема 5 Strategic Planning Model

Цель занятия: проверить общее понимание прочитанного, сформировать умение и навыки изучающего чтения, навыки и умения устанавливать логические связи в тексте, определять основную тему прочитанного текста.

Задачи занятия:

-ознакомиться с новой лексикой по теме; развивать и совершенствовать навыки чтения текста с целью детального понимания содержания. – активизировать познавательную инициативу студентов и формировать их социальную компетентность.

– содействовать установлению в сознании студента устойчивых связей между накопленным и новым опытом познавательной и практической деятельности;

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Learning Objectives

Define strategic planning models, its role within a firm, and the competitive advantages it offers.

DISCOVERING CONNECTIONS

1. Define any effective strategic planning approach.
2. Name factors and variables in choosing strategic planning models

Задание 1. Read and translate following text

Strategic Planning Models for all seasons

When choosing strategic planning models for your organisation, avoid going to extremes. I like to avoid extremes. That sometimes puts me off side with everyone!

Choice of strategic planning models

<--- Only one 'right' model -----	**--------- no possible model --->**
At one extreme is the claim that there is only one model of strategic planning for all organisations and at all times.	Everything is so fluid, always changing, and each organisation is unique, that no formal model of strategic planning can be of any help.

If only life were so simple!

It may be true that no single formal strategic planning model will suit all organisations in all circumstances.

However, a very few formal procedures can be the basis of a small number of models of strategic planning, to suit a large number of organisations in most circumstances.

There may well be conditions in which no strategic planning framework is currently relevant or useful.

When not to use a formal strategic planning model

Under the following circumstances *no* strategic planning models are relevant -

- When the organization is failing financially
- When the organization is very young and still knows exactly what it is doing for whom and is clearly on track for achieving it
- In any organization run by an autocrat
- When a brief major upheaval is in prospect

In other conditions you can choose planning process models using the following key criteria.

Keep the five strategic planning essentials in mind

Various planning models have evolved over the years to suit the needs and cultures of various types of organizations, management styles, and the state of understanding of the strategic dynamics of the particular organization in its environment.

The useful models that have survived usually have all or nearly all of five essential procedures. Any effective strategic planning approach has to have means of -

1. **S**etting objectives for long term performance of the organization
2. Analyzing the factors internal to the organisation and in the environment of the organisation that give rise to the most important issues for any strategic plan to address
3. Generating strategic options for addressing the most important issues
4. Deciding among the options
5. Monitoring the results of implementing the strategies.

A number of useful strategic planning models or approaches have developed to suit different organizational contexts and management styles.

Factors and variables in choosing strategic planning models

Some of the considerations in selecting and assessing strategic planning models include -

- organizational environment
- organizational health
- stage of development of the organization
- organization size
- structure of the organization
- organizational purpose
- attitudes to 'planfulness'.

Organizational environment

The degree of stability or turbulence of the environment may influence the duration and sequence of elements in the strategic planning process. A very stable environment may permit or encourage a more considered, or 'leisurely' approach, with a great deal of time for data analysis, and widespread consultation. a rapidly changing or very turbulent environment may require a more rapid fire approach.

The kind of influence exerted over the governance of the organisation and what is, and who is, included in any strategic planning process may influence the model of strategic planning employed. For example, a government business enterprise (GBE) or public service agency may be required by legislation to follow a particular approach to strategic planning, or as it is still sometimes called in the public sector ‘corporate planning’.

Organizational health

The state of organizational health may influence the strategic planning approach. The above list of things warning against doing planning at all should be considered.

An organization in some kind of trouble may be advised not to do strategic planning at all, and a small thriving organisation may be able to manage strategic thinking informally. When a company is going bust, the focus should be on immediate rescue or winding up processes, not long range performance improvement through strategic planning. Any organization run by an autocrat would be wasting everyone's time by engaging on elaborate participative processes. When a brief major upheaval is in prospect, then the quality of attention needed for strategic planning may be in short supply, and should be deferred.

Stage of development of the organization

Where an organizational is in its life cycle may be important in the choice of strategic planning.

The small and very entrepreneurial start-up organisation may be so driven by an almost missionary zeal, by the focus on a particular market, application of a new invention, or similar passion, that no special formal effort at strategic planning is required.

Structure of the organization

The structure of managerial accountability, the geographic scope, multiplicity of lines of business, may all require adjustments to the sequencing of tasks, and issues around who should be involved in various decision processes, as well as the sophistication of necessary data gathering for the decision-making.

Organizational purpose

The strategic planning approach used may also be influenced by whether or not an organisation is a for-profit business or a non-profit organisation.

Strategic planning models for nonprofits can become especially complex. This is because of the usual insistence on having multiple objectives, and including scope for a multiplicity of stakeholders or interest groups. In this case a structured planning model can be very useful.

Go here for a description of a strategic planning model in the area of land resources and community economic development. It not only represents the planning tools required for a comprehensive strategic plan, it also captures the key elements of project management, stakeholder consultation and process feedback loops to ensure that there is flexibility built into the process that will allow for adjustments during the project life cycle.

Attitudes to 'planfulness'

Some organizations by tradition or by management style, or the kind of people employed in them have different attitudes to being involved in formal planning processes. Academic institutions have issues over status of the persons involved in planning and decision making that may not correspond to the managerial accountability hierarchy in the administrative area of the organization, and this may set up a need for separate lines of data analysis and decision making, as well a structuring clear opportunities for different groups to be involved in debating the issues to be addressed.

Ex.2. Scan the text. Make up a list of key words and sentences.

Ex.3. Give short summary of it in writing form.

. Тема 6. Introduction to marketing

Цель занятия: проверить общее понимание прочитанного, сформировать умение и навыки изучающего чтения, навыки и умения устанавливать логические связи в тексте, определять основную тему прочитанного текста.

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– содействовать установлению в сознании студента устойчивых связей между накопленным и новым опытом познавательной и практической деятельности;

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Learning Objectives

Define marketing, its role within a firm, and the competitive advantages it offers.

DISCOVERING CONNECTIONS

1. Why have you chosen the profession of a manager?
2. Would you like to work for a company, teach economic disciplines at university or operate your own economic business?

3. Do you think you have entrepreneurial flair or talent? What traits is a successful businessman supposed to possess?

Reading

Text 1.

Задания для работы на занятии:

1. Read the text to understand what information is of primary importance or new for you. Suggest the possible title to the text

Defining Marketing

Marketing is the creation, communication, and delivery of value, as well as the management of customer relationships for a lifetime.

Key Takeaways

Key Points

- The set of engagements necessary for successful marketing management includes capturing marketing insights, connecting with customers, building strong brands, shaping market offerings, delivering and communicating value, creating long-term growth, and developing marketing strategies and plans.
- Marketing is one of several functional areas in a business that must be guided by a core company philosophy, while focusing on the exchanges that take place in external markets to maximize performance.
- The specific role of marketing is to provide assistance in identifying, satisfying, and retaining customers. If marketing consistently highlights a company's competitive advantage over other alternatives, consumers may become loyal to the point of selecting the brand by default.

Key Terms

- **competitive advantage**: Something that places a company or a person above the competition.

Defining Marketing

Marketing is the act of facilitating the exchange of a given commodity for goods, services, and/or money to deliver maximum value to the consumer. From a societal point of view, marketing is the link between a society's material requirements and its economic patterns of response. Marketing satisfies these needs and wants through both the exchange processes and building long-term relationships.

Marketing can be viewed as an organizational function and a set of processes for creating, delivering, and communicating value to customers, and managing customer relationships in ways that benefit the organization and its shareholders. Marketing is the science of choosing target markets through market analysis and market segmentation, as well as understanding consumer buying behavior and providing superior customer value.

The set of engagements necessary for successful marketing management include capturing marketing insights, connecting with customers, building strong brands, shaping the market offerings, delivering and communicating value, creating long-term growth, and developing marketing strategies and plans.

The Role of Marketing within A Firm

The official American Marketing Association definition published in July 2013 defines marketing as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. "

While this definition can help us better comprehend the parameters of marketing, it does not provide a full picture. Definitions of marketing cannot flesh out specific transactions and other relationships among these elements. The following propositions are offered to supplement this definition:

1. The overall directive for any organization is the mission statement or an equivalent expression of organizational goals. It reflects the inherent business philosophy of the organization.
2. Every organization has a set of functional areas (e.g., accounting, production, finance, data processing, marketing) in which tasks pertinent to the success of the organization are performed. These functional areas must be managed if they are to achieve maximum performance.
3. Every functional area is guided by a philosophy (derived from the mission statement or company goals) that governs its approach toward its ultimate set of tasks.
4. Marketing differs from the other functional areas, because its primary concern is exchanges that take place in markets outside the organization.
5. Marketing is most successful when the philosophy, tasks, and implementation of available technology are coordinated and complementary to the rest of the business.

Marketing is often a critical part of a firm's success, but its importance must be kept in perspective. For many large manufacturers such as Proctor & Gamble, Microsoft, Toyota, and Sanyo, marketing represents a major expenditure, as these businesses depend on the effectiveness of their marketing effort. Conversely, for regulated industries (such as utilities, social services, medical care, or small businesses providing a one-of-a-kind product) marketing may be little more than a few informative brochures.

Marketing as a Source of Competitive Advantage

The specific role of marketing is to provide assistance in identifying, satisfying, and retaining customers. Noted Harvard Business Professor Theodore Levitt claimed the purpose of all business is to "find and keep customers. "

The only way to achieve this objective is to create a competitive advantage. That is, you must convince buyers (potential customers) that what you have to offer satisfies their particular need or want. Hopefully, you will be able to provide this advantage consistently, so eventually the customer will purchase your product without considering alternatives. This loyal behavior is exhibited by people who drive only Fords, brush their teeth only with Crest, and buy only Dell computers.

Creating this blind commitment – without consideration of alternatives – to a particular brand, store, person, or idea is the dream of all businesses. It is unlikely to occur, however, without the support of an effective marketing program.

Ex.2. *Give short summary of it in writing form.*

WRITING

Ex. 3. Write an annotation of the article.

New View on Marketing: How to Spread your Message!

written by Maximilian Claessens 21st February 2016

It's time to put aside traditional marketing ideas and reinvent marketing – with a new view on Marketing! Here are six key ingredients that develop a new perspective on how to spread your message.

This new view on marketing, which focuses on building relationships and creating communities, encourages a more strategic view of marketing throughout the organization. You may want to keep your usual marketing methods, such as newsletters and press releases, or add such techniques as websites and relationship databases. But the important thing is to integrate these tactics into a wider view of marketing – a totally new view on marketing. That means viewing all communication, whatever it is about, as marketing. Marketing should be embedded in everything you do.
The six stages described here are based on a model of relationship building, rather than the life cycle of an organization. Thus, you'll have relationships in all stages and will need to manage them all at the same time. That is what we call the new view on marketing.

1. Understand your Purpose – the new View on Marketing

First of all, to understand the new view on marketing, you need to understand your true purpose. Make sure everyone in your organization agrees on your core purpose. Without this shared understanding, you won't be able to communicate a consistent message to your organization's community. The purpose may be formulated in a mission or vision statement, or, at a lower level, a set of organizational objectives. But, more than that, it must be evident in all "marketing communication." This means much more than printing the mission statement in annual reports and other publicity. It means living the core purpose in every interaction with a customer or a stakeholder. That's why it's so important that all staff (paid or voluntary) share, understand, and commit to the purpose. The core purpose needs to inform all press releases, meeting communications, and, most of all, the nature and quality of the services your organization delivers.

2. Understand your Stakeholders – the new View on Marketing

Next, you need to develop your understanding of the customers and communities your organization serves. You need to build relationships with individual stakeholders and with key representatives of stakeholder groups. Unpack your concept of the "customer." Instead, emphasize the citizens and communities your organization touches. In some settings (such as charity shops), the customer concept is relevant, but even then you must also encourage a larger view. Expand your marketing vision to include the entire community of people represented by those customers, as that is essential to develop the new view on marketing. Develop relationships with all stakeholders, including funding bodies, users of your services, the wider community in which you operate, political figures, auditors, and others. Working with stakeholders and listening to their feedback is the best way to fulfill your core purpose and develop a set of core competencies.

As environments and communities change, you will be able to deploy these competencies in different contexts without losing sight of your core purpose.

3. Introduce your Organization to your Stakeholders – the new View on Marketing

Third step to establish the new view on marketing: introduce your organization to your stakeholders. During this stage, you need to communicate your organization's strengths to your stakeholders. You may wish to use such methods as mailings, visiting days, special events, special offers, or a presence on the Internet to make the first contact. Then you'll need to persuade stakeholders to renew their contact with your organization.

4. Develop Relationships with your Stakeholders – the new View on Marketing

Now it's time for you and your stakeholders to become better acquainted. Personal contacts, preferably at many levels and between a number of individuals, are important during this stage of the process. Understanding, knowledge, and trust need to develop. Be sure stakeholders are satisfied with the service quality, and encourage them to extend their range of involvement with the organization so that the relationship becomes more multi-dimensional.

5. Continue these Relationships! – the new View on Marketing

During this stage of implementing the new view on marketing, the two-way relationship is well established. The stakeholders and organization know what to expect of each other and understand their role in the relationship. For this period to be extended, the relationship must adapt to changes in either party. Both the organization and stakeholders are subject to shifting environments, and what they require from the relationship may change. If the relationship was well established in the earlier stages, both parties will have mutual investment and loyalty and will strive to manage instabilities.

6. Say Good-Bye – the new View on Marketing

Finally, you may have to say good bye. What you have believed so far about marketing may have been that relationships should be retained forever, if possible. But parting may be inevitable. Funding bodies change, and organizations fulfill the needs of individual customers. Both parties may be reluctant to terminate a good relationship, but parting on good terms is important to the future of both parties. So don't let it "just happen." Manage the parting as carefully as any other phase of marketing. Offer opportunities for continued contact at a reduced level. Or develop a new relationship with different roles. Provide as many ways as possible to stay involved or get others involved. Happy memories inspire valuable word-of-mouth recommendations and leave the door open for other relationships in due course.

—

These six ingredients should lead you to the new view on marketing. We think that it is time to put aside traditional marketing ideas and reinvent marketing – with a new view on Marketing to spread your message.

. Тема 7. Marketing strategy

Цель занятия: проверить общее понимание прочитанного, сформировать умение и навыки изучающего чтения, навыки и умения устанавливать логические связи в тексте, определять основную тему прочитанного текста.

Задачи занятия:

-ознакомиться с новой лексикой по теме; развивать и совершенствовать навыки чтения текста с целью детального понимания содержания. – активизировать познавательную инициативу студентов и формировать их социальную компетентность.

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Learning Objectives

DISCOVERING CONNECTIONS

4. Why have you chosen the profession of a manager?
5. Would you like to work for a company, teach economic disciplines at university or operate your own economic business?
6. Do you think you have entrepreneurial flair or talent? What traits is a successful businessman supposed to possess?

Reading

Text 1.

Задания для работы на занятии:

1. Read the text to understand what information is of primary importance or new for you. Suggest the possible title to the text

Steps of the strategic marketing planning process

Several stages have to be completed in order to arrive at a strategic marketing plan. These are summarized below:

1. **Mission:** A company's mission is its reason for being. The mission often is expressed in the form of a mission statement, which conveys a sense of purpose to employees and projects a company image to customers. In the strategy formulation process, the mission statement sets the mood of where the company should go.

2. **Corporate Objectives:** Objectives are concrete goals that the organization seeks to reach, for example, an earnings growth target. The objectives should be challenging but achievable. They also should be measurable so that the company can monitor its progress and make corrections as needed.
3. **Marketing Audit:** Identification, measurement, collection, and analysis of all facts and opinions that affects a company's problem. The application of judgement to uncertain areas that remain after the initial analysis.
4. **SWOT Analysis:** A SWOT analysis is a tool, used in management and strategy formulation. It can help to identify the Strengths, Weaknesses, Opportunities and Threats of a particular company. Strengths and weaknesses are the internal factors that create value or destroy value. Opportunities and threats are the external factors that create value or destroy value.
5. **Marketing Assumptions:** There are certain key determinants of success in all companies about which assumptions have to be made before the planning process can proceed. For example, it would be no good receiving plans from two product managers, one of whom believed the market was going to increase by 10 percent, while the other believed the market was going to decline by 10 percent.
6. **Marketing Objectives and Strategies:** Marketing objectives can be defined for each product-market segment in terms of revenue, volume or market share whereas product, price, place and promotion define the marketing strategies.
7. **Forecasts of Expected Results:** Having completed this major planning tasks, it is normal at this stage to employ judgement, analogous experience, field tests and so on to test out the feasibility of the objectives and strategies in terms of market share, costs, profits, etc.
8. **Create Alternative Plans:** It is also normal at this stage that alternative plans and mixes are considered, if necessary.
9. **Marketing Budget:** The incremental marketing expense can be considered to be all costs that are incurred after the product leaves the factory, other than costs involved in physical distribution, the costs of which usually represent a discrete subset.
10. **Detailed Action Plan:** The general marketing strategies would be developed into specific sub-objectives, each supported by more detailed strategy and action statements. For example, a product-based company might have a product plan, with objectives, strategies and tactics for price, plan and promotion as necessary.

The extent to which each part of the above process needs to be carried out depends on the size and complexity of the business. In an un diversified business, where senior management have a strong knowledge and detailed understanding of the overall business, it may not be necessary to formalise the marketing planning process. By contrast, in a highly diversified business, top level management will not have knowledge and expertise that matches subordinate management. In this situation, it makes sense to put formal marketing planning procedures in place throughout the organisation.

Why is marketing planning essential?

Businesses operate in hostile and increasingly complex environment. The ability of a business to achieve profitable sales is impacted by dozens of environmental factors, many of which are inter-connected. It makes sense to try to bring some order to this chaos by understanding the commercial environment and bringing some strategic sense to the process of marketing products and services. A marketing plan is useful to many people in a business. It can help to:

1. Identify sources of competitive advantage
2. Gain commitment to a strategy
3. Get resources needed to invest in and build the business
4. Inform stakeholders in the business

5. Set objectives and strategies
6. Measure performance

Marketing planning involves the selection of a marketing strategy and the tactics of implementing it to reach a defined set of goals. Marketing planning differs from strategic market planning in three ways: time horizon, responsibility, and details. The components of marketing planning are executive summary, current marketing situation, threats and opportunities, objectives and issues, marketing strategies, action plans and control measures. The strategic planning process consists of developing the company's mission; objectives and goals, business portfolio, and functional plans. Controlling requires that various relevant aspects of performance be measured and compared with corresponding aspects of the plan. The purpose of the situation assessment is to identify threats and opportunities posed by changes in the environment (environmental assessment).

The issue of strategy formulation and planning for any new product or market is dependent on the product life cycle. There are three basic approaches for strategy formulation for new products. The essential task is to identify a proper product market combination where the barriers to entry are at a minimum. A marketing strategy has to take several factors into account, the prime one being the company's position in the particular market, specifically whether it is a market leader, challenger, follower or nicher. There are four major marketing strategies depending on the timing of the technologically intensive firm's entry into an industry.

Corporate strategic planning involves four planning activities. The first is developing a clear sense of the company's mission. A well-developed mission statement provides employees with a shared sense of purpose, direction, and opportunity. The second activity calls for identifying the company's strategic business units (SBU). Its customer groups, customer needs, and technologies define a business. SBUs are business units that can benefit from separate planning, face specific competitors, and be managed as independent profit centers. The third activity calls for allocating resources to the various SBUs based on their market attractiveness and company business strengths. Several portfolio models, including those by Boston Consulting Group and General Electric, are available to help corporate management determine the SBUs that should be built, maintained, harvested, or divested. The fourth activity calls for expanding present businesses and developing new ones to fill the strategic planning gap. The tools described provide powerful support for the formulation of marketing strategies. In particular, they are useful to evaluate the firm's current Product-Market portfolio, evaluate competitors' current Product-Market portfolio, project the firm's future competitive situation and guide the development of a Strategic Intelligence System.

Ex.2. *Give short summary of it in writing form.*

WRITING

Ex. 3. Write an annotation of the article.

Why Most Marketing Strategies Fail

written by Maximilian Claessens 10th June 2018

Without an integrated marketing strategy, your investment is like cold coffee. It's activity without providing you with the return you aimed at. Why most marketing strategies fail – here is the answer.

Why Most Marketing Strategies Fail

Imagine a first time coffee drinker (who we will call Jim). Jim has heard about the fantastic effects of coffee early in the morning. He has seen pictures of coffee, smelled coffee – he knows what coffee is. Jim finally determines that he should start drinking coffee to jump-start his day.

Jim goes to a well-known local shop that his friends recommended to him. He is overwhelmed by the choices on the board. *Isn't coffee just coffee?* He scans all options and decides to go with the smallest and cheapest option. He walks up to the counter and orders a small decaf coffee. The barista smiles, pours him a cup, hands it to him and wishes him a good day. Jim, now with coffee in hand, walks right past the extras (sugar, cream, stirrers, etc) and takes a seat outside. He slowly sips his way through the entire cup even though the taste isn't too appealing. What does this have to do with why most marketing strategies fail? Well, actually marketing just failed.

Thirty minutes go by and Jim begins to realize something – nothing is happening. *Where is the energy rush? Where is that 'take on the day' feeling? What a waste of time and money!* In that moment, Jim swears off coffee and vows to never be tricked like this again. He can't understand why his friends like it, and more importantly, how coffee shops feel good about charging for this junk.

The situation above is not unique. It happens every day in our world. We hear business owners complain about their lack of success with social media, their website and marketing in general. Just as "Jim" didn't get satisfaction from his cup of coffee, many business owners feel the same disgust with digital marketing.

Why? Let's examine the cast of characters from the story about Jim, to find out why most marketing strategies fail.

Jim – Why most Marketing Strategies fail

Jim is typical of executives you meet on a regular basis. They can't ignore digital marketing and social media. They are inundated with news, messages, and peer interactions touting the importance of a good digital marketing strategy.

THE CONCEPT OF COFFEE – Why most Marketing Strategies fail

Jim knows that he could always improve and somewhat believes that a digital presence could help inject some life into his business, but he is still sceptical. The concept seems solid, but he doesn't even know where to begin.

THE BOARD – Why most Marketing Strategies fail

As Jim walked into the coffee shop, he was immediately overwhelmed. This happens with executives as well. There are thousands of social media sites, apps, software, consultants, and other platforms that they could use.

THE COFFEE ORDER – Why most Marketing Strategies fail

This happens far too often. Instead of fully committing to the decision to 'do inbound' or 'do social media,' executives tend to dip their toe in the water and start small. Their buying decision is typically based solely on price, and they want as little investment (time, energy, dollars, and emotion) as possible.

BARISTA – Why most Marketing Strategies fail

A good consultant would understand Jim's needs first. In our story, the barista could have noticed Jim's reservation to order and could have asked a few questions to ensure that he got the result he was looking for.

'EXTRAS' – Why most Marketing Strategies fail

A lot of times, we see organizations that have the foundation in place. They already have a Facebook page, LinkedIn presence, and a decent website. What they are overlooking are the enhancements that would make this all work for them. Things like an outsourced marketing company, or fancy WordPress plugins that would make their results come faster and bigger! Like Jim, it would make the taste that much more appealing.

THE LET DOWN – Why most Marketing Strategies fail

There are so many organizations that have tried a few things (like social media), gotten nowhere, and decided to never go down that path again. This is truly unfortunate. So many stats prove that these digital strategies work. Organizations that have tried the decaf version of marketing, gotten little to no results and have eventually given up, sell themselves short.

So…Why most marketing strategies fail?

The underlying issue in all of this is focus. Is your organization looking to marketing to support sales and growth? If so, then your inbound marketing and digital strategy need to focus on **results**. A lot of organizations (and even consultants and marketing firms) focus on **activities**. By focusing on 'getting more Facebook likes' or 'increasing your twitter followers' you won't get much ROI from a sales perspective. If you want your marketing to infuse life into your organization like a bold cup of coffee, then go all in and focus your plan on generating results.

. Тема 8. The marketing 4Ps

Цель занятия: проверить общее понимание прочитанного, сформировать умение и навыки изучающего чтения, навыки и умения устанавливать логические связи в тексте, определять основную тему прочитанного текста.

Задачи занятия:

-ознакомиться с новой лексикой по теме; развивать и совершенствовать навыки чтения текста с целью детального понимания содержания. – активизировать познавательную инициативу студентов и формировать их социальную компетентность.

– содействовать установлению в сознании студента устойчивых связей между накопленным и новым опытом познавательной и практической деятельности;

– формировать и развивать учебно-организационные умения и навыки (взаимоконтроль, самостоятельная работа, коллективная деятельность).

В результате освоения темы формируются компетенции:

УК-4 Способен применять современные коммуникативные технологии, в том числе на иностранном(ых) языке(ах), для академического и профессионального взаимодействия
;

ПК-1 Способен самостоятельно разрабатывать научно-исследовательский и аналитический проект в области менеджмента организаций и инноваций в цифровой изменяющейся бизнес-среде

Learning Objectives

DISCOVERING CONNECTIONS

7. Why have you chosen the profession of a manager?
8. Would you like to work for a company, teach economic disciplines at university or operate your own economic business?
9. Do you think you have entrepreneurial flair or talent? What traits is a successful businessman supposed to possess?

Reading

Text 1.

Задания для работы на занятии:

1. Read the text to understand what information is of primary importance or new for you. Suggest the possible title to the text

Product, Placement, Promotion, and Price

Product, placement, promotion, and price are four elements of the marketing mix crucial to determining a brand's unique selling proposition.

Learning Objectives

Show the characteristics of each of the four elements, or "Four Ps" that make up the "marketing mix.

Key Takeaways

Key Points

- The term " product " is defined as anything, either tangible or intangible (such as a service), offered by the firm; a solution to the needs and wants of the consumer; profitable or potentially profitable; and as meeting the requirements of the various governing offices or society.
- Placement, or product distribution, is the process of making a product or service accessible for use or consumption by a consumer or business user, using direct means, or using indirect means with intermediaries.
- The three basic objectives of promotion are to 1) present information to consumers and others, 2) to increase demand, and 3) to differentiate a branded product or service – through advertising, public relations, personal selling, direct marketing, and sales promotion.
- The price is the amount a customer pays for the product. A well chosen price should (a) ensure survival (b) increase profit (c) generate sales (d) gain market share, and (e) establish an appropriate image.
- Value is what a customer receives from a product.

Key Terms

- **Placement**: The process of making a product or service accessible for use or consumption by a consumer or business user, using direct means, or using indirect means with intermediaries.
- **product**: Anything, either tangible or intangible, offered by the firm as a solution to the needs and wants of the consumer; something that is profitable or potentially profitable; goods or a service that meets the requirements of the various governing offices or society.
- **price**: The cost required to gain possession of something.

Product, placement, promotion and price are the four elements of the marketing mix.

Product

The term "product" is defined as anything, either tangible or intangible, offered by the firm; as a solution to the needs and wants of the consumer; something that is profitable or potentially profitable; and a goods or service that meets the requirements of the various governing offices or society. The two most common ways that products can differentiated are:

1. Consumer goods versus industrial goods, and
2. Goods products (i.e. durables and non-durables) versus service products

Intangible products are service-based, such as the tourism industry, the hotel industry, and the financial industry. Tangible products are those that have an independent physical existence. Typical examples of mass-produced, tangible objects are automobiles and the disposable razor. A less obvious but ubiquitous mass produced service is a computer operating system.

Every product is subject to a life-cycle that starts with its introduction and is followed by a growth phase, a maturity phase, and finally a period of decline as sales falls. Marketers must do careful research on the length of the product's life-cycle and focus their attention on different challenges that arise as the product moves through each stage.

The marketer must also consider the product mix, which includes factors such as product depth and breadth. Product depth refers to the number of sub-categories of products a company offers under its broad spectrum category. For example, Ford Motor Company's product category is automobiles. It's product depth includes sub-categories such as passenger vehicles, commercial vehicles, transport vehicles, et cetera. This broad spectrum category is also known as a product line. Product breadth, on the other hand, refers to the number of product lines a company offers.

Marketers should consider how to position the product, how to exploit the brand, how to exploit the company's resources, and how to configure the product mix so that each product complements the other. Failure to do so can result in brand dilution, which is a situation in which a product loses its branded identity, resulting in decreased sales and perceived quality. The marketer must also consider product development strategies.

Placement

Product distribution (or placement) is the process of making a product or service accessible for use or consumption by a consumer or business user, using direct means, or using indirect means with intermediaries.

Distribution Types

1. *Intensive distribution* means the producer's products are stocked in the majority of outlets. This strategy is common for basic supplies, snack foods, magazines and soft drink beverages.
2. *Selective distribution* means that the producer relies on a few intermediaries to carry their product. This strategy is commonly observed for more specialized goods that are carried through specialist dealers, for example, brands of craft tools, or large appliances.
3. *Exclusive distribution* means that the producer selects only very few intermediaries. Exclusive distribution is often characterized by exclusive dealing where the re-seller carries only that producer's products to the exclusion of all others. This strategy is typical of luxury goods retailers such as Gucci.

The decision regarding how to distribute a product has, as its foundation, basic economic concepts, such as utility. Utility represents the advantage or fulfillment a customer receives from consuming a good or service. Understanding the utility a consumer expects to receive from a product being offered can lead marketers to the correct distribution strategy.

Promotion

The three basic objectives of promotion are:

1. To present product information to targeted consumers and business customers.
2. To increase demand among the target market.
3. To differentiate a product and create a brand identity.

A marketer may use advertising, public relations, personal selling, direct marketing, and sales promotion to achieve these objectives. A promotional mix specifies how much attention to give each of the five subcategories, and how much money to budget for each. A promotional plan can have a wide range of objectives, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image.

Price

The price is the amount a customer pays for the product. The concept of price is in contrast to the concept of value, which is the perceived utility a customer will receive from a product. Adjusting the price has a profound impact on the marketing strategy, and depending on the price elasticity of the product, often it will affect the demand and sales as well. The marketer should set a price that complements the other elements of the marketing mix. A well chosen price should (a) ensure survival (b) increase profit (c) generate sales (d) gain market share, and (e) establish an appropriate image.

From the marketer's point of view, an efficient price is a price that is very close to the maximum that customers are prepared to pay. In economic terms, it is a price that shifts most of the consumer surplus to the producer. A good pricing strategy would be the one which could balance between the price floor and the price ceiling and take into account the customer's perceived value. Common pricing strategies include cost-plus pricing, skimming, penetration pricing, value-based pricing, and many more

Ex.2. *Give short summary of it in writing form.*

WRITING

Ex. 3. Write an annotation of the article.

Next-Gen Marketing Tool: Virtual Reality

written by Maximilian Claessens 17th December 2015

Are you looking for a Next-Gen Marketing Tool? One that may boost your business in the future? One that allows you to market things in a way that was not even imaginable before?

Here it is: Virtual Reality. "Build a world that people want to inhabit and the inhabitants will come." Charles Stross, a science fiction and fantasy novelist, describes the potential of virtual reality for marketing as a Next-Gen Marketing Tool in a perfect way.

With every new article or breakthrough in virtual reality, more and more people start to think about how this new technology may shape our lives.

"Oculus Rift," is the most famous company and model of virtual reality technology. And it's not just gamers buying into the technology famously exhibited in movies like "The Matrix." Oculus was purchased by Mark Zuckerberg and Facebook for $2 billion, with Zuckerberg calling it a "long-term bet."

Assuming this technology becomes a normal part of life, we should consider its huge potential for marketing. As a Next-Gen Marketing Tool, it could change the complete modern marketing world. Because of what has already been accomplished, virtual reality is primed to succeed as a Next-Gen Marketing Tool.

Next-Gen Marketing Tool: When?

As revolutionary as the technology may be, it doesn't matter in a marketing sense until the technology is in the hands of the everyday consumer. Most people have smartphones, but how long until owning virtual reality goggles is the norm? Virtual reality as a Next-Gen Marketing Tool: how long will it take?

The first personal computers came out in 1974 and were incredibly rare. It was another two decades before it was normal to see a desktop computer in the average consumers' homes. It took that long, even though pioneers like Steve Jobs, Stephen Wozniak, and Bill Gates were introducing their earliest products in the late 1970s.

However, with the current landscape of information sharing, and since we're already speculating, let's assume virtual reality is common in households within the next decade. How does that shake things up?

It might make virtual reality the perfect Next-Gen Marketing Tool!

Evolution Of Traditional Advertising

Society is crossing a bridge when it comes to advertising. Never have consumers been more bombarded—both via medium and frequency—with ads. And consumers have had enough, with Adblock technology not only skyrocketing in use, but also being endorsed by major brands forming an unstable and unpredictable relationship between the advertiser and consumer. Read more on the evolution of advertising.

When they come around, will virtual reality advertisements be the same hit-or-miss advertisements?

Research has shown that consumer responses depend greatly on certain stimuli like image speed and music tempo. The epitome of this could very well exist within a virtual reality experience. This fact matters more now than ever, as consumers are exposed to a countless number of ads every day, a large percentage of which fail to capture our attention. Virtual reality, will turn heads and force businesses to adapt in order to keep up with the technology's impact.

While consumer psychologists have studied the cognitive effect of marketing and advertising for decades, virtual reality may be the first instance in which consumers are affected not only mentally, but also physically by advertisements. A true Next-Gen Marketing Tool!

Researchers observed increased heart rate, dizziness, and occasional nausea in subjects who took part in virtual reality versus those who simply observed the experiment.

So virtual reality is not just any toy of some developers, it is an incredible piece of technology that can provide huge value for marketing. Virtual reality may become the next generation of marketing as a Next-Gen Marketing Tool!

Virtual Reality as a Next-Gen Marketing Tool – The Road Ahead Is Still Long

Sounds great! When can we start to use this Next-Gen Marketing Tool? It may still take a while. Preliminary models of Oculus Rift cost $350 and will require high-end computing power to go with it—the latter a major disqualifier for many.

While virtual reality is already in the hands of a selected few establishments, history tells us it won't be a force until it enters the home of the average, middle class family.

Even when the availability is at the right level, predicting consumer behavior with technology is impossible. The Apple Watch, Segways, and Google Glass are just three examples of products that appeared revolutionary prior to launch, but have yet to impact the world in the same way other inventions have.

If the masses don't enjoy wearing big goggles over their mugs, virtual reality could follow the same path as other underwhelming innovations that are treated as toys.

What may separate virtual reality from the rest is the all-in behavior from industry leaders. Microsoft has "HoloLens," Google has "Magic Leap," Samsung has "Gear VR," and Sony has "Project Morpheus" for PlayStation all on the way in addition to Oculus Rift.

So the expectations are mixed – but what we can say is: Virtual Reality has enormous potential for marketing. Chances that it becomes the Next-Gen Marketing Tool we are waiting for are immense.

. Тема 9. Branding

Цель занятия: проверить общее понимание прочитанного, сформировать умение и навыки изучающего чтения, навыки и умения устанавливать логические связи в тексте, определять основную тему прочитанного текста.

Задачи занятия:

-ознакомиться с новой лексикой по теме; развивать и совершенствовать навыки чтения текста с целью детального понимания содержания. – активизировать познавательную инициативу студентов и формировать их социальную компетентность.
– содействовать установлению в сознании студента устойчивых связей между накопленным и новым опытом познавательной и практической деятельности;
– формировать и развивать учебно-организационные умения и навыки (взаимоконтроль, самостоятельная работа, коллективная деятельность).

В результате освоения темы формируются компетенции:

УК-4 Способен применять современные коммуникативные технологии, в том числе на иностранном(ых) языке(ах), для академического и профессионального взаимодействия
;
ПК-1 Способен самостоятельно разрабатывать научно-исследовательский и аналитический проект в области менеджмента организаций и инноваций в цифровой изменяющейся бизнес-среде

Learning Objectives

DISCOVERING CONNECTIONS

What do you know about the concept of corporate identity?
What are the corporate Identity objectives?
How do you think what the aim of a corporate identity is?

Reading

Text 1.

Задания для работы на занятии:

1. Read the text to understand what information is of primary importance or new for you. Suggest the possible title to the text

Corporate Identity: Detailed summary

The concept of corporate identity was originally coined in the ‘70s by US advertising consultants. At its core is the idea that a clear identity helps to make a company unique, which also helps to achieve a company’s corporate goals.

The corporate identity shapes both the internal and external company image. This development of a company style and personality should be strategically planned to match, and be informed by, the company’s mission statement.

The aim is to ensure the organization is consistently presented to the public and to employees. Therefore, all company activities must be coordinated and reconciled to this corporate ideal. This includes the visual identity, organizational behavior, and corporate communications. However, consistent adherence to a corporate identity can often be a major challenge for companies. Coca-Cola and BMW are two examples of a successfully implemented corporate identity strategy.

Corporate Identity objectives

Many companies develop their own corporate identity in order to build trust and also to differentiate themselves from their rivals. An organization will often rely on the support of agencies to implement its corporate identity strategy.

A clear identity helps to raise brand impact and awareness in the marketplace. In addition, the corporate identity acts alongside a unified brand identity to strengthen commitment to the company. This, in turn, promotes greater loyalty among both employees and consumers.

For example, a unique corporate identity can contribute to the launch of new company products because an existing positive image is highly transferable and will lend extra support to new initiatives. Therefore, a good corporate identity can significantly reduce company costs in general and advertising costs in particular.

A corporate identity is a key component of the company's image. Inside the company, it ensures that staff behave in accordance with a certain set of values which reflect and exemplify the company mission statement. And in a broader sense, the corporate identity is also a cornerstone of a positive corporate culture.

Corporate Identity management tools

Managing a corporate identity requires three tools that must be interlinked, and each has the potential to influence the overall impression of the company. These are corporate design (visual appearance), corporate behavior and corporate communication. To underpin the corporate identity of a company, it is important that these different areas should neither conflict nor send contradictory messages.

1. *Corporate Design*

Corporate identity is often equated with corporate design. However, in reality this is just one aspect of a corporate identity – namely the company's visual image.

So, corporate design is the most immediately obvious part of the corporate identity. Elements of corporate design include the company logo, its visual corporate presence at trade fairs, the design of the company website, and the prominent design features of company products and packaging.

2. *Corporate Behavior*

The importance of corporate behavior in terms of its impact upon corporate identity should never be underestimated. This also includes the conduct of a company towards all those who could be regarded as stakeholders. Apart from external behavior affecting customers, media, and the public, corporate behavior can also be shaped by internal matters. These include, for example, the fair treatment of employees and the behavior and leadership style of the management team. Company employees in turn can also have a major influence on corporate behavior, based on the values they choose to adopt.

3. *Corporate Communication*

A consistent language and communication style are also important components of a corporate identity. Corporate communication concerns common commercial activities such as press releases and advertising slogans as well as all of the various activities that could be considered internal communications, including communications with and between employees, the staff magazine, etc.

Conclusion:

A corporate identity gives a company a clear business profile and defines its standards of service and working practices. Corporate identity embraces all kinds of company activities – from the style and language used in customer communications right up to the leadership style and behavior of the management team. Corporate identity can be further broken down into corporate design, corporate behavior and corporate communication.

A consistent deployment of corporate identity is not just limited to the representation of the company to the wider public but also encompasses internal relationships within the company workforce.

The aim of a corporate identity is to make a company distinctive and better able to clearly differentiate itself from competitors. The concept of a corporate identity must be well planned and strategically implemented.

Задание 4. Read, make rendering and annotation of the following text.

Задание 4. Write an essay on the topic "Corporate identity, Logo" using the information from the following article:

7 Key Elements of Corporate Identity

Each individual has own manner of speaking, own gestures, own ability to emphasize its image with appropriate clothing, hair or perfume. Some do not pay much attention to it, and it is also considered as a style.

Style is a set of certain signs that distinguish an individual from others. It is what we remember first, what attracts us, or, on the contrary, permanently deprives the desire to repeat any interaction with this person.

The same we can tell about **corporate identity** of a company. Corporate identity is a combination of color, graphic, verbal, typographical, plastics, acoustic, video or other techniques, which provides a single image for the company, for its face and success.

Corporate identity, carefully developed, makes the company more likely to get recognizable, perceived and remembered by customers, partners and other independent observers. And it works not only for company's products or services, but also for all its activities, differentiating it from competitors.

Basic visual corporate identity elements include:

- Naming (exclusive company name)
- Logo
- Color palette (color)
- Corporate font
- Business card
- Letterhead
- Envelope

1) Naming is a created name for companies, products, services, promotions and more. This procedure, quite simple at the first sight, is allocated into a separate field, as it requires not only creativity, but professional knowledge and experience in advertising as well.

Tips for naming:
- Original, so that it does not violate the trademark right, previously registered by other companies;
- Unambiguous;
- Harmonious;
- Vivid and memorable;
- Corresponding selected image.

2) Logo is a graphical original mark that presents and identifies the company or its products. Usually it consists of a text box, an image, or their combination. Properly-designed logo will always draw and hold the attention of customers, creating their positive impression and a kind of "aura" of the company. Logo represents the company image, depicted a graphical miniature, and aimed to remind consumers that your company exists and that it is just what they need.

3) Corporate color, selected by company, is a set of constant colors that are a part of corporate identity. Corporate colors’ gamma makes the elements of corporate identity more attractive, better remembered, able to make a strong emotional influence. The main objective in developing corporate colors is to pick them up in a way, so that they will cause a persistent association with company’s field or direction. When choosing colors, you need to consider the psychological and emotional impact, like sympathy and trust to organization.

4) Corporate font is a very important and specific element of corporate identity that reflects and emphasizes brand features and peculiarities. Corporate font can be one of the best elements in corporate identity. Recognition of a nicely-designed corporate font is quite big (i.e., recall the font of Walt Disney or Coca logos.

5) Business card (card) is traditional piece of contact information of a company representative. Usually it is made of heavy paper or cardboard, rarely of plastic, wood (plywood) or metal. Conventionally all cards can be divided into personal, business and corporate.

6) Letterhead is another element of corporate identity. Letterhead is the face of the company. Every document that comes out of the company should be printed on company letterhead. That’s why it should have high-quality, real and memorable design.

7) Designed envelopes are special envelopes for corresponding, mailing flyers, transferring official information, wrapped up in envelope with corporate branding mark. Envelopes usually don’t contain many elements and their design has to be concise and rigorous. When selecting the size of the envelope one often focuses on its function.

But this is not the whole list of corporate identity elements. It can also include:
- Souvenirs
- Outdoor advertising
- Interior design
- Images on vehicles
- Folder

- Booklet
- Poster
- Flyer
- Packaging (or wrapping paper)
- Information sheet and price list
- Site in Internet
- Packs

(https://ukietech.com/blog/design/7-key-elements-of-corporate-identity)

Рекомендуемая литература и Интернет-ресурсы

Список литературы

1. Основная литература:

1 Новый деловой английский : учебник / В.Г. Дарская, К.В. Журавченко, Л.А. Лясецкая и др. - М. : Вече, 2013. - 672 с. - ISBN 978-5-4444-1356-2

2 Шевелева, С.А; Деловой английский Электронный ресурс : учебное пособие / С.А. Шевелева. - Деловой английский,2020-10-10. - Москва : ЮНИТИ-ДАНА, 2017. - 382 с. - Книга находится в базовой версии ЭБС IPRbooks. - ISBN 978-5-238-01128-8

2. Дополнительная литература:

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2 Деловой английский : деловая переписка. - Омск : Омский государственный университет, 2012. - 228 с. - ISBN 978-5-7779-1518-4

3 Деловой английский. Деловая переписка. Business English. Business Correspondence : Учебное пособие / сост.: Е. Г. Воскресенская, О. В. Фрезе. - Омск : Омский государственный университет им. Ф.М. Достоевского, 2012. - 228 с. - Книга находится в базовой версии ЭБС IPRbooks. - ISBN 978-5-7779-1518-4
4. Де Вриз, М. Internationallyyours : Международная деловая переписка как средство достижения успеха / Пер. с англ. Н.В. Кузнецовой. - М. : Весь мир, 2001. - XIV , 386 с. - Парал. тит. л. агл. - ISBN 5-7777-0096-9

3 Методическая литература:

1 Методические рекомендации по организации самостоятельной работы по дисциплине «Иностранный язык в инновационном менеджменте и » для студентов направления 38.04.02 Управление развитием бизнеса и инновациями / сост.: Симонова Н.А.

2 Методические указания к практическим занятиям по дисциплине «Иностранный язык в инновационном менеджменте и » для студентов направления 38.04.02 Управление развитием бизнеса и инновациями // сост.: Симонова Н.А.

4 Интернет-ресурсы

1 http://nightflight.com/foldoc/
http://www.ora.com/reference/dictionary/
http://management-issues.com

2 http://www.euronews.net
http://www.guardian.co.uk

3 http://www.market-leader.net

4 https://en.wikipedia.org/wiki/Innovation_management

5 https://www.cleverism.com/brainstorming-techniques-for-idea-generation/

6 https://www.hackerearth.com/blog/innovation-management/10-must-read-books-on-innovation/
7/ http://www.innovationmanagement.se/2018/11/21/innovation-insights-from-the-founder-of-sony/

МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ
ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ АВТОНОМНОЕ ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ
«СЕВЕРО-КАВКАЗСКИЙ ФЕДЕРАЛЬНЫЙ УНИВЕРСИТЕТ»

Методические указания

для обучающихся по организации и проведению самостоятельной работы по дисциплине

«Иностранный язык в инновационном менеджменте»
(английский)
Для студентов направления подготовки 38.03.02 Менеджмент
Направленность (профиль) Управление развитием бизнеса и инновациями

Ставрополь, 2026

Введение

Целью освоения дисциплины «Иностранный язык в инновационном менеджменте и (на английском языке)» является повышение исходного уровня владения иностранным языком, достигнутого на предыдущей ступени образования, и овладение студентами необходимым и достаточным уровнем коммуникативной и профессиональной компетенций для решения социально-коммуникативных задач в различных областях бытовой, культурной, профессиональной и научной деятельности при общении с зарубежными партнерами, а также для дальнейшего самообразования. Задачи дисциплины состоят в следующем:

- развивать устойчивый интерес к изучению иностранного языка;
- стимулировать творческую активность студентов;
- стимулировать научно-исследовательскую деятельность студентов.

При освоении данной дисциплины необходимо уверенное **знание** обучающимися основных фонетических и грамматических структур; владение необходимым активным лексическим запасом. Студент также должен **уметь:** применять навыки устной речи на иностранном языке; выполнять лексико-грамматические задания.

В результате освоения дисциплины у студента должны быть сформированы следующие компетенции:

Индекс	Формулировка:
УК-4	Способен применять современные коммуникативные технологии, в том числе на иностранном(ых) языке(ах), для академического и профессионального взаимодействия
ПК -1	Способен самостоятельно разрабатывать научно-исследовательский и аналитический проект в области менеджмента организаций и инноваций в цифровой изменяющейся бизнес-среде

Студент также должен:

Планируемые результаты обучения по дисциплине, характеризующие этапы формирования компетенций	Формируемые компетенции
Составлять в соответствии с нормами государственного языка РФ и иностранного языка документы (письма, эссе, рефераты и др.) для академического и профессионального взаимодействия	**УК-4**
Представлять результаты академической и профессиональной деятельности на мероприятиях различного формата, включая международные	**УК-4**
Принимать участие в академических и профессиональных дискуссиях, в том числе на иностранном(ых) языке(ах)	**УК-4**
Работать с информационными источниками научно-исследовательской профессиональной деятельности на иностранном языке для разработки исследовательских проектов в области	**ПК-1**

менеджмента	

1. Общая характеристика самостоятельной работы студента при изучении дисциплины «Иностранный язык в инновационном менеджменте и (на английском языке)»

Самостоятельная работа студентов занимает важное место в учебной и научно-исследовательской деятельности студентов. Без самостоятельной работы невозможно не только овладение любой вузовской дисциплиной, но и формирование специалиста как профессионала. В широком смысле под самостоятельной работой следует понимать совокупность всей самостоятельной деятельности студентов как в учебной аудитории, так и вне нее, в контакте с преподавателем и в его отсутствие.

Самостоятельная работа студентов по иностранному языку в неязыковом вузе является особой формой самообразования. Она носит многофункциональный характер и помогает овладеть иностранным языком как необходимой профессиональной составляющей современного специалиста, способствует формированию навыков автономного приобретения знаний и развитию информационной культуры.

Цель самостоятельной работы студентов в процессе изучения дисциплины – научиться осмысленно и самостоятельно работать:

1) с учебным материалом по дисциплине,

2) с оригинальной литературой по специальности.

Исходя из поставленной цели, определены следующие **задачи:**

1. повысить уровень учебной автономной способности к самообразованию;
2. развивать когнитивные и исследовательские умения;
3. закрепить лексический и грамматический материал при помощи различных упражнений;
4. выработать умения дискутировать на предложенную тему;

2. Основными формами работы и контроля студентов являются:

подготовка к практическим занятиям - одна из основных форм организации самостоятельной работы, заключающаяся в выполнении студентами комплекса учебных заданий с целью усвоения учебной дисциплины, приобретения умений и навыков.

Цель самостоятельной подготовки к практическим занятиям: привитие умений и навыков практической деятельности по изучаемой дисциплине.

Задачи самостоятельной подготовки к практическим занятиям: закрепление, углубление, расширение и детализация знаний при выполнении заданий; развитие познавательных способностей, самостоятельности мышления, творческой активности; овладение новыми методами и методиками изучения дисциплины; выработка способности логического осмысления полученных знаний для выполнения заданий; обеспечение индивидуальной формы обучения.

собеседование – устная проверка знаний студента по определенному разделу, теме, проблеме и т. п., позволяющая оценить их умение аргументировать собственную точку зрения, предполагающая всестороннее обсуждение какого-либо вопроса, проблемы или сопоставлении информации, идей, мнений, предложений.

Задачи

- осознание студентами противоречий и трудностей, связанных с обсуждаемой проблемой;
- актуализация ранее полученных знаний;
- творческое переосмысление возможностей применения знаний.

3. План-график выполнения самостоятельной работы

Коды реализуемых компетенций, индикаторов	Вид деятельности студентов	Средства и технологии оценки
ИД-1 УК-4 ИД-2 УК-4 ИД-3УК-4 ПК-1.ИД-1.	Самостоятельное изучение литературы	Собеседование,
ИД-1 УК-4 ИД-2 УК-4 ИД-3УК-4 ПК-1.ИД-1.	Перевод статьи из иностранного источника по заданной тематике	Собеседование
ИД-1 УК-4 ИД-2 УК-4 ИД-3УК-4 ПК-1.ИД-1.	Составление глоссария по тексту	Проверка глоссария Собеседование
ИД-1 УК-4 ИД-2 УК-4 ИД-3УК-4 ПК-1.ИД-1.	Аннотирование, реферирование литературы, подбор и систематизация источников материала, составление библиографических списков, интернет-источников по теме	Собеседование

Для выполнения самостоятельной работы необходимо пользоваться литературой, которая предложена в списке рекомендуемой литературы, Интернет-ресурсами или другими источниками по усмотрению студента.

Самостоятельная работа рассчитана на разные уровни мыслительной деятельности. Выполненная работа позволит приобрести не только знания, но и умения, навыки, а также выработать свою методику подготовки, что очень важно в дальнейшем процессе научной деятельности.

При изучении дисциплины предусматриваются следующие формы самостоятельной работы студента:

самостоятельное изучение литературы, online видео-материалов;

подготовка к обсуждению поставленной проблемы;

самостоятельное решение коммуникативно-речевых задач;

подготовка сообщения;

выполнение фонетических, лексико-грамматических упражнений, письменных заданий;

подготовка презентации.

4. Методические рекомендации по изучению теоретического материала

Чтение основной и дополнительной литературы по курсу с конспектированием по разделам.

Самостоятельная работа при чтении учебной литературы начинается с изучения конспекта материала, полученного при слушании лекций преподавателя. Полученную информацию необходимо осмыслить. При необходимости, в конспект лекций могут быть внесены схемы, другая дополнительная информация. При изучении нового материала составляется конспект. Сжато излагается самое существенное в данном материале.

Работа с электронными ресурсами в сети Интернет.

Для повышения эффективности самостоятельной работы студент должен уметь работать в поисковой системе сети Интернет и использовать найденную информацию при подготовке к занятиям. Поиск информации можно вести по автору, заглавию, виду издания, году издания или издательству. Также в сети Интернет доступна услуга по скачиванию методических указаний и учебных пособий, подбору необходимой научной литературы.

Конспектирование и реферирование первоисточника и научно-исследовательской литературы.

Конспект представляет собой дословные выписки из текста источника. При этом необходимо понимать, что конспект – это не полное переписывание чужого текста. Необходимо знать, что при написании конспекта сначала прочитывается текст – источник, в нём выделяются основные положения, подбираются примеры, идёт перекомпоновка материала, а уже затем оформляется текст конспекта. Конспект может быть полным, когда работа идёт со всем текстом источника или неполным, когда интерес представляет какой-либо один или несколько вопросов, затронутых в источнике.

Реферирование – это сложный творческий процесс, в основе которого лежит умение выделить главную информацию из текста первоисточника. Реферирование – процесс аналитически-синтетического обработки информации, которая заключается в анализе первичного документа, нахождении значимых в смысловом отношении данных (основных положений, фактов, доведите день, результатов, выводов). Реферирование имеет целью сократить физический объем первичного документа при сохранении его основного смыслового содержания, используется в научной, издательской, информационной и библиографической деятельности.

5. Методические указания (по видам работ, предусмотренных рабочей программой дисциплины)

Предполагаются следующие *виды* самостоятельной работы:

Самостоятельное внеаудиторное чтение.

Этот вид самостоятельной работы предполагает чтение текстов, как из адаптированных, так и из оригинальных (неадаптированных) источников.

Внеаудиторное чтение способствует выработке самостоятельного понимания текста. Работа по внеаудиторному чтению преследует следующие цели: приучить студентов к самостоятельной работе над литературой на иностранном языке; развить и совершенствовать речевые навыки; расширить активный словарь студентов; учитывая их специализацию, выявить и развить их индивидуальные творческие способности; привить умение свободно пользоваться специальной литературой на английском языке; проводить тематические беседы; расширить кругозор студентов, способствующий глубоким познаниям.

Внеаудиторное чтение является активным средством изучения языка в целом. Одна из основных задач обучения языку – выработка навыков синтетического чтения, т.е. понимания текста как единого смыслового целого без посредства перевода на родной язык. Внеаудиторное чтение студентов способствует развитию беспереводного понимания текста на английском языке.

Многократное упражнение и систематическое проведение внеаудиторного чтения служат базой и основой для выработки такого рода навыков, которые сводят на нет необходимость во внутреннем переводе, сужают расстояние между переводным и беспереводным пониманием. Беспереводное понимание – конечный этап работы над языком.

В процессе работы над материалом мы предлагаем следующие требования к внеаудиторному чтению:

1. Внимательно прочитать текст и усвоить его содержание.
2. Научиться устно передавать содержание прочитанного текста.
3. Выписать наиболее активные слова и выражения нейтрального или специального характера.

Выполнив вышеуказанные требования, студент сдает внеаудиторное чтение.

Практика показала, что наиболее целесообразно начинать проверку внеаудиторного чтения с собеседования по прочитанному тексту. Рекомендуется записывать основные идеи читаемого текста в своей интерпретации или передать его содержание в письменной форме своими словами, При этом важно дать студенту высказаться по затронутому вопросу, одновременно, на начальном этапе, он может пользоваться конспектом или составленным планом пересказа при подготовке. В ходе пересказа преподаватель исправляет ошибки в устной речи студента. В пересказе студент должен употреблять новые слова и выражения.

Самостоятельное домашнее чтение общего для всей группы текста и индивидуальное чтение не должны исключать друг друга. Следует учитывать, что домашнее чтение по единому пособию является особенно удобным для преподавателя, который получает возможность на одном тексте показать приемы работы и затем проверить понимание прочитанного.

К индивидуальному чтению целесообразно переходить на более поздней стадии обучения иностранному языку , когда студенты уже овладели приемами чтения и их языковый уровень позволяет проверить степень понимания прочитанного.

Проведение внеаудиторного чтения требует большой работы не только самого студента, но и преподавателя. Преподаватель должен тщательно анализировать предлагаемый для домашнего чтения текст , так как его содержание и язык определяют цели чтения, которые, в свою очередь, определяют и методику работы. В зависимости от видов чтения следует организовать и работу студентов над новыми словами. Им нельзя разрешать пользоваться подготовленным заранее письменным переводом текста. При проверке чтения с общим охватом содержания текста значительного по объему нельзя требовать от студентов выписывать незнакомые слова, так как в данном случае чтение с целью установления основного смысла будет подменено расшифровкой отдельных предложений и сведется к механическом выписыванию из словаря (в лучшем случае), а то и к переписыванию слов. При чтении отдельных текстов с элементами анализа можно разрешить пользоваться словарными тетрадями с выписанными словами. Где требуется беспереводное понимание, нельзя пользоваться выписанными словами.

Таким образом, преподаватель, организуя внеаудиторное чтение, всегда преследует основную цель — научить студентов смотреть на чтение как на источник информации, приучить их к чтению технической литературы и литературы по специальности.

Собеседование - это средство контроля, организованное как специальная беседа преподавателя со студентом на темы, связанные с изучаемой дисциплиной, и рассчитанное на выявление объема знаний студента по определенному разделу, теме, проблеме и т.п.

Проблематика, выносимая на собеседование определена в заданиях для самостоятельной работы студента, а также может определяться преподавателем, ведущим практические занятия. Во время проведения собеседования студент должен уметь обсудить с преподавателем соответствующую проблематику на уровне диалога.

Типовые задания для самостоятельной работы студентов:

1. Самостоятельное изучение раздела «The Basics of Innovation management», предполагает изучение следующих вопросов:

Тема 1. The Basics of Innovation management

16976. Самостоятельное изучение раздела «Innovation management, Strategy and Implementation», предполагает изучение следующих вопросов:
Тема 2. Innovation management, Strategy and Implementation

Приложение 1. Вопросы для собеседования

1. What kinds of business organization forms are usually practiced in the world?
2. What is a manager responsible for?
3. What kind of basic form is used, when one person owns and runs the company?
4. What kind of basic form is used, when a group of people provide capital, set up the company and manage it together. Partners usually share both the risks and the profit of the enterprise.
5. What is short for Ltd?
6. What is short for Plc?
7. What form of is an association of people who contribute towards a joint stock of capital for the purpose of carrying on business with a view to profit?
8. What is a contract in which a franchisor sells to another business the right to use its name and sell its products?
9. What kind of process is marketing?
10. What does a marketing mix consist of?
11. What components does “a product” consist of?
12. What components does “a price” consist of?
13. What components does “a promotion” consist of?
14. What do strategic objectives define?
15. What skills do the management process require?
16. What does Strategic management involve?
17. What is Strategic management concerned with?
18. What does Strategic management offer?
19. What are the functions of strategic decision elements?
20. What do management objectives describe?
21. Are Strategic decision elements interdependent?
22. How many Basic Elements does Strategic Management have?
23. What does the implementation of a strategic management plan require?
24. What is the essence of strategic management?
25. What are the Basic Elements of Strategic Management?
26. Can you name the main strategic decision elements?
27. What does a word of Greek origin “Strategy” mean?
28. What does the term SWOT stand for?
29. What kind of strategies are designed to implement management objectives and address how to develop, manage, and deliver new and strategic planning existing programs?
30. What kind of strategies focus on administrative and support needs and their impacts on the organization’s efficiency and effectiveness?
31. What kind of strategies focus on administrative and support needs and their impacts on the organization’s efficiency and effectiveness?
32. What does the concept of business process reengineering mean?
33. Benchmarking
34. What categories can be classified benchmarking into?
35. What is marketing strategy?
36. Marketing
37. What do marketing department specialize in?
38. Name the strengths of any company.
39. Name the weaknesses of any company
40. Name the opportunities of any company
41. Name the threats of any company

42. What phase does a life-cycle start with?
43. What phase does a life-cycle finish with?
44. Can you name four elements of the marketing mix
45. Can you name elements of corporate identity.
46. Name 4 stages of Product Life Cycle
47. What are corporate objectives?
48. What is the specific role providing assistance in identifying, satisfying, and retaining customers?
49. What do you know about the concept of corporate identity?
50. What are the corporate Identity objectives?
51. How do you think what the aim of a corporate identity is?
52. Corporate identity and management tools, Logo
53. Key Elements of Corporate Identity
54. Basic visual corporate identity elements
55. Steps of the strategic marketing planning process
56. Define any effective strategic planning approach
57. What does the term SWOT stand for?
58. What do management objectives describe?
59. What is innovation?
60. What does the abbreviate business term R&D stand for?
61. What is target marketing
62. What does manufacturing engineering involve in production?
63. What is time management explain?
64. What kind of tool is used in management and strategy formulation?
65. Management Innovation
66. Insights for Innovators
67. Harnessing employee intellect
68. Managerial work’s objectives

6. Критерии оценивания собеседования

Оценка «отлично» выставляется студенту, если у него сформированы компетенции УК-4, ПК-1 и он знает фонетические, грамматические, лексические структуры устной и письменной речи в определённом объёме. Умеет реализовывать основные коммуникативные стратегии на иностранном языке, организовывать индивидуальную самостоятельную, групповую и коллективную работу по решению иноязычных учебных и практических задач в рамках деловой коммуникации. Отлично владеет языковыми и предметными, межличностными и межкультурными знаниями, необходимыми для осуществления иноязычной деловой коммуникативной деятельности; способами пополнения знаний на основе использования оригинальных источников, в том числе электронных и на иностранном языке, из разных областей знаний; навыками, связанными с рациональными приемами умственного труда, при осуществлении деловой иноязычной коммуникации в рамках межличностного и межкультурного взаимодействия
Оценка «хорошо» выставляется студенту, если хорошо знает фонетические, грамматические, лексические структуры устной и письменной речи в определённом объёме. Хорошо умеет реализовывать основные коммуникативные стратегии на иностранном языке, организовывать индивидуальную самостоятельную, групповую и коллективную работу по решению иноязычных учебных и практических задач в рамках деловой коммуникации. Хорошо владеет языковыми и предметными, межличностными и межкультурными знаниями, необходимыми для осуществления иноязычной деловой коммуникативной деятельности; способами пополнения знаний на основе использования оригинальных источников, в том числе электронных и на иностранном языке, из разных

областей знаний; навыками, связанными с рациональными приемами умственного труда, при осуществлении деловой иноязычной коммуникации в рамках межличностного и межкультурного взаимодействия

Оценка «удовлетворительно» выставляется студенту, если частично знает фонетические, грамматические, лексические структуры устной и письменной речи в определённом объёме. Удовлетворительно умеет реализовывать основные коммуникативные стратегии на иностранном языке, организовывать индивидуальную самостоятельную, групповую и коллективную работу по решению иноязычных учебных и практических задач в рамках деловой коммуникации. Удовлетворительно владеет языковыми и предметными, межличностными и межкультурными знаниями, необходимыми для осуществления иноязычной деловой коммуникативной деятельности; способами пополнения знаний на основе использования оригинальных источников, в том числе электронных и на иностранном языке, из разных областей знаний; навыками, связанными с рациональными приемами умственного труда, при осуществлении деловой иноязычной коммуникации в рамках межличностного и межкультурного взаимодействия.

Оценка «неудовлетворительно» выставляется студенту, если у него не сформированы компетенции УК-4, ПК-1 и он знает плохо фонетические, грамматические, лексические структуры устной и письменной речи в определённом объёме. Не умеет реализовывать основные коммуникативные стратегии на иностранном языке, организовывать индивидуальную самостоятельную, групповую и коллективную работу по решению иноязычных учебных и практических задач в рамках деловой коммуникации. Не владеет языковыми и предметными, межличностными и межкультурными знаниями, необходимыми для осуществления иноязычной деловой коммуникативной деятельности; способами пополнения знаний на основе использования оригинальных источников, в том числе электронных и на иностранном языке, из разных областей знаний; навыками, связанными с рациональными приемами умственного труда, при осуществлении деловой иноязычной коммуникации в рамках межличностного и межкультурного взаимодействия.

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