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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Federal State Budgetary Educational Institution of Higher Education
"Ural State University of Economics"

Approved
at the Department meeting

December 5, 2025
Protocol # 4
Head of the Department Markova T.L.

Approved
by the Council for Educational and
Methodological Issues and Quality of
Education

December 16, 2025
Protocol # 4
Chairman  Karkh D.A.
(signature)



COURSE PROGRAMME

Title	Professional foreign language
Field of study	38.04.02 Management
Profile	International business (on English)
Form of study	Full-time
Year of enrollment	2026
Compiled by: Associate Professor, PhD Markova T.L.	

Ekaterinburg
2025

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INTRODUCTION

The working program of the discipline is part of the main professional educational program of higher education - the master's program, developed in accordance with the Federal State Educational Standard of Higher Education

Federal State Educational Standard of	Federal State Educational Standard of Higher Education - Master's Degree in the Field of Training 38.04.02 Management (Order of the Ministry of Education and Science of Russia dated August 12, 2020, No. 952)
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1. TARGET DEVELOPMENT DISCIPLINES

Development of communicative language competence necessary for professional activities

2. PLACE DISCIPLINES IN STRUCTURE OPOP

Discipline refers to the part formed by the participants of educational relations.

3. SCOPE OF THE DISCIPLINE

Interim assessment	Hours				Z.e.
	Total for the semester	Contact work (according to		Independent work including preparation of tests and coursework	
		Total	Practical classes, including course design		
Semester 1					
Credit	72	20	20	52	2

4. PLANNED RESULTS DEVELOPMENT OPOP

As a result of mastering the OPOP, the graduate should have developed the competencies established in accordance with the Federal State Educational Standard of Higher Education.

Code and name of the competence	Indicators of competency achievement
UK-4 Able to use modern communication technologies, including in a foreign language(s), for academic and professional interaction	ID-1.UK-4 Knowledge: modern communication technologies; standards of business written communication; principles of drafting standard business documentation for academic and professional purposes in Russian and foreign languages
	ID-2.UK-4 Be able to: establish contacts and organize communication in accordance with the needs of joint activities; prepare business documentation in accordance with the norms of the Russian language

UK-4 Able to use modern communication technologies, including in a foreign language(s), for academic and professional interaction	ID-3.UK-4 Have practical experience in presenting the results of research and project activities at various public events; participating in academic and professional discussions in a foreign language
UK-5 Able to analyze and take into account cultural diversity in the process of intercultural interaction	ID-1.UK-5 Know: the fundamentals of social interaction aimed at solving professional problems; mechanisms of intercultural interaction in society
	ID-2.UK-5 Be able to: present professional information in the process of intercultural interaction; analyze the characteristics of social interaction taking into account national and ethnocultural characteristics
	ID-3.UK-5 Have practical experience in organizing interactions in a professional environment taking into account national and ethnocultural characteristics; skills in intercultural interaction taking into account cultural diversity

5. THEMATIC PLAN

Topic	Hours						
	Topic Title	Total hours	Contact work (according to academic activity)			Independent work	Control of independent work
			Lectures	Laboratory	Practical classes		
Semester 1		72					
Topic 1.	Structure of a transnational company (UK-4, UK-5)	16			6	10	
Topic 2.	Motivation and Leadership in International Business (UK-4, UK-5)	20			6	14	
Topic 3.	Strategies for companies to enter international markets (UK-4, UK-5)	18			4	14	
Topic 4.	Mergers and acquisitions (UK-4, UK-5)	18			4	14	

6. FORMS CURRENT CONTROL AND INTERMEDIATE CERTIFICATIONS SCALES ASSESSMENTS

Section/Topic	Type of assessment tool	Description of the assessment tool	Evaluation criteria
Current control (Appendix 4)			

Topic 1-2	Project (Appendix 4)	A partially regulated task that has a non-standard solution and allows for the diagnosis of skills, integration of knowledge of various areas, to argue your own point of view.	The assessment is based on: a) the ability to present facts in a foreign language in a structured and reasoned manner ; b) the ability to analyze a situation and set goals and objectives; c) the appropriate use of visual aids ; d) the diversity of vocabulary.
Topic 3	Case (Appendix 4)	A solution to a problem-based task is proposed to consolidate the material and practical application of the acquired knowledge.	The assessment focuses on: a) the ability to present facts in a foreign language in a structured , reasoned manner; b) analyzing a situation and setting goals and objectives; c) appropriate use of visual aids ; d) the ability to
Topic 4	Monologue (Appendix 4)	A partially regulated task that allows for the diagnosis of oral prepared speech skills	The assessment is based on: a) the ability to clearly and logically express one's thoughts and draw conclusions; b) adherence to grammatical, lexical, and syntactic norms in sentence construction ; c) vocabulary variety . Maximum: 10
Interim assessment (Appendix 5)			

1 semester (For)	Ticket for credit (Appendix 5)	The exam consists of two tasks: 1. A monologue on a given topic using active vocabulary and the grammar material covered; 2. Reading and retelling the original text, answering the examiner's questions.	50-100%
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DESCRIPTION OF RATING SCALES

The indicator for assessing the mastery of the basic educational program is formed on the basis of combining current monitoring and midterm assessment of the student.

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

Ongoing assessment. A 100-point grading system is used. Student work is assessed throughout the semester by the instructor in accordance with the instructor's developed assessment system for academic achievement in the given course.

The work programs of disciplines and internships set out the types of ongoing monitoring, planned results of monitoring activities, and criteria for assessing academic achievements.

During the semester, the instructor conducts at least three assessments to evaluate student performance. If class attendance is included in the rating, this indicator constitutes no more than 20% of the maximum score for the course.

Midterm assessment. A 5-point grading system is used.

The student's work is assessed at the end of a course (or part of a course) by the instructor in accordance with the instructor's developed system for assessing student achievement in that course. Midterm assessment is also conducted upon completion of competency development.

The procedure for converting the rating provided for by the assessment system for a discipline into a five-point system.

High level – 100% - 70% - excellent, good.

Average level – 69% - 50% – satisfactory.

Evaluation indicator	On a 5-point scale	Characteristics of the indicator
100% - 85%	Great	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at a high level
84% - 70%	Fine	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results. There may be some errors that the student can correct independently during the work process (answer , etc.)
69% - 50%	satisfactorily	have general theoretical knowledge, are able to apply, research, identify, analyze, systematize, categorize , calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at an average level. Mistakes are made that the student finds difficult to correct on his own.
49% or less	unsatisfactory	do not have a full range of general theoretical knowledge, and are unable to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, or evaluate results. The skills and abilities to solve professional problems have not been developed
100% - 50%	passed	the characteristic of the indicator corresponds to "excellent",
49% or less	not credited	the indicator characteristic corresponds to "unsatisfactory"

7. CONTENT DISCIPLINES

7.2 Contents of practical classes and laboratory work

<p>Topic 1. Structure of a transnational company (UK-4, UK-5) Legal forms of business organization. Sole proprietorship. Partnership. Joint-stock companies. Advantages and disadvantages of different forms of legal business organization. Company organizational structure.</p>
<p>Topic 2. Motivation and leadership in international business (UK-4, UK-5) Leadership characteristics. Motivation theories. Frederick Taylor and the theory of scientific organization. Maslow's hierarchy of needs. Huntzberger's "two-factor" theory. McGregor's Theories X and Y. Ouchi's Theory Z.</p>
<p>Topic 3. Strategies for companies to enter international markets (UK-4, UK-5) M. Porter's Competitive Strategies. Competitive Advantages. Company Competitiveness.</p>
<p>Topic 4. Mergers and acquisitions (UK-4, UK-5) Types of mergers and acquisitions and their reasons. Arguments for and against mergers and acquisitions. Specifics of selecting an acquisition target. Stages of the merger and acquisition process. Vertical and horizontal integration. Ways to prevent aggressive takeovers.</p>

7.3. Contents of independent work

<p>Topic 2. Motivation and leadership in international business (UK-4, UK-5) Describe the characteristics of a leader. What motivation theories are you familiar with? What are the characteristics of Frederick Taylor's scientific organization theory? What is Maslow's hierarchy of needs? Describe Huntzberger's "two factors" theory. Describe the characteristics of McGregor's Theories X and Y</p>
<p>Topic 3. Strategies for companies to enter international markets (UK-4, UK-5) Describe M. Porter's main competitive strategies. What are their characteristics? Illustrate each strategy with examples of companies that use it.</p>
<p>Topic 4. Mergers and acquisitions (UK-4, UK-5) Describe an example of a friendly and aggressive acquisition. Analyze the main reasons for the merger and acquisition. Assess the company's success/failure after the merger or acquisition, and identify the reasons.</p>

7.3.1. Sample questions for independent preparation for the test/exam
Appendix 1

7.3.2. Practical assignments on the subject for independent preparation for
the test/exam
Appendix 2

7.3.3. List of coursework
Not provided

7.4. Student's electronic portfolio
Materials are not posted

7.5. Methodological recommendations for completing the test
Not provided

7.6 Methodological recommendations for completing coursework
Not provided

8. PECULIARITIES ORGANIZATIONS EDUCATIONAL PROCESS BY DISCIPLINE FOR PERSONS WITH LIMITED OPPORTUNITIES HEALTH

By statement student

IN purposes availability development programs For persons With limited opportunities health at
necessity department provides next conditions:

- special order development disciplines, With taking into account states their health;
- electronic educational resources By discipline V forms, adapted To restrictions their health;
- studying disciplines By individual educational plan (outside dependencies from forms training);
- electronic education And remote educational technologies, which provide for possibilities reception
and transmission information V available For them forms.
- access (remote access), To modern professional bases data And informational reference systems,
compound which defined RPD.

9. SCROLL BASIC AND ADDITIONAL EDUCATIONAL LITERATURE, NECESSARY FOR DEVELOPMENT DISCIPLINES

Website libraries USUE

<http://lib.usue.ru/>

Main literature:

2. Markova T. L., Nikiforova M. V., Pirozhkova I. S. Aspect-tense forms of the English
verb [Electronic resource]: study guide. - Ekaterinburg: USUE, 2022. - 126 -
Access mode: <http://lib.wbstatic.usue.ru/resource/limit/ump/22/p494585.pdf>

Further reading:

2. Pervukhina English for Master's Students. Study Guide. Part 2 [Electronic resource]:. - Ekaterinburg: [USUE Publishing House], 2017. - 71 – Access mode: <http://lib.usue.ru/resource/limit/ump/17/p489543.pdf>

3. English for Academics. A communication skills course for tutors, lecturers and PhD students; In collaboration with the British Council. Book 2.: - Cambridge: Cambridge University Press, [2015]. - 176

10. SCROLL INFORMATIONAL TECHNOLOGIES, INCLUDING SCROLL LICENSE SOFTWARE SUPPORT AND INFORMATIONAL REFERENCE SYSTEMS, ONLINE COURSES, USED AT IMPLEMENTATION EDUCATIONAL PROCESS BY DISCIPLINE**List of licensed software:**

Astra Linux Common Edition. Agreement No. 0417-PO/2019 from May 8, 2019, Act No. Sk000343 from May 24, 2019 And Contract No. 35-U/2018 from June 13, 2018, Act No. UT213 from December 17, 2018. Term actions licenses - without restrictions term.

MyOffice standard. Agreement No. SK-281 from 7 June 2017. Date conclusions - 07.06.2017. Term actions licenses - without restrictions term.

List of information reference systems, resources of the information and telecommunications network "Internet":

Reference and legal information system Guarantee. Agreement No. 58419 from 22 December 2015. Term actions licenses -without restrictions term

Reference and legal information system Consultant +. Agreement No. 143/223-U/2025 from December 2, 2025 Term actions licenses to December 31, 2026

11. DESCRIPTION LOGISTICS BASES, NECESSARY FOR IMPLEMENTATIONS EDUCATIONAL PROCESS BY DISCIPLINE

Implementation educational disciplines is being carried out With using logistical bases USUE, providing conducting everyone species educational classes And research And independent work students:

Special premises represent by yourself educational audience For conducting everyone species classes, group And individual consultations, current control And intermediate certification.

Premises For independent work students equipped computer technology With opportunity connections To networks "Internet" And provision access V electronic informational and educational Wednesday USUE.

All premises staffed specialized furniture And equipped multimedia equipment special equipment (information and telecommunications, other computer), access To information retrieval, reference and legal systems, electronic library systems, bases data current legislation, other informational resources employees For performances educational information big audience.

For conducting classes lecture type presentations And other educational visual aids benefits, providing thematic illustrations.

7.3.1. Sample questions for independent preparation for the test

1. What are the advantages and disadvantages of different forms of business ownership?
2. What are the advantages and disadvantages of different organizational structures?
3. What are the functions of managers at different levels of corporate structure (Board of directors, CEO, middle management, line management)?
4. What is the difference between a manager and a leader? What are the features of a leader?
5. What leadership styles are you aware of?
6. Is there a difference between a male and female management style? Explain the glass ceiling syndrome.
7. What is the difference between a leader and a manager?
8. How does competition work? What are benefits and pitfalls of competition?
9. What are some products that have changed in your lifetime? What role did competition play in those innovations?
10. What is market structure? How does market structure affect producers and consumers?
11. Why can market structure be viewed as a scale. Give examples.
12. What are the advantages and disadvantages of competition for customers?
13. What are the advantages and disadvantages of competition for customers?
14. What is the relevance of Porter's Generic Strategies? Give examples.
15. What is the relevance of Five Forces to competition? Give examples.
16. What is globalization? What are the forces driving globalization?
17. What strategies can companies use in the face of globalization?
18. What risks can globalization generate to businesses?
19. What are the types of M&A? What are good and wrong reasons for M&A?
20. What are arguments in favor and against M&A?
21. How to choose targets for acquisitions. Talk about five Gs and illustrate each with an example.
22. What are the essential stages (steps) of the acquisition process?
23. What is vertical integration? What is horizontal integration? What are the reasons for these types of integration? What are the pitfalls?
24. What measures can companies take to counter hostile takeovers? Give examples.
25. What mergers have taken place in your industry in the last few years?
26. What is the role of management in M&A?
27. Why can a merger or an acquisition fail?
28. How does competition work? What are benefits and pitfalls of competition?
29. What are the main driving forces of international business success?
30. What are the features of a modern international manager?

7.3.2. Practical assignments on the subject for independent preparation for the test/exam

Sample practical assignments for independent preparation for the test

1. Do the vocabulary test. Choose the correct option (UK – 4, UK -5)

1.1. We need to develop a new strategy. = We need a new _____.

- a) appraisal
- b) approval
- c) approach

1.2. Thanks to smart planning, we have _____ another crisis. = Thanks to smart planning, we have thwarted another crisis.

- a) put forth
- b) unveiled
- c) averted

1.3. We shouldn't use the same old strategies. = We should _____ using the same old strategies.

- a) avoid
- b) averse
- c) avert

1.4. You have to market these particular attributes. = You have to market these particular _____.

- a) qualifiers
- b) qualifications
- c) qualities

1.5. The markets _____ (= reached) a three year low yesterday.

- a) halted
- b) hailed
- c) hit

2. Read and retell the text (1200 characters). Answer the questions if there are any (UK-4, UK -5).

Apple increasing screen size on iPhones

Apple Inc plans to use a larger screen on the next-generation iPhone and has begun to place orders for the new displays from suppliers in South Korea and Japan, people familiar with the situation said on Wednesday.

The new iPhone screens will measure 4 inches from corner to corner, one source said. That would represent a roughly 30 percent increase in viewing area, assuming Apple keeps other dimensions proportional. Apple has used a 3.5-inch screen since introducing the iPhone in 2007. Early production of the new screens has begun at three suppliers: Korea's LG Display Co Ltd, Sharp Corp and Japan Display Inc , a Japanese government-brokered merger combining the screen production of three companies.

It is likely all three of the screen suppliers will get production orders from Apple, which could begin as soon as June . That would allow the new iPhone to go into production as soon as August,

if the company follows its own precedent in moving from orders for prototypes for key components to launch.

Apple's decision to equip the next iPhone with a larger screen represents part of a competitive response to Samsung Electronics Co Ltd.

Samsung unveiled its top-of-the line Galaxy smartphone with a 4.8-inch touch-screen and a faster processor earlier this month.

With consumers becoming more and more comfortable using smartphones for tasks they once performed on laptops, like watching video, other smartphone manufacturers have also moved toward bigger displays.

Possible questions

2.1. How many different suppliers will most likely be involved in the production of Apple's new iPhone screens?

2.2. Are all the suppliers in Japan?

2.3. According to the article, who is Apple competing against?

2.4. Why are companies making bigger display screens?

2.5. How much bigger will Apple's new screen be, compared to the old one?