

Task number 1

Modern specialists need the following qualities:

- the presence of deep macroeconomic knowledge;
- detailed knowledge of the market, laws of its development, specifics and dynamics of market relations in Russia and other countries;
- the desire for the perfect mastering of a narrow specialty, which is essential for a particular employee;
- free orientation of the totality of market relations, their interdependence and interdependence.

In addition, compulsory such qualities as entrepreneurship, responsibility, honesty, principledness, modesty, physical health.

the question:

1. What additional qualities should a modern specialist have to have on a "high position"?
2. What special qualities are needed for a specialist in Russia?

Task number 2

The main task of the manager is to maximize the profit received by the company. At the same time, the social responsibility of the manager for the society, its concrete actions, to ensure the solution of the social problems facing the country is gaining ever greater significance.

In this regard, there are two positions. Proponents of one position believe that social problems should be solved by the state, and business is only "making money". They base their position on the fact that the social sphere leads to lower profits of the company, deterioration of its competitiveness, rising costs, which in the future lead to higher prices (causing harm to consumers) and other negative consequences.

Proponents of another position believe that businessmen have moral obligations to society, and their actions, which promote the solution of social problems, can greatly benefit entrepreneurs, enhance their image in society and be a good advertisement.

question:

1. Whose position do you share and why?
2. Do you think an entrepreneur in modern Russia should fulfill social obligations to the country and in what forms?
3. Will it ultimately benefit from it (including financially)? If profitable, why?
4. In what forms social support can be carried out by Russian business:
 - on a firm scale
 - on a scale of a region, a country?

Task number 3

Despite the great potential of the Russian market, foreign entities are very careful about the development of business in our country. Among the many shortcomings characteristic of the Russian market, there is either a complete absence or low qualification of Russian managers.

The stay of Western managers (specialists in organization and management) is costing foreign companies working in Russia, very expensive. In addition, the presence of foreign specialists in joint ventures often leads to conflict situations between them and Russian personnel who consider the first incomparably higher level of remuneration.

Against this background, the results of an analysis of the activities of several dozen joint ventures in Russia, performed by employees of the Harvard Business School in the United States, are unusual. Briefly, the essence of their conclusions is as follows:

Advantages	Disadvantages
<p>The notion that the USSR did not have effective management incorrectly</p> <p>In today's Ukraine, many talented and experienced managers</p> <p>In Ukraine, there are wide opportunities for entrepreneurship</p> <p>Ukrainian managers give products quality issues the same importance as on In the West</p> <p>Difficulties faced by Russian managers (instability, inflation, etc.) can be turned into advantages</p>	<p>Ukrainian managers misunderstand the link between power and responsibility (they seek a big power of little responsibility).</p> <p>Objective difficulties in the work of Ukrainian managers: constant change of the legislative framework; the complexity of providing enterprises with resources; limited convertibility of currency</p>

issues:

1. Do you agree with the assessment of the state of Russian management, which was given by American experts?

2. Does their position regarding lack of knowledge of the peculiarities of organization and management problems?

3. How do you think the objective conditions for the work of Russian managers change dynamically?

4. Who is currently mainly in the position of head of a Russian industrial enterprise, a large wholesaler, a bank: an experienced, foreign or Russian manager? Explain your choice.

Task number 4

In 1932 the Japanese campaign "Matsushita Electric Electric Co., Ltd." was founded, which is one of the world leaders in the production of electrical engineering and electronics. In Russia, as well as in other countries, the well-known brands of this company are: "Tehnika" and "Panasonic".

The founder of the Komoske Matsushita company formulated the purpose of the main provisions of management:

- Do not be cunning, be honest;
- Be the owner in his place;
- Do not live the day before, constantly improve your knowledge;
- treat respect and attention to others;
- Remember all the time about the outside world, adapt to the laws of its development;
- Thanks to what you have and receive - we all take on society in debt;
- Do not get tired of asking yourself: "Who do I work for?" The answer is only one - on society.

the question:

1. What is the social orientation of management?

2. How can you reasonably combine management with a private and general start?

3. Try to continue the wording of the main provisions of the Komoske Matsusit management by bringing them to ten.

Task number 5

Recipes, how to succeed in business, is offered a lot. One of the systems of measures is proposed further. Analyze it.

1. Determination of specific perspectives of the organization, based on the needs of society.

2. Determination of the specific needs of people in the organization. These are of course self-esteem, recognition, and the ability to independently cast and act; This information is based on long-term observations conducted over the last ten years.

3. Formation of a team for work, focusing its attention on the planning process, whose purpose is to determine where the organization wants to be in five years.

4. Definition of a strategic goal, analysis of external conditions, identification of its strengths and weaknesses and creation of prerequisites for achieving the goal. This way, a paper-based guide to action, or a written action plan, is issued.

5. Identification of stages of achievement of goals, individuals and groups, setting of key tasks for the next five years.

6. Defining goals for the fourth, third, second and first years of work.

7. If the planned achievements do not correspond to current realities next year, the organization should re-establish what can be done next year and review the plan by the fifth year, looking for compromise solutions at each stage.

8. It is necessary to define a strategy for achieving the goals set. Each member of the organization should be given the opportunity to contribute to the development of this strategy.

9. This plan or project is submitted to the senior management or to the group that is accountable to the management. It is very important before the beginning of the task to reconcile the goals and means of achieving them.

10. Once the overall five-year plan and strategy are agreed, their implementation begins.

11. Detailed plans of actions and actions are created, with special attention given to the breakdown of each key area; certain employees are responsible for completing one stage or another and clearly defines the range of responsibilities.

12. It is necessary to establish a reporting procedure and to allocate successes and failures so that it is possible to trace the implementation of each stage of work, from an individual event to a long-term program.

13. All employees should be able to signal the deviation from the plan, requiring immediate action to return to the prescribed course.

14. There must be a system of internal and external rewards that will support the organization on its way to the goal.

the question:

1. What is the proposed scheme meets the conditions of modern 's economy; what is she alien to her?

2. What do you think should be added to the list of actions to make them more effective?

3. To what extent, if you were a manager, did you accept the proposed system as a basis?

Task number 6

How to work with a partner, a client? This question is faced by each manager. Here you can use the following approaches:

1. Create a confidential atmosphere during negotiations.

2. Ask the partner to talk about the problem in more detail. This will help to better define the positions of the parties.

3. To help the partner to get deeper into the situation, making short, memorable generalizations in the course of the conversation - conclusions.

4. To orient the partner for creative thinking that the problem would be more versatile coverage.

5. To persuade a partner that to postpone the decision of the existing Neva-fit, this will allow you to determine the reality of the partner's intentions about cooperation with you.

6. Give your own solution to the problem, but along with other possible ones. Then the partner chooses the solution independently, but most likely it is proposed by you.

the question:

1. Which of the following approaches, in your opinion, is most effective?

2. What are the approaches to business negotiations that contribute to their success, could you still offer?

Task number 7

In Russian economic literature, the idea is that there are five basic directions in the work of the manager which area he did not deal with. Their result is the integration of resources to maintain the viability and development of the organization.

First, the manager sets goals. It defines concrete tasks and ways of their solution for achievement of the goals.

Secondly, the manager organizes the firm as a system for their implementation. He analyzes the types of activities, the decisions necessary to achieve the goals. Then he finds out the problems, sets the task, groups the problems and tasks and entrusts the concrete employees of their execution.

Third, the manager supports the motivation of work and communication within the firm. He is a team of people responsible for certain jobs, doing this through various techniques, through personnel decisions (on wages, appointments, increases, etc.), as well as many solutions that improve the quality of work and life of employees. In this case, constant communication with the subordinates, chiefs, colleagues.

Fourthly, the manager creates a control system. It defines units of measure, fixing indicators oriented to the work of the entire organization and at the same time

to the work of a particular employee. He analyzes and evaluates the achieved results, reporting them to his management, subordinates and colleagues.

Fifthly, the manager contributes to the growth of the business career of people, providing conditions conducive to advancement through the "service ladder" members of the organization.

the question:

1. Are all the main aspects of the diverse activities of modern manager taken into account here?

2. What do you think needs to be added to make the manager's overall performance more complete?

3. What are the priorities in the manager's work?

4. What are the characteristics of a manager in Russian conditions you would like to note? What are these features due to?

Task number 8

There are tasks that give the situation where the manager can feel in a difficult position because the decisions taken in these situations in some cases will not meet the concept of "justice" and "ethics" in the moral traditions of society, but will be quite acceptable in the field of entrepreneurial activity.

Make a decision on each situation and justify it.

1. You are the Chief Manager at a major company producing world-famous cigarettes. The firm has numerous factories around the world. She has achieved a great deal of sales. There was an opportunity to open another factory in one of the CIS countries, and it depends on you whether to sign a new contract or not. On the one hand, the construction of this factory will provide new jobs in this region, thus solving the problem of unemployment for the region; on the other - it will bring great income to your company. However, you, being involved in the production and sale of large batches of cigarettes, are still not convinced that smoking causes cancer. Recently, you got into the hands of a report on the study, which established a direct link between smoking and cancer.

What will be your decision? Do you subscribe to a new contract or not? Why?

2. You are a marketing manager at a company that manufactures household appliances. The firm, with the help of expensive research, tried to improve one of the products, namely a vacuum cleaner. The vacuum cleaner still does not ionize the air, although it was precisely this result that tried to come as a result of research. Therefore, the new type of vacuum cleaner did not become a truly improved novelty. You know that the appearance of the inscription "Improved novelty" on packaging and in advertising of mass media will significantly increase the sales of such goods.

What decision will you make? Would you like to make a note or not? Do you like me

3. You are a manager at a company that manufactures software products for a PC. At one of the presentations, you are getting acquainted with a young woman (young man) who recently was (was) managing (them) at the firm-competitor. For some reason, she (he) is released (s) and is now offended by this firm. You can begin to care or, on the contrary, to take cloakroom. Or you can take her (him) to work. Otherwise, you can simply promise to take her (him) to work. The image is so strong that she (he) will gladly tell about all the competitor's plans.

Will you go to one or the other step? Why?

4. You are a manager of a large car sales company. The company has a wide network of dealers. Recently, one of them, working on an important marketing area, began a family disorder. The case goes to divorce, but the dealer is trying to pause and change the decision made by his wife. In the recent past, it was one of the most experienced and effective sellers of your firm and had a trading privilege. Will he be able to save his family, how soon will his normal life come to fruition? Now a large amount of sales is lost. As a manager, you have the legal ability to eliminate the trade-off privilege issued by this dealer and replace it.

What are you going to do? Why?

5. You are a production manager at a company that produces refrigerators. Recently, you've learned that a competing firm has given its refrigerators a property that is not in your refrigerators, but which will have a big impact on sales. For

example, in refrigerators "NO FROST" now you can store products not only in vacuum packaging, but also ordinary, not afraid of their drying out. At the annual specialized exhibition of the firm-competitor there will be an office for guests, and at one of the receptions for its dealers, the head of the firm will tell them about this new refrigerator properties and how it has been achieved. You can send your employee to this appointment under the guise of a new dealer to find out about the newly introduced ones.

Will you take that step? Why?

6. You are the chief manager of a well-known firm, and you are trying hard to achieve a profitable contract for a large amount of sales with one company. During the negotiations, you will learn that the representative of the buyer will look for a more profitable job. You do not have the desire to take him to work, but if you hint at him about this opportunity, he will most likely pass the order to you.

How do you do? Why?

7. You are a marketing manager and you want to make a selective survey of consumers about the demand for a competitor's product. To do this, you should conduct a survey allegedly on behalf of the non-existent "Institute of Marketing and Market Conditions".

Will you make such a survey? Why?

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

Will you take that woman to work? Why?

9. You are a manager of a travel company. A woman arriving to you came to rest in Greece. You also have a hot tour of the Dead Sea in Izra-il. The woman has obvious problems with pressure, shortness of breath. You know that hypertonics on the Dead Sea are contraindicated.

What are you going to do?

10. You are the manager of a company that produces hair care products. The company began issuing a new shampoo, which prevents the formation of dandruff and effective even with single use. However, the marketing specialist of your company recommends that in the instructions on the label indicate that the shampoo should be applied twice with each wash of the head. The consumer will not receive an additional effect, but the shampoo will be spent twice as fast, and, consequently, will increase sales.

What will you do? Why?