

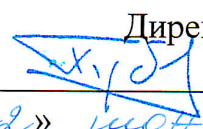
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УТВЕРЖДАЮ

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Иностранный язык в профессиональной сфере

Оценочные материалы для проведения текущего контроля успеваемости и
промежуточной аттестации студентов, обучающихся по направлению
подготовки 38.03.05 Бизнес-информатика, образовательная программа
«Цифровая трансформация управления бизнесом»,
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№	Наименование раздела	Стр
1	Перечень планируемых результатов освоения образовательной программы (перечень компетенций) с указанием индикаторов их достижения и планируемых результатов обучения по дисциплине.	3
2	Показатели и критерии оценивания компетенций на различных этапах их формирования, описание шкал оценивания	6
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1. Перечень планируемых результатов освоения образовательной программы (перечень компетенций) с указанием индикаторов их достижения и планируемых результатов обучения по дисциплине

Код компетенции	Наименование компетенции	Индикаторы достижения компетенции	Результаты обучения (умения и знания), соотнесенные с индикаторами достижения компетенции
УК-3	Способность применять знания иностранного языка на уровне, достаточном для межличностного общения, учебной и профессиональной деятельности	1. Использует иностранный язык в межличностном общении и профессиональной деятельности, выбирая соответствующие вербальные и невербальные средства коммуникации	<i>Знать:</i> теоретические основы организации коммуникации (психологический и лингвистический аспект); структуру стандартных коммуникативных задач; способы словообразования; основные грамматические явления и конструкции, части речи, грамматические категории, структуру предложения <i>Уметь:</i> анализировать и применять на практике знания психологии общения, адекватного лингвистического оформления сообщений в ситуациях решения стандартных коммуникативных задач; выстраивать диалогическую и монологическую иноязычную речь с использованием наиболее употребительных лексико-грамматических средств в типовых коммуникативных ситуациях
		2. Реализует на иностранном языке коммуникативные намерения устно и письменно, используя современные информационно-коммуникативные технологии	<i>Знать:</i> функции и виды, социально-психологическую структуру общения; модели эффективного личного и делового (профессионального) общения в письменной и устной форме; способы построения вопросов и ответов; приемы работы с текстом (читать, анализировать, слушать текст с разной глубиной понимания)

			<i>Уметь:</i> анализировать социально-психологические феномены личного и профессионального общения, применять знания осуществления коммуникации при проведении деловых переговоров на иностранном языке; демонстрировать адекватное речевое поведение, учитывая эффективные стратегии и тактики ведения деловых переговоров на иностранном языке с предварительной подготовкой и спонтанно; критически оценивать информацию, делать заключения; вести беседу на темы, близкие к изученным темам
		3. Использует приемы публичной речи и делового и профессионального дискурса на иностранном языке	<i>Знать:</i> основы взаимодействия между членами коллектива в команде; приёмы убеждения, аргументации, выражения точки зрения на иностранном языке; основы риторики публичной речи <i>Уметь:</i> выразить позицию коллектива и собственную позицию на иностранном языке; систематизировать и обобщить позицию команды; анализировать и синтезировать материал, выступать публично с презентациями и докладами; выбрать оптимальное решение из предложенных вариантов и аргументировать правильность выбора

		4. Демонстрирует владения основами академической коммуникации и речевого этикета изучаемого иностранного языка	<i>Знать:</i> лексико-грамматические и стилистические ресурсы иностранного языка; академическую лексику и основы написания статей, рефератов, обзоров литературы; правила речевого этикета <i>Уметь:</i> анализировать и создавать устные и письменные тексты на иностранном языке с опорой на сферы общения, решаемую коммуникативную задачу; предоставлять конструктивную и объективную обратную связь с учетом регистров общения
		5. Грамотно и эффективно пользуется иноязычными источниками информации	<i>Знать:</i> основные правила синтеза и анализа информации, правила использования различных технических средств с целью извлечения информации; типы источников информации и стилистические особенности текстов <i>Уметь:</i> извлекать информацию из различных иноязычных источников (аутентичных и адаптированных)
		6. Продуцирует на иностранном языке письменные речевые произведения в соответствии с коммуникативной задачей	<i>Знать:</i> теоретические основы организации и осуществления коммуникации; структуру и особенности написания эссе, деловых писем, отчетов, презентационных материалов на основе проведенного поиска/исследования <i>Уметь:</i> критически оценивать информацию, делать заключения; производить письменные и устные речевые высказывания на иностранном языке

2. Показатели и критерии оценивания компетенций на различных этапах их формирования, описание шкал оценивания

Уровень сформированности компетенций			
«Минимальный уровень не достигнут»	«Минимальный уровень»	«Средний уровень»	«Высокий уровень»
Компетенции не сформированы. Знания отсутствуют, умения и навыки не сформированы.	Компетенции сформированы. Сформированы базовые структуры знаний. Умения фрагментарны и носят репродуктивный характер. Демонстрируется низкий уровень самостоятельности практического навыка.	Компетенции сформированы. Знания обширные, системные. Умения носят репродуктивный характер, применяются к решению типовых заданий. Демонстрируется достаточный уровень самостоятельности устойчивого практического навыка.	Компетенции сформированы. Знания твердые, аргументированные, всесторонние. Умения успешно применяются к решению как типовых, так и нестандартных творческих заданий. Демонстрируется высокий уровень самостоятельности, высокая адаптивность практического навыка.
Описание критериев оценивания			
Обучающийся демонстрирует: - существенные пробелы в знаниях учебного материала; - допускаются принципиальные ошибки при ответе на основные вопросы билета, отсутствует знание и понимание основных понятий и категорий; - непонимание сущности дополнительных вопросов в рамках заданий билета;	Обучающийся демонстрирует: - знания теоретического материала; - неполные ответы на основные вопросы, ошибки в ответе, недостаточное понимание сущности излагаемых вопросов; - неуверенные и неточные ответы на дополнительные вопросы; - недостаточное владение литературой, рекомендованной программой дисциплины; - умение без грубых ошибок решать практические задания, которые следует выполнить.	Обучающийся демонстрирует: - знание и понимание основных вопросов контролируемого объема программного материала; - твердые знания теоретического материала. - способность устанавливать и объяснять связь практики и теории, выявлять противоречия, проблемы и тенденции развития; - правильные и конкретные, без грубых ошибок, ответы на поставленные вопросы;	Обучающийся демонстрирует: - глубокие, всесторонние и аргументированные знания программного материала; - полное понимание сущности и взаимосвязи рассматриваемых процессов и явлений, точное знание основных понятий в рамках обсуждаемых заданий; - способность устанавливать и объяснять связь практики и теории;

- отсутствие умения выполнять практические задания, предусмотренные программой дисциплины; - отсутствие готовности (способности) к дискуссии и низкую степень контактности.		- умение решать практические задания, которые следует выполнить; - владение основной литературой, рекомендованной программой дисциплины; - наличие собственной обоснованной позиции по обсуждаемым вопросам. Возможны незначительные оговорки и неточности в раскрытии отдельных положений вопросов билета, присутствует неуверенность в ответах.	- логически последовательные, содержательные, конкретные и исчерпывающие ответы на все задания билета, а также дополнительные вопросы экзаменатора; - умение решать практические задания; - свободное использование в ответах на вопросы материалов рекомендованной основной и дополнительной литературы.
Оценка «неудовлетворительно» / «не зачтено»	Оценка «удовлетворительно» / «зачтено»	Оценка «хорошо» / «зачтено»	Оценка «отлично» / «зачтено»

3. Оценочный лист результатов обучения к дисциплине

Виды работ обучающегося, формирующие текущий контроль по дисциплине.

Семестр 5

№ п/п	Вид учебной деятельности	Баллы	Максимум за семестр (модуль)
1.	Ведение тетради	0,1	3
	Выполнение контрольной работы		10
2.	Подготовка доклада (монолог-сообщения)	0,3	5
3.	Подготовка презентации по заданной теме	0,3	5
4.	Выполнение лексико-грамматических заданий	0,4	5
5.	Участие в ролевой игре/ дискуссии	0,4	5
6.	Тестирование		5
7.	Посещение аудиторных занятий	0,1	2
8.			
	Всего за семестр		40
	Зачет		60

Семестр 6

№ п/п	Вид учебной деятельности	Баллы	Максимум за семестр (модуль)
1.	Ведение тетради	0,1	3
2.	Подготовка доклада (монолог-сообщения)	0,3	5
3.	Подготовка презентации по заданной теме	0,3	5
4.	Выполнение лексико-грамматических заданий	0,4	5
5.	Участие в ролевой игре/ дискуссии	0,4	5
6.	Тестирование		5
7.	Посещение аудиторных занятий	0,1	2
	Выполнение контрольной работы		10
	Всего за семестр		40
	Экзамен		60

Критерии бальной оценки включают качество подготовки обучающихся к семинарским занятиям, выполнения различных видов самостоятельной работы (при этом результаты регулярно проводимого экспресс-контроля успеваемости обучающихся должны составлять не менее 50% бальной оценки), а также посещение аудиторных занятий (не более 15% бальной оценки).

При подведении итогов текущего контроля успеваемости в середине семестра его результаты в 20-бальной оценке вносятся в ведомости текущего контроля успеваемости и использованием ТЭКУ (в филиалах – в ведомости

текущего контроля успеваемости) и на соответствующей странице предметно-группового журнала преподавателям, ведущим аудиторские занятия.

Обучающийся, получивший от 7 до 20 баллов, считается аттестованным, получивший от 0 до 6 баллов – не аттестованным.

Результаты текущего контроля успеваемости за вторую половину семестра / в модуле преподаватели, ведущие аудиторские занятия, сообщают обучающимся на последнем занятии и вносят в ведомости (в колонку «баллы, работа в семестре») в день проведения зачета/экзамена.

Критерии балльной оценки различных форм текущего контроля успеваемости определяются в соответствии со шкалой оценивания в пределах от 0 до 40 баллов.

Критерии балльной оценки промежуточного контроля успеваемости определяются в соответствии со шкалой оценивания в пределах от 0 до 60 баллов.

Итоговая сумма баллов, полученная обучающимся по результатам текущего контроля успеваемости в семестре/модуле и промежуточной аттестации, преобразуется в пятибалльную систему оценок.

Порядок перевода 100-балльной оценки в пятибалльную

100-балльная система	5-балльная система
86-100	отлично
70-85	хорошо
50-69	удовлетворительно
менее 50	неудовлетворительно
50-100	зачтено
менее 50	не зачтено

4. Контрольные материалы, необходимые для оценки индикаторов достижения компетенций, умений и знаний

Текущий контроль

Примерные вопросы текущего опроса

УК–3 (1-6)

Тема 1. Информация и информационные системы

Информационная зависимость.

Информационная система и её составляющие.

Управление информационными системами: деятельность по планированию, приобретению, разработке и использованию информационных систем в бизнесе.

Грамматика: существительные и прилагательные.

Тема 2. Технологические и социальные составляющие компьютерных информационных систем

Бизнес-информатика как академическое направление обучения.

Технологические элементы компьютерной информационной системы.

Социальные элементы компьютерной информационной системы.

Организационный контекст.

Грамматика: модальные глаголы и их эквиваленты.

Тема 3. Классификация и функции информационных систем

Виды информационных систем.

Схема функционирования информационных систем.

Грамматика: личные формы глагола (Simple and Continuous Tenses).

Тема 4. Разработка стратегии использования информационных систем

Стратегии использования информационных систем.

Связь между стратегией и использованием информационных систем.

Использование информационных систем в бизнесе.

Грамматика: личные формы глагола (Perfect Tenses).

Тема 5. Интернет в бизнесе

Онлайн бизнес или предпринимательская деятельность в интернете.

Автоматизация электронной торговли.

Интернет-маркетинг и конкуренция.

Планирование использования информационных систем в бизнесе.

Грамматика: личные формы глагола (действительный залог).

Тема 6. Возможности и проблемы создания и развития информационных систем

Разработка информационных систем для хранения, поиска и обработки цифровых данных в современном обществе.

Корпоративная стратегия в использовании информационных систем.

Виды и стили управления информационными системами.

Грамматика: личные формы глагола (страдательный залог).

Тема 7. Организация информационных систем

Потребности, возможности и мотивация в использовании информационных систем.

Нравственные проблемы, возникающие с применением информационных технологий.

Социальные информационные сети.

Грамматика: личные формы глагола (действительный и страдательный залог).

Тема 8. Взаимодействие человека и компьютера

Информационные технологии vs человеческие возможности в современном цифровом обществе.

Постановка задачи и аспекты дизайна интерфейсов.

Исследования о взаимодействии пользователя и компьютерных информационных технологий.

Грамматика: неличные формы глагола.

Тема 9. Иерархия человеческих потребностей

Исследования А. Маслоу о потребностях человека. Диаграмма человеческих потребностей.

Мотивация как психофизиологический процесс, управляющий поведением человека.

Исследования учёных в разработке информационных систем.

Основы прикладной психологии в бизнесе.

Грамматика: личные и неличные формы глагола.

Тема 10. Информационные системы для совершенствования операционных процессов

Использование информационных систем для выполнения и мониторинга операционных процессов деятельности персонала.

Примеры использования информационных систем.

Грамматика: инфинитивные конструкции.

Тема 11. Информационные системы для дистанционного управления

Дистанционная работа: индивидуально и в составе команды.

Важные индивидуальные характеристики для дистанционной работы в команде.

Организационный контекст дистанционной работы и учёбы.

Грамматика: сослагательное наклонение, сложноподчинённые предложения, условные придаточные предложения.

Тема 12. Социально-технический подход к информационным системам

Взаимодействие компонентов технической и социальной системы.

Дизайн информационных систем на основе исследований учёных.

Ведущие институты по исследованию использования компьютерных информационных систем.

Грамматика: согласование времен.

Примерные темы для презентаций

УК–3 (1-6)

Тема 1. Информация и информационные системы

1. Роль информации в принятии бизнес-решений. (The Role of Information in Business Decision-Making.)
2. Эволюция информационных систем: от картотек до облачных решений. (Evolution of Information Systems: From Card Catalogs to Cloud Solutions.)
3. Влияние качества информации на эффективность работы ИС. (Impact of Information Quality on IS Performance.)

Тема 2. Технологические и социальные составляющие компьютерных информационных систем

1. Взаимосвязь аппаратного и программного обеспечения в современных ИС. (Interconnection of Hardware and Software in Modern IS.)
2. Социальные аспекты внедрения ИС: изменения в рабочей культуре и адаптация пользователей. (Social Aspects of IS Implementation: Changes in Work Culture and User Adaptation.)
3. Этические вопросы использования больших данных в ИС. (Ethical Issues of Big Data Utilization in IS.)

Тема 3. Классификация и функции информационных систем

1. Типы ИС по уровням управления: ERP, CRM, SCM. (Types of IS by Management Levels: ERP, CRM, SCM.)
2. Основные функции ИС: сбор, хранение, обработка и распространение информации. (Core Functions of IS: Collection, Storage, Processing, and Dissemination of Information.)
3. Специализированные ИС: ГИС, медицинские ИС и их применение. (Specialized IS: GIS, Medical IS, and Their Applications.)

Тема 4. Разработка стратегии использования информационных систем

1. Этапы формирования ИТ-стратегии предприятия. (Stages of Enterprise IT Strategy Formulation.)
2. Оценка рисков и выгод при стратегическом планировании ИС. (Risk and Benefit Assessment in Strategic IS Planning.)
3. Влияние цифровой трансформации на стратегию ИС. (Impact of Digital Transformation on IS Strategy.)

Тема 5. Интернет в бизнесе

1. Электронная коммерция: модели B2B и B2C. (E-commerce: B2B and B2C Models.)
2. Роль Интернета в маркетинге и продвижении продуктов. (The Role of the Internet in Marketing and Product Promotion.)
3. Кибербезопасность в условиях активного использования Интернета в бизнесе. (Cybersecurity in the Context of Active Internet Usage in Business.)

Тема 6. Возможности и проблемы создания и развития информационных систем

1. Методологии разработки ИС: Agile, Waterfall. (IS Development Methodologies: Agile, Waterfall.)
2. Проблемы интеграции новых ИС с существующей инфраструктурой. (Challenges of Integrating New IS with Existing Infrastructure.)
3. Управление жизненным циклом ИС. (Managing the IS Life Cycle.)

Тема 7. Организация информационных систем

1. Структура ИТ-отдела и его роль в организации. (Structure of the IT Department and Its Role in an Organization.)
2. Управление проектами в области ИС. (Project Management in Information Systems.)
3. Аутсорсинг ИТ-функций: преимущества и недостатки. (IT Function Outsourcing: Advantages and Disadvantages.)

Тема 8. Взаимодействие человека и компьютера

1. Принципы проектирования пользовательских интерфейсов (UI/UX). (Principles of User Interface (UI/UX) Design.)
2. Эргономика рабочих мест и её влияние на продуктивность. (Workplace Ergonomics and Its Impact on Productivity.)
3. Голосовые и жестовые интерфейсы: будущее взаимодействия. (Voice and Gesture Interfaces: The Future of Interaction.)

Тема 9. Иерархия человеческих потребностей

1. Применение теории Маслоу для понимания потребностей пользователей ИС. (Applying Maslow's Theory to Understand IS User Needs.)
2. Мотивация сотрудников к использованию новых ИС через призму иерархии потребностей. (Motivating Employees to Use New IS Through the Lens of the Hierarchy of Needs.)
3. Как ИС могут удовлетворять социальные потребности (связь, сообщества). (How IS Can Satisfy Social Needs (Connectivity, Communities).)

Тема 10. Информационные системы для совершенствования операционных процессов

1. Роль ИС в автоматизации бизнес-процессов. (The Role of IS in Business Process Automation.)
2. Использование ERP-систем для оптимизации операционной деятельности. (Using ERP Systems for Operational Optimization.)
3. ИС для управления цепочками поставок (SCM) и их влияние на операционную эффективность. (IS for Supply Chain Management (SCM) and Their Impact on Operational Efficiency.)

Тема 11. Информационные системы для дистанционного управления

1. Технологии, лежащие в основе дистанционного управления (IoT, облачные сервисы). (Technologies Underpinning Remote Management (IoT, Cloud Services).)
2. Применение ИС для удаленного мониторинга и контроля промышленных объектов. (Application of IS for Remote Monitoring and Control of Industrial Facilities.)
3. Дистанционное управление в контексте "умных городов" и инфраструктуры. (Remote Management in the Context of "Smart Cities" and Infrastructure.)

Тема 12. Социально-технический подход к информационным системам

1. Интеграция социальных и технических аспектов в проектировании ИС. (Integrating Social and Technical Aspects in IS Design.)
2. Важность участия пользователей в разработке ИС. (The Importance of User Involvement in IS Development.)
3. Культурные и организационные изменения как результат внедрения ИС. (Cultural and Organizational Changes as a Result of IS Implementation.)

Примерные темы для мини эссе (в рамках контрольных работ)
УК–3 (1-6)

Тема 1. Информация и информационные системы

- The role of information as a strategic resource in a modern organization and its distinction from other resources.

Тема 2. Технологические и социальные составляющие компьютерных информационных систем

- Analysis of the impact of social factors (e.g., corporate culture, user skills) on the success of implementing and functioning of computer information systems.

Тема 3. Классификация и функции информационных систем

- Comparison of two different types of information systems (e.g., ERP and CRM) in terms of their main functions and areas of application.

Тема 4. Разработка стратегии использования информационных систем

- Justify the importance of strategic planning for information systems to achieve enterprise business goals.

Тема 5. Интернет в бизнесе

- Explore the key opportunities and challenges that the Internet presents for small and medium-sized businesses.

Тема 6. Возможности и проблемы создания и развития информационных систем

- Describe the main stages of an information system's life cycle and the associated challenges.

Тема 7. Организация информационных систем

- Analyze different approaches to organizing IT functions in an enterprise (e.g., centralized, decentralized, outsourcing).

Тема 8. Взаимодействие человека и компьютера

- Consider user interface design principles aimed at improving user efficiency and satisfaction.

Тема 9. Иерархия человеческих потребностей

- Apply Maslow's hierarchy of needs theory to explain various user motivations when adopting and using new information systems.

Тема 10. Информационные системы для совершенствования операционных процессов

- Describe how information systems can contribute to the optimization and automation of key operational processes using a specific industry example.

Тема 11. Информационные системы для дистанционного управления

- Analyze the benefits and risks of using information systems for remote control in industrial or utility sectors.

Тема 12. Социально-технический подход к информационным системам

- Explain the essence of the socio-technical approach to information system design and its significance for ensuring their successful implementation.

Примерные темы для дискуссий

УК–3 (1-6)

Тема 1. Информация и информационные системы

1. How does the understanding of information as a strategic asset change decision-making processes in an organization compared to viewing it merely as data?
2. What are the key challenges in ensuring the quality and reliability of information within modern information systems, and how can these challenges be addressed?
3. Discuss the ethical implications of data collection and usage by information systems in the context of user privacy and organizational responsibility.

Тема 2. Технологические и социальные составляющие компьютерных информационных систем

4. To what extent does the success of a new information system depend more on its technological sophistication or on the social factors (e.g., user acceptance, training, organizational culture)? Provide examples.
5. How can organizations effectively manage the resistance to change that often accompanies the introduction of new computer information systems?

6. Discuss the potential for automation and AI within computer information systems to either enhance or diminish human roles in the workplace.

Тема 3. Классификация и функции информационных систем

7. Choose two distinct classifications of information systems (e.g., by operational level, by functional area) and debate which classification is most useful for strategic business planning.
8. How do the core functions of information systems (collection, storage, processing, dissemination) contribute to competitive advantage for a company?
9. Discuss a scenario where a company fails because it did not choose or implement the appropriate type of information system for its specific business needs.

Тема 4. Разработка стратегии использования информационных систем

10. What are the critical steps an organization should take to align its information system strategy with its overall business strategy, and what are the risks of misalignment?
11. How can organizations measure the effectiveness and ROI of their information system investments from a strategic perspective?
12. Discuss the challenges and opportunities presented by emerging technologies (e.g., cloud computing, blockchain, AI) when developing a long-term IS strategy.

Тема 5. Интернет в бизнесе

13. How has the Internet fundamentally reshaped traditional business models across different industries, and what are the ongoing trends?
14. Discuss the major cybersecurity threats businesses face due to their reliance on the Internet, and what strategies can be employed to mitigate these risks.
15. Evaluate the impact of social media and online marketing strategies on consumer behavior and brand loyalty in the Internet age.

Тема 6. Возможности и проблемы создания и развития информационных систем

16. Compare and contrast two common software development methodologies (e.g., Agile vs. Waterfall) in terms of their suitability for different types of information system projects.
17. What are the primary reasons information system development projects often fail or run over budget, and what best practices can prevent these issues?
18. Discuss the "build vs. buy" decision for information systems, considering factors like cost, customization, time-to-market, and ongoing maintenance.

Тема 7. Организация информационных систем

19. How should an organization structure its IT department (e.g., centralized, decentralized, federated) to best support its business objectives and operational needs?
20. Discuss the advantages and disadvantages of outsourcing IT functions compared to keeping them in-house, focusing on factors like cost, control, and expertise.
21. What role does effective IT governance play in ensuring that information systems resources are used efficiently and in alignment with organizational goals?

Тема 8. Взаимодействие человека и компьютера

22. Beyond aesthetics, what are the most critical principles of user interface (UI) and user experience (UX) design that contribute to the success and adoption of an information system?
23. Discuss how different input/output modalities (e.g., touch, voice, gesture, VR) are changing the nature of human-computer interaction and their potential implications for future IS.
24. How can designers and developers ensure that information systems are accessible and usable for people with diverse abilities and backgrounds?

Тема 9. Иерархия человеческих потребностей

25. Using Maslow's Hierarchy of Needs, analyze how information systems can address (or fail to address) different levels of human needs for employees in a workplace.
26. How can an understanding of user psychology, perhaps informed by Maslow's theory, guide the design and implementation of more engaging and user-centric information systems?
27. Discuss a scenario where a new information system, while technologically advanced, fails due to its inability to meet the fundamental social or psychological needs of its users.

Тема 10. Информационные системы для совершенствования операционных процессов

28. Provide examples of how information systems (e.g., ERP, CRM, SCM) can significantly improve efficiency, reduce costs, and enhance customer satisfaction in operational processes.
29. What are the main challenges in integrating various information systems to achieve seamless operational process improvement across an entire organization?
30. Discuss the potential for "process paralysis" or over-automation when implementing information systems for operational improvement, and how to avoid it.

Тема 11. Информационные системы для дистанционного управления

31. In what industries or sectors do information systems for remote control offer the most significant advantages, and what specific benefits do they provide?
32. Discuss the critical security and reliability considerations when designing and deploying information systems for remote control, especially in critical infrastructure.
33. How do emerging technologies like IoT and 5G impact the capabilities and possibilities of information systems designed for remote management?

Тема 12. Социально-технический подход к информационным системам

34. Explain the core tenets of the socio-technical approach to information system design and why it is crucial for long-term system success.
35. How can organizations effectively balance the technical requirements and the social impact (e.g., job displacement, skill changes) when implementing new information systems?
36. Discuss a case study where a purely technical approach to IS implementation led to significant problems, and how a socio-technical approach could have mitigated them.

Пример словарного диктанта

УК-3 (1-6)

Тема 1. Информация и информационные системы

Информация, данные, информационная система, ресурс, управление, обработка, хранение.

Information, data, information system, resource, management, processing, storage.

Тема 2. Технологические и социальные составляющие компьютерных информационных систем

Технология, социальные факторы, компьютерные системы, пользователи, внедрение, адаптация, культура.

Technology, social factors, computer systems, users, implementation, adaptation, culture.

Тема 3. Классификация и функции информационных систем

Классификация, функции, типы ИС, ERP, CRM, SCM, бизнес-процессы.

Classification, functions, IS types, ERP, CRM, SCM, business processes.

Тема 4. Разработка стратегии использования информационных систем

Стратегия, планирование, ИТ-стратегия, бизнес-цели, инвестиции, риски, согласование.

Strategy, planning, IT strategy, business goals, investment, risks, alignment.

Тема 5. Интернет в бизнесе

Интернет, электронная коммерция, бизнес-модели, онлайн-маркетинг, кибербезопасность, цифровизация, B2B/B2C.

Internet, e-commerce, business models, online marketing, cybersecurity, digitalization, B2B/B2C.

Тема 6. Возможности и проблемы создания и развития информационных систем

Разработка, создание, развитие, жизненный цикл, методологии, проблемы, внедрение.

Development, creation, evolution, life cycle, methodologies, challenges, implementation.

Тема 7. Организация информационных систем

Организация, ИТ-отдел, управление, аутсорсинг, структура, эффективность, проекты.

Organization, IT department, management, outsourcing, structure, efficiency, projects.

Тема 8. Взаимодействие человека и компьютера

Взаимодействие, пользовательский интерфейс, UX/UI, эргономика, доступность, ввод/вывод, опыт.

Interaction, user interface, UX/UI, ergonomics, accessibility, input/output, experience.

Тема 9. Иерархия человеческих потребностей

Потребности, Маслоу, мотивация, пользователи, психология, удовлетворение, принятие.

Needs, Maslow, motivation, users, psychology, satisfaction, adoption.

Тема 10. Информационные системы для совершенствования операционных процессов

Операционные процессы, совершенствование, автоматизация, оптимизация, эффективность, ERP, SCM.

Operational processes, improvement, automation, optimization, efficiency, ERP, SCM.

Тема 11. Информационные системы для дистанционного управления

Дистанционное управление, удаленный доступ, IoT, мониторинг, контроль, технологии, безопасность.

Remote management, remote access, IoT, monitoring, control, technologies, security.

Тема 12. Социально-технический подход к информационным системам

Социально-технический подход, проектирование, внедрение, социальные аспекты, технические аспекты, баланс, успех.

Socio-technical approach, design, implementation, social aspects, technical aspects, balance, success.

Пример ситуативного задания / мини-кейса

УК–3 (1-6)

Тема 1. Информация и информационные системы

Company "Alpha" faces a problem: data from different departments (sales, marketing, production) are incompatible and do not allow for a unified view of the customer. Management is considering implementing a new information system to aggregate data. What types of information are strategically important for "Alpha" in this situation, and how can their effective management impact the company's competitiveness?

Тема 2. Технологические и социальные составляющие компьютерных информационных систем

A large manufacturing company is implementing a new ERP system. Technically, the system works flawlessly, but employees show strong resistance: they are unwilling to learn the new interface, find the system too complex, and prefer old, inefficient working methods. Which social factors were overlooked during the implementation, and what steps should be taken for successful system adaptation?

Тема 3. Классификация и функции информационных систем

A small online store "EcoProduct" is growing rapidly. Currently, they lack a unified system for order tracking, inventory management, and customer interaction. The owner is faced with a choice: implement a CRM system or an ERP system. Which type of information system would be a higher priority for "EcoProduct" at this stage of development, and why? Justify your choice based on the main functions of these systems.

Тема 4. Разработка стратегии использования информационных систем

The management of "GlobalTrans" company plans to enter new international markets. To do so, they need to update their information systems. However, the current IT department lacks a clear development strategy and faces frequent outages. What key stages should be included in the development of a new IT strategy for "GlobalTrans" to support its global ambitions?

Тема 5. Интернет в бизнесе

A small tour operator "Travel Without Borders" traditionally sold tours through its office. Given the pandemic and the rise of online sales, they decided to completely restructure their business, focusing on the Internet. What are the main opportunities and challenges "Travel Without Borders" will face when transitioning to an online sales and marketing model, and how can they use the Internet to enhance competitiveness?

Тема 6. Возможности и проблемы создания и развития информационных систем

"Innovations Plus" company began developing a new customized project management system. After 6 months of work, the project is significantly behind schedule, over budget, and end-users are dissatisfied with the functionality. What could have been the main problems in the creation and development process of this IS, and what lessons can be learned from this situation?

Тема 7. Организация информационных систем

A large bank is considering outsourcing a significant portion of its IT operations (e.g., infrastructure support, development of certain applications) to external providers. What factors should the bank consider when making this decision, and how might this affect the overall organization of its information systems and IT security?

Тема 8. Взаимодействие человека и компьютера

In a new electronic document management system implemented in a government institution, users constantly experience difficulties: buttons are illogically placed, error messages are unclear, and navigation is confusing. Which principles of human-computer interaction design were violated, and how can this system be improved to enhance its usability and effectiveness?

Тема 9. Иерархия человеческих потребностей

"Digital Breakthrough" company implemented a new, high-tech collaborative platform. However, employees are reluctant to use it, preferring face-to-face communication or older, less efficient tools. How can Maslow's hierarchy of needs theory help understand the reasons for this resistance, and how can the company motivate employees to actively use the new system by addressing their various needs?

Тема 10. Информационные системы для совершенствования операционных процессов

"Express Delivery" logistics company faces delivery delays, a high rate of errors in order processing, and difficulties in tracking shipments. Management decided to implement a Supply Chain Management (SCM) information system. How can such a system specifically improve "Express Delivery's" operational processes, and what key metrics should be tracked to evaluate its success?

Тема 11. Информационные системы для дистанционного управления

A large city municipality plans to implement a "Smart City" system, including remote control of street lighting, video surveillance systems, and environmental monitoring. What core technologies will underpin this system, and what challenges (security, privacy, integration) might the city face during its implementation?

Тема 12. Социально-технический подход к информационным системам

A large medical clinic is implementing a new electronic medical record system. Developers focused solely on technical aspects, ignoring the workflows of doctors and nurses, their skills, and communication patterns. As a result, the system is inefficient, doctors complain about its complexity, and patient care quality suffers. Explain how applying a socio-technical approach could have prevented these issues and ensured the successful implementation of the system.

Примерные тестовые задания

УК-3 (1-6)

1. Which of the following best describes the primary function of an information system?
 - a) To manage human resources
 - b) **To collect, process, store, and disseminate information**
 - c) To manufacture physical products
 - d) To provide legal counsel

2. In the context of an organization, what is considered a strategic resource alongside capital and human resources?
 - a) Office furniture
 - b) **Information**
 - c) Cleaning supplies
 - d) Company vehicles

3. What distinguishes "information" from "data"?
 - a) Data is always numerical, while information is textual.
 - b) Information is raw facts, while data is processed for meaning.
 - c) **Data is raw facts, while information is processed data that provides meaning and context.**
 - d) There is no distinction; the terms are interchangeable.

4. Which factor is often as crucial as technological robustness for the successful implementation of a computer information system?
 - a) The system's cost-effectiveness
 - b) The speed of the hardware components
 - c) **User acceptance and organizational culture**
 - d) The amount of storage capacity

5. When implementing a new computer system, ignoring the social components can lead to:
 - a) Faster deployment times
 - b) Increased system stability
 - c) **User resistance and system underutilization**
 - d) Reduced training costs

6. The "social component" of a computer information system primarily refers to:
 - a) The network infrastructure
 - b) The database structure
 - c) **The people who use the system and the organizational context**
 - d) The software programming language

7. Which type of information system is primarily designed to manage all internal business processes of a company, including finance, HR, manufacturing, and supply chain?
 - a) Customer Relationship Management (CRM) system
 - b) **Enterprise Resource Planning (ERP) system**
 - c) Geographical Information System (GIS)
 - d) Decision Support System (DSS)

8. A system focused on managing all interactions with customers and potential customers, including sales, service, and marketing, is known as a:
 - a) Supply Chain Management (SCM) system
 - b) Executive Information System (EIS)
 - c) **Customer Relationship Management (CRM) system**
 - d) Transaction Processing System (TPS)

9. What is a core function common to most information systems?
 - a) Physical product manufacturing
 - b) Manual data entry only
 - c) **Collection, storage, processing, and dissemination of information**
 - d) Direct financial investment

10. The primary goal of developing an information system strategy is to:
 - a) Reduce IT department staffing costs
 - b) Ensure the latest technology is always used
 - c) **Align IS objectives with the overall business strategy and goals**
 - d) Focus solely on technical infrastructure upgrades

11. What is a crucial aspect of strategic planning for information systems?
 - a) Purchasing the cheapest available software
 - b) Ignoring future technological trends
 - c) **Assessing risks and potential benefits of IS investments**
 - d) Developing systems without user input

12. When developing an IS strategy, "alignment" refers to:
- a) Ensuring all software is from the same vendor
 - b) **Matching the IS strategy with the organization's business strategy**
 - c) Physical placement of servers in a data center
 - d) Standardizing all employee computer models
13. Which of the following is a primary benefit of the Internet for small and medium-sized businesses?
- a) Elimination of all physical retail locations
 - b) **Instantaneous global market access and reduced marketing costs**
 - c) Guaranteed immunity from cyber threats
 - d) Complete independence from traditional banking systems
14. The term "B2C" in the context of e-commerce stands for:
- a) Business-to-Competitor
 - b) Business-to-Client
 - c) **Business-to-Consumer**
 - d) Buyer-to-Company
15. What is a significant challenge for businesses operating online?
- a) Lack of customer interest
 - b) Managing excessive physical inventory
 - c) **Cybersecurity threats and data privacy concerns**
 - d) Difficulty in reaching local customers
16. Which of these is a common challenge in the creation and development of information systems?
- a) Excessive availability of skilled IT personnel
 - b) **Underestimating project complexity and budget overruns**
 - c) Complete and consistent user requirements from the start
 - d) Rapid and predictable technological changes
17. The "life cycle" of an information system typically includes phases such as:
- a) Only design and coding
 - b) **Planning, analysis, design, implementation, and maintenance**
 - c) Marketing and sales only
 - d) Decommissioning as the only step

18. What is a potential benefit of adopting Agile methodologies in IS development?
- a) Rigid adherence to initial requirements
 - b) **Greater flexibility and responsiveness to changing requirements**
 - c) Exclusive focus on detailed documentation
 - d) Elimination of all communication between teams
19. Which of the following is a common approach to structuring an organization's IT functions?
- a) Random assignment of tasks
 - b) **Centralized, decentralized, or outsourced models**
 - c) Relying solely on external consultants for all IT needs
 - d) Avoiding any formal IT department structure
20. When an organization decides to use external providers for IT services, this is known as:
- a) Insourcing
 - b) Centralization
 - c) **Outsourcing**
 - d) Vertical integration
21. Effective IT governance primarily aims to:
- a) Minimize all IT spending regardless of value
 - b) **Ensure IT resources are used efficiently and align with organizational goals**
 - c) Allow each department to manage its own IT independently
 - d) Focus solely on purchasing the newest hardware
22. The term "UX" in UI/UX design primarily refers to:
- a) The ultimate graphics of the interface
 - b) **The overall experience a user has with a product or system**
 - c) The underlying code of the system
 - d) The physical dimensions of the screen
23. Which principle is crucial for designing effective human-computer interaction?
- a) Maximizing complexity to challenge users
 - b) **Consistency and clear feedback**
 - c) Using as many colors as possible
 - d) Forcing users to memorize obscure commands

24. Ergonomics in the context of human-computer interaction focuses on:
- a) The cost of computer equipment
 - b) **Designing workspaces and tools to maximize efficiency and comfort**
 - c) The programming language used
 - d) The type of operating system
25. According to Maslow's hierarchy, which level of need might a new information system primarily address if it facilitates team collaboration and communication?
- a) Physiological needs
 - b) Safety needs
 - c) **Social needs (love/belonging)**
 - d) Self-actualization needs
26. If employees resist adopting a new IS because they fear job insecurity due to automation, which level of Maslow's needs is most likely being threatened?
- a) Esteem needs
 - b) Physiological needs
 - c) **Safety needs**
 - d) Self-actualization needs
27. How can understanding user psychology, as informed by Maslow's theory, improve IS adoption?
- a) By making the system visually appealing
 - b) **By addressing users' underlying motivations and needs for security, belonging, or achievement**
 - c) By making the system technically complex
 - d) By reducing the number of features in the system
28. Which of the following is a key benefit of using information systems like ERP for operational processes?
- a) Increasing manual data entry
 - b) **Automating and optimizing routine tasks**
 - c) Disconnecting different departments
 - d) Increasing the need for paper documentation

29. A Supply Chain Management (SCM) system primarily aims to:
- a) Manage customer complaints
 - b) **Optimize the flow of goods, information, and finances from supplier to customer**
 - c) Process payroll for employees
 - d) Design new product prototypes
30. Implementing an information system to improve operational efficiency can lead to:
- a) Decreased data accuracy
 - b) Slower decision-making
 - c) **Reduced errors and improved resource utilization**
 - d) Higher operational costs
31. What is a core technology often used in information systems for remote management?
- a) Manual data logging
 - b) **Internet of Things (IoT) devices**
 - c) Paper-based communication
 - d) Local area networks only
32. A significant challenge in deploying information systems for remote control, especially in critical infrastructure, is:
- a) Lack of available data
 - b) **Ensuring robust cybersecurity and reliability**
 - c) Overabundance of skilled personnel
 - d) Excessive physical access to equipment
33. Which sector would benefit most from information systems designed for remote monitoring and control of facilities?
- a) Traditional art galleries
 - b) **Industrial plants and smart city infrastructure**
 - c) Small, local book clubs
 - d) Manual postal delivery services

34. The socio-technical approach to information systems emphasizes:
- a) Focusing solely on the technical specifications
 - b) Ignoring human factors for efficiency
 - c) **Balancing the technical requirements with the social aspects (people, processes, culture)**
 - d) Outsourcing all system development
35. Why is user involvement crucial in the socio-technical design of an information system?
- a) To increase project budget
 - b) To ensure the system is technically flawless without human input
 - c) **To ensure the system meets user needs, is adopted, and integrates well with work practices**
 - d) To make the development process slower
36. Ignoring the social aspects in IS design, even if the technology is advanced, often leads to:
- a) Increased system performance
 - b) Greater user satisfaction
 - c) **System failure or underutilization**
 - d) Reduced training needs

Примерные лексико-грамматические упражнения по теме УК-3 (1-6)

Information and Information Systems: Core Concepts and Strategic Value

Information and information systems stand as the cornerstone of modern civilization, permeating every facet of our lives – from personal communication to global corporate strategies. In this era of digitalization, grasping their essence and role is of paramount importance.

First and foremost, it is crucial to clearly differentiate between the concepts of **data and information**. Data refers to raw, unprocessed facts, figures, or symbols that, by themselves, do not carry deep meaning. For instance, a shopping list from a supermarket constitutes data. However, when this data is collected, processed, analyzed, and presented within a specific context, it transforms into information. **Information is meaningful, structured data that holds value for the user and facilitates decision-making.** For example, an analysis of monthly shopping lists revealing customer preferences is now information that helps the supermarket formulate promotions. Thus, information possesses context, relevance, and purpose, making it significantly more valuable than a mere collection of data.

Within an organizational context, **information is recognized as a strategic resource**, on par with financial capital, human resources, and tangible assets. The effective management of this resource directly influences a business's competitiveness and sustainability. An organization's ability to rapidly acquire, process, and utilize timely and accurate information becomes a key success factor. This information resource allows not only for reacting to market changes but also for anticipating them, thereby gaining an edge over competitors. This is critically important for **informed business decision-making**, which has been highlighted as a significant presentation topic.

Information Systems (IS) are integrated complexes comprising people, hardware, software, data, telecommunication networks, and procedures, which together are **designed for the collection, processing, storage, and dissemination of information**. Their objective is to convert raw data into useful information that supports the operational, managerial, and strategic functions of an organization.

The core functions of IS include:

1. **Data Collection:** The process of recording and acquiring raw facts from various internal and external sources. This can involve manual data entry, automated collection from sensors, or import from other systems.

2. **Data Processing:** The transformation of raw data into a more understandable and useful format. This encompasses sorting, filtering, calculations, aggregation, and analysis.

3. **Data Storage:** The preservation of processed and unprocessed data in an organized and accessible form, often within databases. This ensures long-term availability and security of the information.

4. **Information Dissemination:** Providing the right information to the right users at the right time and in the right format, for example, through reports, dashboards, emails, or web portals.

The implementation and development of information systems bring numerous benefits. They enable the automation of routine operations, cost reduction, increased efficiency in business processes, improved customer service quality, and the fostering of innovation. Discussing the **impact of information quality on IS performance** is a crucial aspect, as low data quality (inaccuracy, incompleteness, outdated data) can lead to erroneous decisions, regardless of the IS's sophistication and perfection. Therefore, consistently ensuring information quality is a critically important task.

In conclusion, **information and information systems are the driving force of modern business and society.** Their proper understanding, strategic planning, and effective management are essential for achieving organizational goals, maintaining competitiveness, and ensuring sustainable development in an ever-changing digital world.

EXERCISES

Exercise 1. Answer the questions.

1. The function of management is becoming more complex. Why?
2. What must management possess nowadays?
3. Management encompasses both science and art. In what can we see it?

Exercise 2. Translate the following text into Russian in written form.

People working for a company are referred as its workforce, employees, staff, or personnel and are on its payroll.

In some context, especially more conservative ones, employees and workforce refer to those working on the shopfloor of a factory actually making things. Similarly, staff is sometimes used to refer only to managers and office-based workers. This traditional division is also found in the expressions white-collar and blue-collar.

Another traditional division is that between management and labor.

Personnel departments are usually involved in finding new staff and recruiting them, hiring them, or taking them on, in a process of recruitment. Someone recruited is a recruit, or in American English only, a hire.

They are also involved when people are made to leave the organization, or fired. These responsibilities are referred to, relatively informally, as hiring and firing. If you leave the job voluntarily, you quit.

Middle-managers are now most often mentioned in the context of re-engineering, delaying, downsizing, or rightsizing: all these expressions describe the recent trend for companies to reduce the numbers of people they employ, often by getting rid of layers of managers from the middle of hierarchy.

An organization that has undergone this process is lean and its hierarchy is flat.

Exercise 3. Translate the following text into Russian in written form.

Classification of Organization Cultures

(Adapted from Prof.C.Handy)

1. Power Cultures In these cultures self-reliant and highly competitive self-development provides the basis of relations. A manager's success is related to their charisma and influence, rather than to their knowledge and experience. The style of the chief executive is the model for other managers. In organizations of this type managers need to be tough-minded and aggressive.

2. Role Cultures

In these cultures a manager's role is completely related to then-place within a centralized system. Their success depends on how well they adhere to rules, procedures, and precedents. Individualism and aggression are not valued in these cultures. Employees in these organizations should not exceed the limits of their roles.

3. Task Cultures

In organizations of this type, they value everything that makes it possible 'to get the work done'. The main concern in these organizations is successful completion of their projects. A manager's success to their knowledge and experience required to achieve on to meet the requirements of their role.

4. Individual Cultures

In organizations of this type of freedom of expression is valued the most. Effectiveness of any activity in these organizations is rated by how much the activity satisfies the staff, rather than by how well it conforms to business plans. Independence, creativity, and experiment are also valued in these organizations.

Exercise 4.. Translate the following sentences.

- 1.They reserved the right to make managerial decision.
- 2.What you need is advice from your bank manager.
- 3.I wish you could manage the time to come and to talk to us.
- 4.Private banks are being nationalized, and are to be managed with workers' participation.
- 5.They are part of my management team.
- 6.The baby can be greatly influenced by the parents' management.
- 7.She has been working as the manageress of a bookshop.
- 8.It is perfectly manageable task to tackle systematically.

Exercise 5. Match the word from the line with its definition.

Management, Top management, Middle management, Managing director, Manager

- A.** a person responsible for the day-to-day running of a company; second in the hierarchy only to the chairman.
- B.** the staff that includes the chief, executive of an organization, his or her deputy or deputies, the board of directors and the managers in charge of the divisions or departments of the organization.
- C.** the control and organizing of a business or other organization.
- D.** a person controlling or administrating a business or part of a business.
- E.** the staff that consists of the managers to whom top management delegates the day-to-day running of the organization.

Exercise 6.. Do you know the meaning of the following derivatives?

Show it with the help of your own sentences.

to manage; manageable; management; manager; manageress; managerial

Exercise 7. Give the Russian equivalents to the following.

Involved in management; production oriented; impose regulations, ever-more-complex environment; encompasses both science and art; business executives; code of conduct; develop the body of knowledge; with respect to the second criterion; the issue is much less clear-out; is consistent with their interest; self-interest or concern for others; decision-making machinery; cross-cultural skills; consulting fee; character attributes; compare against the places set earlier; authority.

Exercise 8.

A. Read the portraits of managers in five different countries and decide which country each one corresponds to.

Germany, Poland, Sweden, The United Kingdom, The United States

1 Managers from this country

- consider professional and technical skills to be very important.
- have a strong sense of authority.
- respect the different positions in the hierarchy of their companies.
- clearly define how jobs should be done.
- are very loyal to their companies and expect their subordinates to obey them.
- are often older than in other countries.

2 Managers from this country

- receive a general education.
- delegate authority.
- take a practical approach to management.
- have relatively formal relationships at work.
- encourage their employees to work individually.
- believe it is important to continue education and training at work.

3 Managers from this country

- consider social qualities to be as important as education.
- encourage their employees to take an interest in their work.
- pay close attention to the quality of working life.
- do not use as much authority as in other countries.
- appreciate low-level decision-making.
- are often women.

4 Managers from this country

- generally attend business schools.
- communicate easily and informally at work.
- admire the qualities of a leader.
- expect everyone to work hard. Individual performance is measured and initiative is rewarded.
- have competitive and aggressive attitudes to work.
- often accept innovation and change.

5 Managers from this country

- have either gained their experience in state-owned enterprises or are competitive self-starters.
- older managers hold technical degrees rather than business qualifications.
- work very long hours and expect their subordinates to do so.
- are extremely innovative, optimistic and determined.

- are quick to invest in the development of new products, market techniques and methods of production and distribution.

B. In groups, discuss the advantages and disadvantages of each approach to management, and say which one you would find the most attractive. Do any of these profiles correspond to management practices in your country?

Примерный вариант контрольной работы (семестр 5)
УК-3 (1-6)

Контрольная работа № 1
Вариант 1

I. Read and translate the text.

Principles of public administration

The classical definition

Throughout the 20th century the study and practice of public administration was essentially pragmatic and normative rather than theoretical and value free. This may explain why public administration, unlike some social sciences, developed without much concern about an encompassing theory. Not until the mid-20th century and the dissemination of the German sociologist Max Weber's theory of bureaucracy was there much interest in a theory of public administration. Most subsequent bureaucratic theory, however, was addressed to the private sector, and there was little effort to relate organizational to political theory.

A prominent principle of public administration has been economy and efficiency-that is, the provision of public services at the minimum cost. This has usually been the stated objective of administrative reform. Despite growing concern about other kinds of values-such as responsiveness to public needs, justice and equal treatment, and citizen involvement in government decisions-efficiency continues to be a major goal.

In its concern with efficiency and improvement, public administration has focused frequently on questions of formal organization. It is generally held that administrative ills can be at least partly corrected by reorganization. Many organizational principles originated with the military, a few from private business. They include, for example: (1) organizing departments, ministries, and agencies on the basis of common or closely related purposes, (2) grouping like activities in single units, (3) equating responsibility with authority, (4) ensuring unity of command (only one supervisor for each group of employees), (5) limiting the number of subordinates reporting to a single supervisor, (6) differentiating line (operating or end-purpose) activities from staff (advisory, consultative, or support) activities, (7) employing the principle of management by exception (only the unusual problem or case is brought to the top), and (8) having a clear-cut chain of command downward and of responsibility upward.

Some critics have maintained that these and other principles of public administration are useful only as rough criteria for given organizational situations. They believe that organizational problems differ and that the applicability of rules to various situations also differs. Nonetheless, and despite much more sophisticated analyses of organizational behaviour in later decades, such principles as those enumerated above continue to carry force.

Public administration has also laid stress upon personnel. In most countries administrative reform has involved civil service reform. Historically, the direction has been toward “meritocracy”-the best individual for each job, competitive examinations for entry, and selection and promotion on the basis of merit. Attention has increasingly been given to factors other than intellectual merit, including personal attitudes, incentives, personality, personal relationships, and collective bargaining.

In addition, the budget has developed as a principal tool in planning future programs, deciding priorities, managing current programs, linking executive with legislature, and developing control and accountability. The contest for control over budgets, particularly in the Western world, began centuries ago and at times was the main relationship between monarchs and their subjects. The modern executive budget system in which the executive recommends, the legislature appropriates, and the executive oversees expenditures originated in 19th-century Britain. In the United States during the 20th century, the budget became the principal vehicle for legislative surveillance of administration, executive control of departments, and departmental control of subordinate programs. It has assumed a similar role in many of the developing countries of the world.

Recent interpretations

The classical approach to public administration described above probably reached its fullest development in the United States during the 1930s, although since that time, through educational and training programs, technical assistance, and the work of international organizations, it has also become standard doctrine in many countries. However, some of its elements have been resisted by governments with British or continental-legal perspectives, and even during the 1930s it was being challenged from several quarters. Since that time study of the subject has greatly developed.

The orthodox doctrine rested on the premise that administration was simply the implementation of public policies determined by others. According to this view, administrators should seek maximum efficiency but should be otherwise neutral about values and goals. During the Great Depression of the 1930s, and even more so during World War II, however, it became increasingly evident that many new policies originated within the administration, that policy and value judgments were implicit in most significant administrative decisions, that many administrative officials worked on nothing except policy, and that, insofar as public policies were controversial, such work inevitably involved administrators in politics. The supposed independence of administration from policy and politics was seen to be illusory. Since the 1930s there has thus been increasing concern with policy formation and the development of techniques to improve policy decisions. Although the concept of a value-free, neutral administration is regarded by many as no longer tenable, no fully satisfactory substitute has been offered. How to ensure that responsible and responsive policy decisions are made by career administrators, and how to coordinate their work with the policies of politically elected or appointive officials, remain key preoccupations, especially in democratic states.

It was with governmental efforts to combat the Depression that new informational devices were introduced, including national income accounting and the scrutiny of gross national product as a major index of economic health. The applied techniques of fiscal and monetary policy have become established specializations of public administration. Economists occupy key posts in the administrations of most nations, and many other administrators must have at least elementary knowledge of the economic implications of government operations. France, Sweden and other Scandinavian nations, Great Britain, and the United States were among the leaders in developing economic planning techniques. Such planning has become a dominating concern of public administration in many of the developing countries.

II. Define if the following sentences are:

- a) true**
- b) false**
- c) no information**

1) The study and practice of public administration throughout the 20th century were more pragmatic and normative than theoretical and value-free.

Answer: **true**

Explanation: Источник прямо утверждает, что "Throughout the 20th century the study and practice of public administration was essentially pragmatic and normative rather than theoretical and value free".

2) Efficiency ceased to be a major goal in public administration after other values like responsiveness to public needs and justice gained concern.

Answer: **false**

Explanation: Источник указывает, что "Despite growing concern about other kinds of values...efficiency continues to be a major goal".

3) The classical approach to public administration, which reached its fullest development in the United States during the 1930s, was primarily championed by Max Weber.

Answer: **no information**

Explanation: Источник упоминает, что теория бюрократии Макса Вебера стала широко известна в середине 20-го века и вызвала интерес к теории государственного управления, но не указывает, что он был основным поборником классического подхода или его развития в США в 1930-х годах. Источник описывает классический подход, но не связывает его напрямую с Вебером как его основным сторонником.

4) After the 1930s, the idea that administration was entirely separate from policy and politics became widely regarded as an illusion.

Answer: **true**

Explanation: Источник заявляет: "The supposed independence of administration from policy and politics was seen to be illusory. Since the 1930s there has thus been increasing concern with policy formation and the development of techniques to improve policy decisions".

5) The modern executive budget system, where the executive recommends and the legislature appropriates, originated in the United States.

Answer: **false**

Explanation: Источник указывает, что "The modern executive budget system...originated in 19th-century Britain".

III. Find the right answer:

1. What was the predominant nature of the study and practice of public administration throughout the 20th century, and when did interest in a comprehensive theory of public administration begin to grow?	A. Throughout the 20th century, the study and practice of public administration was essentially pragmatic and normative rather than theoretical and value-free. Interest in a comprehensive theory of public administration did not significantly grow until the mid-20th century with the dissemination of Max Weber's theory of bureaucracy.
2. Beyond efficiency, what other values have gained growing concern in public administration, and does efficiency still remain a major goal?	B. Beyond efficiency, other values that have gained growing concern include responsiveness to public needs, justice and equal treatment, and citizen involvement in government decisions. Despite this, efficiency continues to be a major goal.
3. List at least three organizational principles commonly applied in public administration that originated from the military or private business.	C. At least three such organizational principles are: (1) organizing departments, ministries, and agencies on the basis of common or closely related purposes, (2) grouping like activities in single units, and (3) equating responsibility with authority.
4. What is the concept of "meritocracy" in the context of civil service reform, and what specific practices does it involve?	D. "Meritocracy" in civil service reform refers to the principle of selecting the best individual for each job. It involves competitive examinations for entry, and selection and promotion based on merit.
5. What key functions does the budget serve in public administration, particularly in linking the executive with the legislature?	E. The budget serves as a principal tool for planning future programs, deciding priorities, managing current programs, and linking the executive with the legislature, in addition to developing control and accountability.
6. In which country and during which decade did the classical approach to public administration, as described, most fully develop?	F. The classical approach to public administration probably reached its fullest development in the United States during the 1930s.

7. What was the core premise of the orthodox doctrine regarding the role of administration and the neutrality of administrators?	G. The core premise of the orthodox doctrine was that administration was simply the implementation of public policies determined by others. According to this view, administrators should seek maximum efficiency but should be otherwise neutral about values and goals.
8. What became increasingly evident regarding the independence of administration from policy and politics during the Great Depression and World War II?	H. During the Great Depression and World War II, it became increasingly evident that many new policies originated within the administration, that policy and value judgments were implicit in most significant administrative decisions, and that the supposed independence of administration from policy and politics was seen to be illusory.
9. What specific economic measurement tools were introduced during governmental efforts to combat the Great Depression, and what new specialization emerged as a result?	I. New informational devices introduced during governmental efforts to combat the Great Depression included national income accounting and the scrutiny of gross national product as a major index of economic health. As a result, the applied techniques of fiscal and monetary policy became established specializations of public administration.
10. Name two countries that were among the leaders in developing economic planning techniques.	J. France and Great Britain were among the leaders in developing economic planning techniques.

IV. Define the main idea of the text

a) Throughout the 20th century, public administration evolved from a pragmatic and normative field primarily focused on efficiency and classical organizational principles to one increasingly concerned with policy formation, economic implications, and the inherent political involvement of administrators, challenging the earlier notion of a value-free and politically neutral role.

b) Public administration maintained its strictly theoretical and value-free nature throughout the entire 20th century, consistently avoiding any involvement in policy or politics.

c) The concept of "meritocracy" in civil service reform primarily emphasized personal attitudes and relationships over competitive examinations for entry and promotion.

V. Make up the dialogue

1. а) Каким образом изучение и практика государственного управления развивались на протяжении большей части 20-го века, и чем оно отличалось от других социальных наук?

б) How did the study and practice of public administration develop throughout most of the 20th century, and how did it differ from other social sciences?

2. а) Какова была основная цель административных реформ, и остается ли эффективность важной задачей сегодня, несмотря на другие ценности?

б) What was the main goal of administrative reforms, and does efficiency remain an important objective today, despite other values?

3. а) Откуда преимущественно взялись многие классические организационные принципы в государственном управлении, и сохраняют ли они свою актуальность сегодня?

б) From where did many classical organizational principles in public administration predominantly originate, and do they retain their relevance today?

4. а) В каком направлении происходила реформа гражданской службы в большинстве стран, и что подразумевал принцип «меритократии»?

б) In what direction did civil service reform occur in most countries, and what did the principle of "meritocracy" imply?

5. а) Как бюджет стал основным инструментом для планирования, управления и связывания исполнительной и законодательной власти?

б) How did the budget become a principal tool for planning, managing, and linking the executive and legislative branches?

6. а) Почему после 1930-х годов идея о нейтральности и безоценочности администрации стала считаться иллюзорной, и какое новое понимание ее роли возникло?

б) Why, after the 1930s, did the idea of administrative neutrality and value-freeness come to be regarded as illusory, and what new understanding of its role emerged?

7. а) Какое влияние экономические факторы, особенно во время Великой депрессии, оказали на развитие государственного управления и введение новых инструментов?

б) What impact did economic factors, especially during the Great Depression, have on the development of public administration and the introduction of new tools?

VI. Arrange the parts of the letter correctly. Numerate them.

a) Dear Mr. Fountain ()

b) 6 Lakeside Road

UK

5th March

Customer number: AF2789 ()

c) I am writing to complain about the computer that I bought from your company last week. I am unhappy with the computer. I'd like you to send one of your technicians to my house as soon as possible to fix it. I hope to hear from you in the near future, and can be contacted at any time on the mobile number above.

()

d) Mr. Fountain

Springbourne Technologies

Unit 7, Riverside Business Park

Wilham ()

e) Yours sincerely

Chris Brown ()

Тема 1. Информация и информационные системы

УК-3 (1-6)

1. Лексико-грамматические упражнения

Management: art or science?

Read the text

Management is the art and science of making appropriate choices.

To one degree or another, we are all involved in managing and are constantly making decisions concerning how to spend or use our resources.

Like most things in our modern, changing world, the function of management is becoming more complex. The role of the manager today is much different from what it was one hundred years, fifty years or even twenty-five years ago. At the turn of the century, for example, the business manager's objective was to keep his company running and to make a profit. Most firms were production oriented. Few constraints affected management's decisions. Governmental agencies imposed little regulations on business. The modern manager must now consider the environment in which the organisation operates and be prepared to adopt a wider perspective. That is, the manager must have a good understanding of management principles, an appreciation of the current issues and broader objectives of the total economic political, social, and ecological system in which we live, and he must possess the ability to analyze complex problems.

The modern manager must be sensitive, and responsive to the environment — that is he should recognize and be able to evaluate the needs of the total context in which his business functions, and he should act in accord with his understanding.

Modern management must possess the ability to interact in an evermore-complex environment and to make decisions that will allocate scarce resources effectively. A major part of the manager's job will be to predict what the environment needs and what changes will occur in the future.

Organizations exist to combine human efforts in order to achieve certain goals. Management is the process by which these human efforts are combined with each other and with material resources. Management encompasses both science and art. In designing and constructing plans and products, management must draw on technology and physical science, of course, and, the behavioral sciences also can contribute to management. However much you hear about "scientific management" or "management science", in handling people and managing organizations it is necessary to draw on intuition and subjective judgment. The science portion of management is expanding, more and more decisions can be analyzed and programmed, particularly with mathematics. But although the artistic

side of management may be declining in its proportion of the whole process it will remain central and critical portion of your future jobs. In short:

Knowledge (science) without skill (art) is useless, or dangerous;

Skill (art) without knowledge (science) means stagnancy and inability to pass on learning;

Like the physician, the manager is a practitioner. As the doctor draws on basic sciences of chemistry, biology, and physiology, the business executive draws on the sciences of mathematics, psychology, and sociology.

EXERCISES

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In these cultures a manager's role is completely related to then-place within a centralized system. Their success depends on how well they adhere to rules, procedures, and precedents. Individualism and aggression are not valued in these cultures. Employees in these organizations should not exceed the limits of their roles.

3. Task Cultures

In organizations of this type, they value everything that makes it possible 'to get the work done'. The main concern in these organizations is successful completion of their projects. A manager's success to their knowledge and experience required to achieve on to meet the requirements of their role.

4. Individual Cultures

In organizations of this type of freedom of expression is valued the most. Effectiveness of any activity in these organizations is rated by how much the activity satisfies the staff, rather than by how well it conforms to business plans. Independence, creativity, and experiment are also valued in these organizations.

Exercise 4..Translate the following sentences.

1. They reserved the right to make managerial decision.
2. What you need is advice from your bank manager.
3. I wish you could manage the time to come and to talk to us.
4. Private banks are being nationalized, and are to be managed with workers' participation.
5. They are part of my management team.
6. The baby can be greatly influenced by the parents' management.
7. She has been working as the manageress of a bookshop.
8. It is perfectly manageable task to tackle systematically.

Exercise 5. Match the word from the line with its definition.

Management, Top management, Middle management, Managing director, Manager

A. a person responsible for the day-to-day running of a company; second in the hierarchy only to the chairman.

B. the staff that includes the chief, executive of an organization, his or her deputy or deputies, the board of directors and the managers in charge of the divisions or departments of the organization.

C. the control and organizing of a business or other organization.

D. a person controlling or administering a business or part of a business.

E. the staff that consists of the managers to whom top management delegates the day-to-day running of the organization.

Exercise 6.. Do you know the meaning of the following derivatives? Show it with the help of your own sentences.

to manage; manageable; management; manager; manageress; managerial

Exercise 7. Give the Russian equivalents to the following.

Involved in management; production oriented; impose regulations, ever-more-complex environment; encompasses both science and art; business executives; code of conduct; develop the body of knowledge; with respect to the second criterion; the issue is much less clear-cut; is consistent with their interest; self-interest or concern for others; decision-making machinery; cross-cultural skills; consulting fee; character attributes; compare against the places set earlier; authority.

Exercise 8.

A. Read the portraits of managers in five different countries and decide which country each one corresponds to.

Germany, Poland, Sweden, The United Kingdom, The United States

1. Managers from this country

- consider professional and technical skills to be very important.
- have a strong sense of authority.
- respect the different positions in the hierarchy of their companies.
- clearly define how jobs should be done.
- are very loyal to their companies and expect their subordinates to obey them.
- are often older than in other countries.

2. Managers from this country

- receive a general education.
- delegate authority.
- take a practical approach to management.
- have relatively formal relationships at work.
- encourage their employees to work individually.
- believe it is important to continue education and training at work.

3. Managers from this country

- consider social qualities to be as important as education.
- encourage their employees to take an interest in their work.
- pay close attention to the quality of working life.
- do not use as much authority as in other countries.
- appreciate low-level decision-making.
- are often women.

4. Managers from this country

- generally attend business schools.
- communicate easily and informally at work.
- admire the qualities of a leader.
- expect everyone to work hard. Individual performance is measured and initiative is rewarded.
- have competitive and aggressive attitudes to work.
- often accept innovation and change.

5. Managers from this country

- have either gained their experience in state-owned enterprises or are competitive self-starters.
- older managers hold technical degrees rather than business qualifications.
- work very long hours and expect their subordinates to do so.
- are extremely innovative, optimistic and determined.
- are quick to invest in the development of new products, market techniques and methods of production and distribution.

B. In groups, discuss the advantages and disadvantages of each approach to management, and say which one you would find the most attractive. Do any of these profiles correspond to management practices in your country?

Roleplay in Negotiations

1. You are a sales assistant selling electrical appliances. You can offer the customer interest-free credit terms. The Acme Turbowash is on special offer at the moment, and includes a range of special features including special cold wash cycle and is only 319 euros (26.60 euros per month for 12 months).	1. You want to buy a new washing machine – visit the electrical appliance shop and see if the sales assistant will offer you a discount. You are budget-conscious, but respond positively if interest-free credit terms are offered. You can afford up to 50 euros per month on credit repayments.
2. You are a landlord meeting a prospective tenant for your studio apartment in Lyon. The flat is very small and at the top of 4 flights of stairs (there is no lift). It has a living room/kitchen and one bedroom, plus a tiny shower room and toilet. You have been trying to get 600 euros for this flat of 20 square metres, but now you are prepared to reduce that to 500 euros if a reliable tenant presents themselves. The electricity bill is very low as the flat is well-insulated, so be prepared to include the cost of electricity in the rent if required in the negotiation.	2. You are meeting the landlord of a flat you are interested in renting. It is tiny and on a top floor without a lift but the situation is perfect for you and you are very keen. The asking price is 600 euros per month; try to negotiate 450. You can eventually agree to 500 if the electricity is included.
3. You are selling your old bicycle at a car-boot sale. Although it cost 200 euros, it is now 8 years old and well-used. The minimum price you would like to accept is 50 euros.	3. You have seen an interesting bicycle at a car boot sale. Negotiate a price with the seller; it looks like it would be worth at least 100 euros, but obviously you would be happier to get it for cheaper than that.
4. You are a market stall holder selling fruit and vegetables and it is 11.45am, the market closes in 15 minutes. You have 20 melons left that are ripe and will not be good for sale by next market day, so you are keen to sell them. You paid 20 euros for these melons and you don't want to accept less than that.	4. You visit the market just before it closes as you need to buy 20 melons to provide the starter at a party you are hosting. Negotiate the price with the stallholder, bearing in mind that normally 20 melons of this quality cost at least 40 euros .

5. You are a performer – you juggle, ride a unicycle and do acrobatics. Your normal hourly rate is 80 euros. Business is slow at the moment and so you can be persuaded to lower this rate if the person booking you can offer you things that you like in return . You like the following: • British beer • Performing in a castle • Being given nice clothes to perform in that you can keep	5. You need to book a performer to entertain guests at an event you are organizing. You are interested in someone who can juggle, ride a unicycle, and do acrobatics in front of 150 guests at a birthday party at a castle in the Loire Valley. You have to keep an eye on costs as the customer is paying you quite a minimal fee. You need the performer for 3 hours and you are hoping to be able to get this for less than 200 euros. Be creative in offering extras, for example the customer owns a brewery in England and so unlimited British beer will be available during the party.
6. You work in the customer service department of Boogeytel mobile phones. When customers ring asking for a reduction in their monthly payments, you can agree on condition the following conditions are met: • The monthly usage is at least 50 euros • The customer has used Boogeytel for at least 18 months. • The customer agrees to join the Boogeytel subscribers club and receive regular emails about special offers. If these conditions are met, you can offer the customer a reduction in their monthly charges of up to 12% (subject to negotiation).	6. You call your mobile phone provider, Boogeytel, as you think your monthly bill is expensive compared to other mobile phone providers. You have been with them for 2 years and at the moment you are spending 70 euros per month. Negotiate at least 10% reduction to your mobile phone costs, threatening to change to another provider if you don't get satisfaction.
7. You run a small café in Lyon. You often employ students, paying the minimum wage of 9.40 euros per hour. You get a lot of foreigners in Summer and someone who can speak English is useful to have on the team. Interview this student, and if you feel they present themselves well, offer a Saturday job (8 hours) paying 10 euros an hour. If the candidate asks to work on Sundays, offer 4 hours on that day at the same rate.	7. You are going to be interviewed by a café owner in Lyon for a Saturday job serving customers. You have experience doing this sort of work and you are fluent in English. You need to earn around 120 euros a week, you can work 8 hours on Saturday and 4 hours on Sunday.

8. You sell advertising space in a free newspaper in Lyon. The rates are as follows: • 1 page colour – 880 euros • 1 page black & white – 520 euros • Half page colour – 500 euros • Half page black & white – 395 euros If the advertiser agrees to run the advert for 3 consecutive weeks, offer a 10% discount to the total cost (eg full-page colour for 3 weeks, 2,376 instead of 2,640 euros)	8. You would like to place an advert in Lyon's leading free newspaper. You have a budget of 2,500 euros to advertise your new gym which you are opening in November, you have decided to spend all this budget on adverts in the free newspaper. Negotiate some ads for maximum impact for a launch date of 1st November; if you have any money left over, what would your priority be to spend it on to promote your new gym?
9. You are emigrating to Australia in two weeks and urgently want to sell your car. You haven't had much interest until today, when you have arranged to meet a potential buyer who sounds very interested. The car dates from 2008 and should cost around 12,000 euros; however, for a quick sale, and cash payment, you would accept 9,000 euros. The car is in good condition and has no problems.	9. You are negotiating to buy a Mini (2008 model). The car is in excellent condition and worth at least 12,000 euros, you are a bit suspicious as to why it is advertised at 10,000 euros, maybe there is something wrong with it? Your budget is 9,500 euros but obviously you'd prefer to pay even less if the car seems to be without problems.
10. You need a press release produced about your new range of shoes. Your normal communications agency has just gone into liquidation, and you are prepared to give a new company a chance provided their rates are reasonable. Your old agency charged 725 euros for a 200 word press release. You need the document prepared as quickly as possible. You have already seen a competitor agency, who have quoted 900 euros but they are very busy and can't deliver the work earlier than in 10 days time.	10. You are the director of your own communications company and you are visiting a shoe manufacturer who would like to have a quote to produce a press release. A 200 word document like this would take you about 4 hours work, which you would like to charge 800 euros for. You have almost no clients at the moment so therefore you can promise to do this work within 48 hours. Negotiate the price, bearing in mind that you could accept 700 euros and still be profitable.

Тема 2. Технологические и социальные составляющие компьютерных информационных систем

УК-3 (1-6)

1. Лексико-грамматические упражнения

Theoretical Foundations of State and Municipal Management

State and municipal management is a field of social sciences that explores how public power is organized and exercised. It combines political science, sociology, economics, law, and management theory to understand and improve governance at both national and local levels. Management in this context includes decision-making, accountability, and legitimacy, not just the coordination of resources.

State and municipal management provides the framework for resolving conflicts, distributing public goods, and promoting development. Theories of governance explain why states exist, how local self-government functions, and which models of public administration are most effective. This essay examines the historical roots, conceptual frameworks, principles, models, and current challenges of state and municipal management.

1. Historical Roots

1.1 Classical Thought

Philosophers such as Plato and Aristotle explored the nature of political communities and the role of rulers in serving the common good. Aristotle distinguished household management from public administration, showing that collective affairs required their own principles. Later, Hobbes, Locke, and Rousseau developed social contract theories that justified state authority as a guarantor of order and justice.

1.2 Bureaucratic Theory

In the 19th century, Max Weber described bureaucracy as a rational-legal system based on hierarchy, rules, and meritocratic recruitment. Bureaucracy became the dominant model of state and municipal administration during industrialization, ensuring predictability and efficiency.

1.3 20th-Century Developments

The 20th century saw the growth of public administration as an academic field. Woodrow Wilson emphasized separating politics from administration. Later approaches such as the human relations school, systems theory, and New Public Management (NPM) introduced flexibility, performance measurement, and customer orientation into state and municipal practices.

2. Conceptual Frameworks

2.1 The State

The state exercises sovereignty and secures cooperation. Weber's typology of authority—traditional, charismatic, and rational-legal—helps explain legitimacy. Today, rational-legal authority, expressed in constitutions and laws, dominates state management.

2.2 Municipal Self-Government

Municipalities operate on the principle of subsidiarity: decisions should be made close to citizens. Tocqueville emphasized the role of local institutions in nurturing civic participation. Modern theories view municipalities as spaces for innovation and citizen engagement.

2.3 Governance

Governance broadens the focus beyond hierarchical bureaucracy. It includes interactions among public, private, and civil society actors. State and municipal management are therefore seen as parts of collaborative governance systems.

3. Principles of Management

Core principles guiding state and municipal management include:

1. Legality – actions based on law.
2. Democracy and Participation – legitimacy through representation and citizen involvement.
3. Subsidiarity – empowering local governments.
4. Efficiency and Effectiveness – rational use of resources.
5. Transparency and Accountability – open procedures and responsibility of officials.
6. Equity and Justice – fairness in distribution of resources.
7. Professionalism – competence and merit-based recruitment.

4. Models of Management

4.1 Bureaucratic Model

Based on Weber, this model stresses hierarchy and rules. It ensures uniformity and impartiality but can be rigid.

4.2 Managerial Model

Inspired by NPM, it adopts business practices such as performance indicators, outsourcing, and customer orientation, especially at the municipal level.

4.3 Participatory Governance

This model promotes citizen engagement and horizontal collaboration. Examples include participatory budgeting and community-based policymaking.

4.4 Digital Governance

The rise of technology created new models focused on transparency, data-driven decisions, and e-government services. Municipalities increasingly adopt smart technologies for urban management.

5. Theories in the Municipal Context

Several theories specifically address municipal management:

Urban Regime Theory – local coalitions between governments and private actors shape development.

Public Choice Theory – views citizens as consumers of public services and emphasizes competition between jurisdictions.

Fiscal Federalism – examines distribution of resources between government levels.

Community Governance – highlights civic organizations and networks as service providers.

These perspectives show that municipalities actively shape governance rather than simply executing state policies.

6. Challenges

6.1 Centralization vs. Decentralization

Finding the balance between central authority and local autonomy remains difficult. Over-centralization reduces responsiveness; excessive decentralization can fragment resources.

6.2 Bureaucratic Inefficiency

While stable, bureaucracy often becomes rigid and slow. Reform movements sought to improve it, but some market-based approaches created new problems.

6.3 Democratic Deficits

Although theory emphasizes participation, in practice many systems suffer from limited citizen engagement and inequality in political influence.

6.4 Globalization

Governments now operate in a global context shaped by supranational institutions and transnational challenges like climate change. This complicates traditional models focused on nation-states.

6.5 Digital Divide

Digital tools improve governance but risk excluding citizens without access to technology. Inclusive strategies are necessary.

7. Contemporary Relevance

Despite reforms, classical principles remain essential. Bureaucracy ensures legality; managerialism promotes efficiency; participatory governance enhances legitimacy; and digital governance enables innovation. The challenge for modern state and municipal management is to combine these approaches, adapting to complexity while preserving democratic values.

Conclusion

Theoretical foundations of state and municipal management emerge from centuries of political, legal, and administrative thought. From Aristotle to Weber to contemporary governance theories, scholars have sought to explain how societies

organize collective life. State management secures sovereignty, while municipal management ensures local autonomy and participation. Together they form a system of governance vital for stability and development.

The evolution from bureaucracy to digital administration shows that theories respond to changing contexts. Yet enduring principles—legality, accountability, efficiency, and participation—remain central. In facing globalization, technological change, and social inequality, integrating these theoretical foundations will be crucial for building responsive and democratic governance systems.

EXERCISES

Exercise 1. Answer the following questions:

1. What is the interdisciplinary nature of state and municipal management, and which fields does it combine to understand and improve governance?
2. According to Max Weber's bureaucratic theory, what are the key characteristics of bureaucracy as a system, and what was its significance during industrialization?
3. Name at least four core principles that guide state and municipal management and explain the essence of each.
4. Beyond the traditional bureaucratic model, what other models of management are discussed in the text, and what are their main features, including how they address citizen engagement or technology?
5. How do modern theories view municipalities, particularly in relation to the principle of subsidiarity and citizen engagement?
6. What are some of the significant contemporary challenges facing state and municipal management, as discussed in the text, including those related to centralization, bureaucracy, democratic deficits, globalization, and the digital divide?
7. Despite the evolution from bureaucracy to digital administration, what enduring principles remain central to state and municipal management, and how are modern systems challenged to integrate them?

Exercise 2. Match the English words and word combinations with their Russian equivalents

1. Государственное и муниципальное управление	A. Theories of Governance
2. Бюрократия	B. Digital Governance
3. Принципы управления	C. Citizen Participation
4. Муниципальное самоуправление	D. Challenges
5. Теории управления	E. Bureaucracy
6. Участие граждан	F. Accountability
7. Цифровое управление	G. Subsidiarity
8. Вызовы	H. Principles of Management
9. Субсидиарность	I. State and Municipal Management
10. Подотчетность	J. Municipal Self-Government

Exercise 3. Match the words with their corresponding definitions

1. State and Municipal Management	a. A modern model of governance arising from technological advancements, focused on transparency, data-driven decisions, and the provision of e-government services. Municipalities increasingly adopt smart technologies for urban management.
2. Bureaucracy	b. A broader concept than traditional hierarchical bureaucracy, which includes interactions among public, private, and civil society actors. State and municipal management are seen as parts of collaborative governance systems.
3. Municipal Self-Government	c. The operation of municipalities based on the principle of subsidiarity, meaning decisions should be made as close as possible to citizens. Modern theories view municipalities as spaces for innovation and citizen engagement.
4. Governance	d. A management system, described by Max Weber as a rational-legal system, based on hierarchy, rules, and meritocratic recruitment. It became the dominant model of state and municipal administration during industrialization, ensuring predictability and efficiency, though it can be rigid.
5. Digital Governance	e. This is a field of social sciences that explores how public power is organized and exercised, combining political science, sociology, economics, law, and management theory to understand and improve governance at both national and local levels. It includes decision-making, accountability, and legitimacy.

Exercise 4.

A. Match the prepositions with the verbs below

from in (x3) to (x4) for of on (x2)

apply ... somebody ... something	refer
benefit	succeed
approve	belong
result	depend
believe	report ... somebody ... something ...

B. Complete the sentences using verbs and prepositions from exercise 1 in the correct form

1. In the purchasing department there is a manager, and five employees who ... her.
2. In this company, we firmly the value of creativity and Innovation.
3. The development of computer technology has enormous changes in the way that people work.
4. Whether or not we succeed in creating and selling new products, ... a number of factors.
5. Most of our staff at least one of the company's sports or leisure clubs.
6. The Personal Manager thinks that we would all further training in how to use the office software.

C. Write three more sentences, using the verb and Preposition combinations above

Exercise 5.

The following verbs can be used to describe upward and downward movements in price, quantity and amount

Intransitive verbs			Transitive verbs		
(verbs which do not have an object)			(verbs which have an object)		
increase		fall	increase	raise	drop
decrease	rise	decline	decrease	reduce	
go down	go up	drop			

Complete these sentences using a noun or verb from the boxes above. Use each word only once

1. There are several competing companies entering the market and this has caused a 20% in prices.
2. Last year was a good year for the company and our sales considerably.
3. The price of coffee has as a result of the bad weather conditions.
4. As a result of the recession, we have had to the amount of money we spend on research and development.
5. The in profits is the result of poor management.
6. The recent in overseas investment has been good for the economy.
7. Economists predict that interest rates will if consumer spending continues to slow down.
8. Because of high profits last year, the company has announced a salary for all its employees.
9. The population of the world is
10. The prices of electronic goods

Exercise 6. Complete the passage opposite about Mr Pat Guerin, Industrial Relations Manager of Guinness Ireland. Use these expressions.

- a This job involved ...
- b I reported directly to ...
- c I was employed as ...
- d I worked ...
- e The next position I held was ...
- f I was then promoted to ...
- g In this role ...
- h I've worked ...

When I first started working in Guinness ¹ I was employed as a general worker. For three years ² in the bottling plant as a machine operator, ³ or a period of seven years in the engineering department as a maintenance assistant. This involved working with technically skilled personnel in maintaining plant and equipment. In both jobs ⁴ a supervisor. Since then, however, the structure of the company has significantly changed and the supervisor layer no longer exists. General workers now report to a plant manager. ⁵ the position of laboratory officer in the quality assurance laboratory. ⁶ carrying out a wide range of analyses on all aspects of the brewing process. For the past year ⁷ in the personnel department as an Industrial Relations Manager. ⁸ I report directly to the Personnel Manager of the company.

Roleplay: Telephone-Negotiations

1. Telephone the switchboard of Acme Engineering and ask to speak to James Burlington. If he is not there then leave a message asking him to call you on 00 33 527 36941	1. You are the switchboard operator at Acme Engineering; answer the telephone when it rings. If the caller asks to speak to James Burlington you know that he is out of the office today, so offer to take a message.
2. You pick up the telephone that is ringing on your colleague Sally Smith's desk as she has just left for lunch. Her mobile phone number is 01792 28845 2541.	2. Telephone Sally Smith; you need to speak to her urgently so if she is not in the office ask for her mobile telephone number so that you can ring her.
3. Call to speak to Ben Branson; if he is busy on the line then wait on hold until you can speak to him.	3. Answer the phone on behalf of Ben Branson, who is currently talking on the phone; ask the caller to hold until he finishes his call, then put them through when he finishes.
4. Telephone Sam Jones, with whom you have an appointment on 6 th May at 10.30am. Ask her if it would be possible to change this to 7 th May at the same time as you have a conflicting meeting on the 6 th .	4. Answer the phone as Sam Jones; the caller wants to change an appointment with you; agree to the change and confirm all the details.
5. You are the switchboard operator at Greenshield Foods. If a caller rings asking to speak to someone in customer service put them through to John Barker; unfortunately when you ring his extension number it is engaged, so offer to put the caller on hold.	5. Call Greenshield Foods with an enquiry that may be dealt with by the customer service department. If asked to be put on hold decline, you don't like hanging on the phone on hold, but make sure you have the name of the person you will need to call back.
6. Telephone the Order Hotline of Ace Components, and order the following items: Two heavy duty rubber connector pipes, item code 21578 One aluminium linking nut, item code 58741 Ten machine covers, item code 69742 You would like immediate delivery and you can send a confirmation email if required; you want to know the total order value	6. Answer the phone for the Ace Components Order Hotline. Take the customer's order, prices are as follows: Heavy Duty Rubber connector pipes, item code 21578, 5.99 euros each Machine covers, item code 69742, 12.50 euros each. Aluminium linking nuts, item code 58741, 78 centimes each. Ask the customer to send email confirmation of this order to acecomponents@hotmail.fr

7. Answer the phone at the Garden House Hotel in Cambridge. Your room rates are as follows: Single room 78 pounds per night. Double room 109 pounds per night. Luxury suite 146 pounds per night. You have no single rooms left for tonight, only double or suites.	7.Phone the Garden House Hotel in Cambridge and ask how much their rooms cost. Ask to book a single room for tonight; if this is not available book a double room. Tell them you plan to arrive at about 6pm tonight.
8. Call Telstar Transport; you are interested in arranging delivery of a container of furniture from Paris to Edinburgh in Scotland.	8.Answer the phone for Telstar Transport. You arrange shipping of containers between France and Spain; you do not deliver to The UK; if a customer is interested in this, recommend they call Western Transport who specializes in this.
9.You have answered the phone for Amherst Airlines; your daily flights to Madrid from Heathrow are as follows: Dep. 07.15h arr. 10.15h Dep.12.45 arr. 15.45h Dep. 21.30h arr. 00.30h (Give times using conversational English format)	9.Call Amherst Airlines and enquire about their flights to Madrid from Heathrow airport – what times do these flight depart and arrive each day? You are interested in flying to Madrid but you are not going to make the booking today.
10.Telephone Harmony Consultants where you have a meeting today in 30 minutes; explain that you are going to be late because you are caught in a traffic jam. Apologise, and say it looks like you will arrive at least 15 minutes late, unless the traffic suddenly frees up.	10.Answer the phone for Harmony Consultants. If the caller tells you they will be a late for their meeting with you in 30 minutes, explain that in fact the meeting is running late due to the fact the CEO is caught in heavy traffic and will start 30 minutes later than planned.

Примеры тестовых заданий

1. What fields does State and Municipal Management combine to understand and improve governance?
 - a) Only political science and economics.
 - b) Political science, sociology, economics, law, and management theory.**
 - c) Primarily history and philosophy.
 - d) Engineering and natural sciences.

2. According to Max Weber, what is the defining characteristic of bureaucracy as a system?
 - a) It is based on charismatic leadership.
 - b) It is a rational-legal system based on hierarchy, rules, and meritocratic recruitment.**
 - c) It primarily emphasizes flexibility and customer orientation.
 - d) It is focused on traditional authority and informal networks.

3. Which principle states that decisions should be made as close as possible to citizens, empowering local governments?
 - a) Legality
 - b) Efficiency and Effectiveness
 - c) Subsidiarity**
 - d) Professionalism

4. What does the concept of "Governance" broaden the focus beyond?
 - a) Digital administration.
 - b) Hierarchical bureaucracy.**
 - c) Managerial models.
 - d) Community organizations.

5. Which model of management promotes citizen engagement and horizontal collaboration, with examples like participatory budgeting?
 - a) Bureaucratic Model
 - b) Managerial Model
 - c) Participatory Governance**
 - d) Digital Governance

6. What is a key focus of "Digital Governance" in modern state and municipal management?

- a) Maintaining strict hierarchical structures.
- b) Reducing transparency to protect data.
- c) Transparency, data-driven decisions, and e-government services.**
- d) Eliminating all public interaction.

7. Which of the following is NOT listed as a core principle guiding state and municipal management?

- a) Equity and Justice
- b) Professionalism
- c) Autocracy**
- d) Transparency and Accountability

8. What was Woodrow Wilson's emphasis in the development of public administration as an academic field?

- a) Integrating politics and administration.
- b) Separating politics from administration.**
- c) Focusing solely on human relations.
- d) Promoting market-based approaches.

9. According to modern theories, what are municipalities increasingly viewed as, especially concerning innovation and citizen engagement?

- a) Mere executors of state policies.
- b) Spaces for innovation and citizen engagement.**
- c) Rigid bureaucratic structures.
- d) Entities primarily focused on profit generation.

10. What challenge in state and municipal management involves the risk of excluding citizens without access to technology?

- a) Bureaucratic Inefficiency
- b) Democratic Deficits
- c) Globalization
- d) Digital Divide**

Тема 3. Классификация и функции информационных систем

УК–3 (1-6)

1. Лексико-грамматические упражнения

Stages of Public Decision-Making

Public decision-making is one of the central functions of government. States and municipalities exist not only to maintain order but also to make decisions that shape the lives of citizens, influence economic development, and address social needs. Decisions in the public sector differ from those in private organizations because they affect a wide range of stakeholders, require legitimacy, and are subject to political, legal, and ethical constraints.

The theory of decision-making in government has been developed by political scientists, economists, and public administration scholars. It describes decision-making as a process composed of interrelated stages, from identifying a problem to evaluating the consequences of the adopted policy. Understanding these stages helps to improve the quality, efficiency, and legitimacy of governance.

This essay explores the major stages of public decision-making, explains the theoretical underpinnings of each, and highlights challenges governments face in the process.

1. Problem Identification and Agenda Setting

The first stage of public decision-making is recognizing the existence of a problem that requires governmental action. Problems may arise from social demands, economic crises, environmental challenges, or political conflicts. However, not all issues that exist in society become subjects of state action. Political scientist John Kingdon emphasized the role of “agenda setting”: only certain problems enter the governmental agenda due to the interaction of three streams—problems, policies, and politics.

At this stage, several questions are crucial:

- What issues are perceived as urgent by citizens, interest groups, or media?
- Which problems are politically feasible for decision-makers to address?
- How are problems framed, and who defines them?

The agenda-setting stage is influenced by public opinion, lobbying, electoral promises, and external shocks (such as natural disasters or international crises). For municipal governments, local concerns such as housing, transport, or public safety often dominate the agenda. For national governments, issues such as defense, macroeconomic policy, or healthcare reform may prevail.

2. Policy Formulation

Once a problem enters the agenda, the next stage is developing possible solutions. Policy formulation involves analyzing alternatives, assessing their feasibility, and drafting proposals. It is often carried out by specialized government agencies, expert commissions, or research institutions. Theories of rational choice view policy formulation as a process of selecting the option that maximizes benefits while minimizing costs. However, Herbert Simon's concept of "bounded rationality" emphasizes that decision-makers face limitations of information, time, and resources. Therefore, they usually settle for a "satisficing" rather than an optimal solution.

At the state level, policy formulation may involve ministries and interdepartmental committees. At the municipal level, local councils, administrators, and community organizations often work together. Policy alternatives are influenced by legal constraints, budgetary resources, and political ideologies.

3. Policy Adoption

The stage of adoption is where proposals are transformed into binding decisions. It typically requires the approval of legislative bodies (parliaments, councils) or executive authorities (presidents, mayors, ministers). The adoption process depends on political institutions, constitutional frameworks, and balance of power among actors.

Decision-making here is often political rather than purely rational. Coalitions are built, compromises negotiated, and sometimes symbolic actions taken to satisfy different stakeholders. For example, a national healthcare reform may require bargaining between government, parliament, medical associations, and insurance companies. Municipal decisions on zoning or infrastructure frequently involve negotiations with businesses and local communities.

Theories such as pluralism emphasize competition among interest groups in this stage, while elite theory stresses the decisive influence of political and economic elites.

4. Policy Implementation

Adoption alone does not guarantee effectiveness. Implementation is the stage where adopted decisions are put into practice. It is the responsibility of public administration: ministries, agencies, and municipal services. Implementation involves developing detailed regulations, allocating financial resources, hiring personnel, and coordinating different institutions.

Pressman and Wildavsky's classic study of policy implementation emphasized that multiple decision points, bureaucratic routines, and conflicting interests often lead to a gap between policy intentions and outcomes.

Implementation may fail due to insufficient funding, lack of political will, resistance from stakeholders, or administrative inefficiency.

For example, a decision to improve public transport requires concrete steps: purchasing buses, building routes, training drivers, and ensuring safety standards. Without effective implementation, even well-designed policies remain ineffective.

5. Policy Evaluation

Evaluation is the final stage of the decision-making cycle. It examines whether the adopted and implemented policy achieved its objectives, what effects it produced, and how resources were used. Evaluation can be conducted by government auditing agencies, independent experts, or academic institutions.

There are several types of evaluation:

- Process evaluation – examines how faithfully the policy was implemented.
- Outcome evaluation – measures the results and impacts.
- Cost-benefit analysis – compares the costs of a program with its benefits.

Evaluation provides feedback for future decisions. Policies may be continued, modified, or terminated depending on their effectiveness. At the municipal level, evaluation often includes citizen satisfaction surveys, while at the national level it may involve large-scale statistical analysis.

6. Feedback and Learning

Although evaluation is often considered the final stage, modern theories emphasize the cyclical nature of decision-making. Feedback from evaluation and public opinion influences the next cycle of problem identification and agenda setting. Governments learn from successes and failures, adjusting policies over time. This adaptive approach is particularly relevant in complex and rapidly changing environments, such as digital governance, climate policy, or pandemic response.

The concept of “policy learning” highlights how governments accumulate knowledge and improve practices. Learning may occur through trial and error, borrowing best practices from other jurisdictions, or engaging in international cooperation.

7. Challenges in Public Decision-Making

Each stage of the decision-making process faces challenges:

- Problem identification may be distorted by media attention, lobbying, or political bias, leading to neglect of important but less visible issues.
- Formulation is constrained by bounded rationality and limited resources.
- Adoption may be shaped more by political bargaining than by rational analysis.
- Implementation is vulnerable to bureaucratic inertia, corruption, and lack of coordination.
- Evaluation often suffers from insufficient data or political reluctance to acknowledge failure.

Moreover, globalization and technological change create new complexities. Decisions must consider international agreements, digital transformations, and the expectations of increasingly active citizens.

8. Theoretical Perspectives

Several theoretical models offer insights into the decision-making stages:

- Rational Model – views decision-making as a logical sequence of steps aimed at maximizing utility.
- Incrementalism (Charles Lindblom) – argues that governments rarely make radical changes; instead, they take small, incremental steps.
- Garbage Can Model (Cohen, March, Olsen) – emphasizes the chaotic and non-linear nature of decision-making, where problems, solutions, and participants interact in unpredictable ways.
- Institutionalism – highlights the role of rules, norms, and structures in shaping decisions.

These perspectives remind us that public decision-making is not purely technical but deeply embedded in political, social, and cultural contexts.

Conclusion

The process of public decision-making is a complex cycle consisting of several interrelated stages: problem identification, policy formulation, adoption, implementation, evaluation, and feedback. Each stage involves distinct actors, methods, and challenges. While rational models provide useful guidance, real-world decisions are often shaped by politics, limited information, and institutional constraints.

For effective governance, it is essential to ensure that problems are correctly identified, solutions carefully designed, decisions legitimately adopted, policies efficiently implemented, and outcomes thoroughly evaluated. Municipal and state authorities must also be open to feedback and learning.

In modern societies, where citizens demand transparency, accountability, and participation, mastering the stages of decision-making is a prerequisite for building trust in government and achieving sustainable development.

DISCUSSION QUESTIONS

1. The Tension Between Rationality and Political Reality in Public Decision-Making
2. Overcoming the Implementation Gap: Strategies for Effective Policy Delivery
3. The Impact of Modern Challenges on Public Decision-Making Stages
4. The Role of Feedback and "Policy Learning" in Adaptive Governance
5. Addressing Distortions and Bias in Problem Identification and Agenda Setting

IDENTIFY THE MATCHES

1. Public Decision-Making	a. Вызовы
2. Problem Identification	b. Идентификация проблемы
3. Agenda Setting	c. Обратная связь и обучение
4. Policy Formulation	d. Ограниченная рациональность
5. Policy Implementation	e. Оценка политики
6. Policy Evaluation	f. Принятие государственных решений
7. Feedback and Learning	g. Реализация политики
8. Bounded Rationality	h. Управление
9. Governance	i. Формирование повестки дня
10. Challenges	j. Формулирование политики

Примеры тестовых заданий

1. According to the text, what is one of the central functions of government?
 - a) To maximize private sector profits.
 - b) To solely maintain order without making decisions.
 - c) To make decisions that shape citizens' lives and address social needs.**
 - d) To avoid political, legal, and ethical constraints.

2. Who emphasized the role of "agenda setting" in determining which problems enter the governmental agenda, based on the interaction of problems, policies, and politics?
 - a) Herbert Simon
 - b) Charles Lindblom
 - c) John Kingdon**
 - d) Pressman and Wildavsky

3. What does Herbert Simon's concept of "bounded rationality" suggest about policy formulation?
 - a) Decision-makers always achieve optimal solutions.
 - b) Decision-makers are limited by information, time, and resources, leading to "satisficing" solutions.**
 - c) Decisions are purely rational and free from constraints.
 - d) Policy formulation is a chaotic and unpredictable process.

4. The policy adoption stage is described as often being "political rather than purely rational." What activities are common during this stage?

- a) Strict adherence to scientific data without negotiation.
- b) Building coalitions, negotiating compromises, and taking symbolic actions.**
- c) Solely focusing on cost-benefit analysis.
- d) Eliminating all stakeholder input to speed up the process.

5. Which classic study of policy implementation highlighted the "gap between policy intentions and outcomes" due to factors like multiple decision points and conflicting interests?

- a) Herbert Simon's work on bounded rationality.
- b) John Kingdon's theory of agenda setting.
- c) Pressman and Wildavsky's study.**
- d) The Garbage Can Model by Cohen, March, and Olsen.

6. What is the primary purpose of the policy evaluation stage in the decision-making cycle?

- a) To secure additional funding for the policy.
- b) To determine who is responsible for failures.
- c) To examine if the policy achieved its objectives, its effects, and resource use, providing feedback for future decisions.**
- d) To immediately terminate all policies, regardless of outcomes.

7. Modern theories of public decision-making emphasize which aspect regarding evaluation and public opinion?

- a) That evaluation is the absolute final stage with no further impact.
- b) The cyclical nature of decision-making, where feedback influences future problem identification.**
- c) That governments should never adjust policies once adopted.
- d) That only academic institutions should conduct evaluations.

8. Which stage of public decision-making is specifically described as vulnerable to "bureaucratic inertia, corruption, and lack of coordination"?

- a) Problem Identification
- b) Policy Formulation
- c) Policy Adoption
- d) Policy Implementation**

9. What does the "Garbage Can Model" by Cohen, March, and Olsen emphasize about decision-making?

- a) It is a purely logical and sequential process.
- b) It is a chaotic and non-linear process with unpredictable interactions.**
- c) It always results in optimal solutions.
- d) It primarily focuses on incremental changes.

10. At the municipal level, what types of issues often dominate the agenda-setting stage?

- a) Defense and macroeconomic policy.
- b) International agreements and global crises.
- c) Local concerns such as housing, transport, or public safety.**
- d) National healthcare reform.

11. What challenge is mentioned regarding the Problem Identification stage of public decision-making?

- a) Lack of qualified personnel for implementation.
- b) It may be distorted by media attention, lobbying, or political bias.**
- c) Insufficient financial resources for evaluation.
- d) Too much data making it difficult to choose.

12. For effective governance, the text concludes that mastering the stages of decision-making is a prerequisite for what in modern societies?

- a) Centralizing all power in executive authorities.
- b) Reducing citizen participation and transparency.
- c) Building trust in government and achieving sustainable development.**
- d) Eliminating all political bargaining from the process.

Тема 4. Разработка стратегии использования информационных систем

УК–3 (1-6)

1. Лексико-грамматические упражнения по теме

Monetary Policy: Meaning, Types, and Tools

What Is Monetary Policy?

Monetary policy is a set of tools used by a nation's central bank to control the overall money supply and promote economic growth.

It involves strategies such as adjusting interest rates and changing bank reserve requirements.

In the United States, the Federal Reserve Bank (Fed) implements monetary policy to respond to a dual mandate from Congress to achieve maximum employment while keeping inflation in check.

Understanding Monetary Policy

Monetary policy is the control of the quantity of money available in an economy and the channels by which new money is supplied.

Economic statistics such as gross domestic product (GDP), the rate of inflation, and industry and sector-specific growth rates influence monetary policy strategy.

A central bank may revise the interest rates it charges to loan money to the nation's banks. As these rates rise or fall, financial institutions adjust their rates for their customers, such as businesses or home buyers.

This can slow or encourage borrowing, spending, business activity, hiring, and economic growth. It can also affect the rate of inflation.

Additionally, a central bank may buy or sell government bonds, target foreign exchange rates, and revise the amount of cash that the banks are required to maintain as reserves.

Types of Monetary Policy

Monetary policies are seen as either expansionary or contractionary depending on the level of growth or stagnation within the economy.

Contractionary

A contractionary policy increases interest rates and limits the outstanding money supply to slow growth and decrease inflation, where the prices of goods and services in an economy rise and reduce the purchasing power of money.

Expansionary

During times of slowdown or a recession, an expansionary policy supports economic activity. By lowering interest rates, saving becomes less attractive, business and consumer borrowing increases, as does business and consumer spending.

Goals of Monetary Policy

Inflation

Contractionary monetary policy is used to temper inflation by reducing the level of money circulating in the economy. Expansionary monetary policy increases the amount of money in circulation and fosters inflationary pressure due to greater economic activity.

Unemployment

An expansionary monetary policy decreases unemployment as a larger money supply and attractive interest rates stimulate business activities and expansion of the job market.

Exchange Rates

The exchange rates between domestic and foreign currencies can be affected by monetary policy. With an increase in the money supply, the domestic currency can become less attractive and cheaper relative to other currencies.

Tools of Monetary Policy

Open Market Operations

In open market operations (OMO), the Fed buys bonds from investors or sells additional bonds to them to increase or reduce the money available to the economy as a whole.

The objective of OMOs is to adjust the level of reserve balances to manipulate the short-term interest rates that affect other interest rates.

Interest Rates

The central bank may change interest rates or the required collateral that it demands. In the U.S., this rate is known as the discount rate. It's the rate that the Fed charges financial institutions for loans it makes to them.

The level of the discount rate can affect other interest rates, such as those that banks charge customers. Banks will loan more or less freely depending on the discount rate.

Reserve Requirements

A central bank can manipulate the reserve requirements, which govern the funds that banks must retain as a proportion of the deposits made by their customers to ensure that they can meet their liabilities.

Lowering this reserve requirement releases more capital for the banks to offer as loans or with which to buy other assets. Increasing the requirement curtails bank lending and slows growth.

Monetary Policy vs. Fiscal Policy

Monetary policy is enacted by a central bank to sustain a level economy and keep unemployment low. It is intended to protect the value of the currency and maintain economic activity.

By manipulating interest rates or reserve requirements, or through open market operations, a central bank affects borrowing, spending, and savings rates.

Fiscal policy is an additional tool used by governments but not central banks. While the Federal Reserve can influence the economy through the money supply, and impact market sentiment, the U.S. Treasury Department can create new money and implement new tax policies.

In other words, fiscal policy involves government spending and taxing. It spends to add money, directly or indirectly, into the economy to increase business and consumer spending and spur growth.

Both monetary and fiscal policies were used in response to the COVID-19 pandemic.

How Often Does Monetary Policy Change?

The Federal Open Market Committee of the Federal Reserve meets eight

times a year to determine any changes to the nation's monetary policies. Federal Reserve Board. "Federal Open Market Committee: About the FOMC." The Federal Reserve may also act in an emergency, as during the 2007-2008 economic crisis and the COVID-19 pandemic.

How Has Monetary Policy Been Used to Curb Inflation In the United States?

A contractionary policy can slow economic growth and even increase unemployment but is often seen as necessary to level the economy and keep inflation in check. During double-digit inflation in the 1980s, the Federal Reserve raised its benchmark interest rate to 20%. Though the effect of high rates spurred a recession, inflation was reduced to a range of 3% to 4% over the following years.

Why Is the Federal Reserve Called a Lender of Last Resort?

The Fed also serves the role of lender of last resort, providing banks with liquidity and maintaining regulatory scrutiny to prevent them from failing and causing financial panic.

The Bottom Line

Monetary policy employs strategies and tools to keep a nation's economy stable while limiting inflation and unemployment.

Expansionary monetary policy stimulates a weakening economy and contractionary monetary policy slows down an inflationary economy. A nation's monetary policy is often coordinated with its fiscal policy.

2. Make an annotation to the text

...

3. Vocabulary List

1. Monetary policy	1. Денежно-кредитная политика
2. Central bank	2. Центральный банк
3. Money supply	3. Денежная масса
4. Interest rates	4. Процентные ставки
5. Inflation	5. Инфляция
6. Unemployment	6. Безработица
7. Expansionary policy	7. Экспансионистская политика
8. Contractionary policy	8. Контракционная политика
9. Open Market Operations (OMO)	9. Операции на открытом рынке
10. Reserve requirements	10. Нормы обязательных резервов
11. Economic growth	11. Экономический рост
12. Fiscal policy	12. Фискальная политика
13. Federal Reserve (Fed)	13. Федеральная резервная система (ФРС)
14. Exchange rates	14. Обменные курсы
15. Gross Domestic Product (GDP)	15. Валовой внутренний продукт (ВВП)

4. Discussion questions

1. Monetary policy aims to achieve maximum employment while keeping inflation in check. How might these two goals sometimes conflict, and what strategies could a central bank employ to balance them during different economic conditions?

2. The text describes three main tools of monetary policy: Open Market Operations, adjusting Interest Rates (discount rate), and manipulating Reserve Requirements. Discuss the unique strengths and potential limitations of each tool in influencing the money supply and overall economic activity.

3. Expansionary and contractionary monetary policies are used in different economic scenarios. Using examples from the text (e.g., recessions, high inflation), elaborate on why a central bank would choose one over the other, and what the anticipated short-term and long-term effects on borrowing, spending, and economic growth would be.

4. Monetary policy is enacted by a central bank, while fiscal policy involves government spending and taxing. Discuss the fundamental differences between these two types of economic policy and how they might be coordinated, or even conflict, in addressing economic challenges like the COVID-19 pandemic.

5. The Federal Reserve sometimes acts as a "lender of last resort." Explain what this role entails and why it is crucial for maintaining financial stability and preventing wider economic panic.

5. Exercises

A. Translate into Russian

1. Monetary policy represents the methods a country's central bank uses to manage the total amount of money in circulation and encourage economic expansion.

2. In the U.S., the Federal Reserve applies monetary policy to fulfill its two main objectives set by Congress: maximizing employment and controlling inflation.

3. Monetary policies are categorized as either stimulating (expansionary) or restrictive (contractionary), based on whether the economy is growing or slowing down.

4. Through Open Market Operations, the Federal Reserve manages the overall money supply in the economy by either purchasing or selling government bonds.

5. A central bank uses monetary policy to stabilize the economy, reduce unemployment, protect currency value, and ensure continued economic activity.

B. Find the English equivalents

Денежно-кредитная политика; Центральный банк; Денежная масса; Процентные ставки; Инфляция; Безработица; Операции на открытом рынке (ООР); Нормы обязательных резервов; Экспансионистская политика; Контракционная политика.

C. Fill in each blank with a suitable word or word combination

1. Monetary policy is a set of tools used by a nation's central bank to control the overall money supply and promote economic ... **(growth)**.
2. In the United States, the Federal Reserve Bank (Fed) implements monetary policy to respond to a dual mandate from Congress to achieve maximum employment while keeping ... **(inflation)** in check.
3. Monetary policies are seen as either expansionary or ... **(contractionary)** depending on the level of growth or stagnation within the economy.
4. During times of slowdown or a ... **(recession)**, an expansionary policy supports economic activity.
5. In open market operations (OMO), the Fed buys bonds from investors or sells additional bonds to them to increase or reduce the ... **(money)** available to the economy as a whole.
6. In the U.S., the rate that the Fed charges financial institutions for loans it makes to them is known as the ... **(discount)** rate.
7. A central bank can manipulate the ... **(reserve)** requirements, which govern the funds that banks must retain as a proportion of the deposits made by their customers.

D. Translate into English

Денежно-кредитная политика представляет собой комплекс инструментов, которые центральный банк страны использует для контроля над общей денежной массой и стимулирования экономического роста. В Соединенных Штатах Федеральная резервная система, например, применяет эту политику для выполнения двойного мандата, включающего достижение максимальной занятости и сдерживание инфляции. В зависимости от экономического положения политика может быть экспансионистской (стимулирующей) в периоды спада или contractionной (сдерживающей) для борьбы с ростом цен. Экспансионистская политика достигается за счет снижения процентных ставок, что делает заимствования более привлекательными и стимулирует деловую активность и расширение рынка труда. И наоборот, contractionная политика повышает процентные ставки и ограничивает денежную массу для замедления инфляции, хотя это может привести к замедлению экономического роста. Ключевые инструменты денежно-кредитной политики включают операции на открытом рынке (покупка/продажа государственных облигаций), изменение учетной ставки (ставки, по которой центральный банк кредитует банки) и регулирование норм обязательных резервов для банков. Конечная цель - поддержание стабильности экономики, низкого уровня безработицы и защиты стоимости валюты, часто в координации с фискальной политикой правительства.

E. Questions and assignments

1. Using the text, define what monetary policy is and state its main objective.
2. Characterize expansionary and contractionary monetary policies, indicating how each affects the economy.
3. List the three main tools of monetary policy and explain how each is used to control the money supply.
4. According to the text, what goals does monetary policy set for inflation and unemployment? Explain their relationship.
5. Explain the fundamental difference between monetary and fiscal policy based on the provided material.

F. Answer the tests

1. What is the primary purpose of monetary policy according to the text?
A) To manage government spending and taxation.
B) To control the overall money supply and promote economic growth.
C) To regulate international trade agreements.
D) To set prices for goods and services directly.
2. Which entity is responsible for implementing monetary policy in the United States?
A) The U.S. Treasury Department.
B) The Federal Reserve Bank (Fed).
C) The Congress.
D) The President.
3. The Federal Reserve's dual mandate from Congress includes achieving maximum employment while also doing what?
A) Maximizing government revenue.
B) Keeping inflation in check.
C) Promoting international trade.
D) Reducing national debt.
4. According to the text, which economic statistic influences monetary policy strategy?
A) Consumer confidence index.
B) Gross Domestic Product (GDP).
C) Stock market performance.
D) Global oil prices.
5. When a central bank revises the interest rates it charges to loan money to the nation's banks, how do financial institutions typically respond?
A) They keep their rates unchanged.
B) They adjust their rates for their customers.
C) They stop offering loans.
D) They only lend to government entities.

6. Monetary policies are categorized as either expansionary or contractionary based on what factor?
- A) The central bank's political affiliation.
 - B) The level of government debt.
 - C) The level of growth or stagnation within the economy.**
 - D) The number of international trade partners.
7. What is the main effect of a contractionary monetary policy?
- A) It stimulates business and consumer borrowing.
 - B) It increases the money supply and fosters inflationary pressure.
 - C) It increases interest rates and limits the outstanding money supply to slow growth and decrease inflation.**
 - D) It decreases unemployment by stimulating business activities.
8. During times of economic slowdown or recession, what does an expansionary monetary policy aim to achieve?
- A) Increase interest rates to encourage saving.
 - B) Support economic activity by lowering interest rates, which increases borrowing and spending.**
 - C) Reduce the money supply to combat inflation.
 - D) Limit business and consumer spending.
9. How does an expansionary monetary policy primarily affect unemployment?
- A) It tends to increase unemployment by slowing economic activity.
 - B) It has no direct effect on unemployment.
 - C) It decreases unemployment as a larger money supply and attractive interest rates stimulate business activities and expansion of the job market.**
 - D) It causes businesses to reduce hiring.
10. According to the text, what happens to the domestic currency's attractiveness relative to other currencies with an increase in the money supply?
- A) It becomes more attractive and stronger.
 - B) It remains unchanged.
 - C) It can become less attractive and cheaper.**
 - D) Its value becomes fixed.
11. What is the primary objective of Open Market Operations (OMOs)?
- A) To directly set the prices of goods and services.
 - B) To adjust the level of reserve balances to manipulate short-term interest rates.**
 - C) To determine government spending priorities.
 - D) To manage foreign aid programs.

12. What is the effect of lowering the reserve requirements for banks?
- A) It curtails bank lending and slows growth.
 - B) It increases the proportion of deposits banks must retain.
 - C) It releases more capital for the banks to offer as loans or with which to buy other assets.**
 - D) It forces banks to increase their interest rates for customers.

Тема 5. Интернет в бизнесе

УК–3 (1-6)

1. Лексико-грамматические упражнения по теме

What is Public Finance and Municipal Bond?

What is Public Finance?

Public finance is the management of a country's revenue, expenditures, and debt load through various government and quasi-government institutions. This guide provides an overview of how public finances are managed, what the various components of public finance are, and how to easily understand what all the numbers mean. A country's financial position can be evaluated in much the same way as a business' financial statements.

Components of Public Finance

The main components of public finance include activities related to collecting revenue, making expenditures to support society, and implementing a financing strategy (such as issuing government debt). The main components include:

Tax collection

Tax collection is the main revenue source for governments. Examples of taxes collected by governments include sales tax, income tax (a type of progressive tax), estate tax, and property tax. Other types of revenue in this category include duties and tariffs on imports and revenue from any type of public services that are not free.

Budget

The budget is a plan of what the government intends to have as expenditures in a fiscal year. In the U.S., for example, the president submits to Congress a budget request, the House and Senate create bills for specific aspects of the budget, and then the President signs them into law. Read a copy of 2017 Budget of the U.S. government, as published by the Office of Management and Budget.

Expenditures

Expenditures are everything that a government actually spends money on, such as social programs, education, and infrastructure. Much of the government's spending is a form of income or wealth redistribution, which is aimed at benefiting society as a whole. The actual expenditures may be greater than or less than the budget.

Deficit/Surplus

If the government spends more than it collects in revenue there is a deficit in that year. If the government has less expenditures than it collects in taxes, there is a surplus.

National Debt

If the government has a deficit (spending is greater than revenue), it will fund the difference by borrowing money and issuing national debt. The U.S. Treasury is responsible for issuing debt, and when there is a deficit, the Office of Debt Management (ODM) will make the decision to sell government securities to investors.

Municipal Bond: Definition, Types, Risks, and Tax Benefits

What Is a Municipal Bond?

Municipal bonds are debt instruments that local, county, and state governments issue to secure financing for civic improvements, including the construction of highways, bridges, or schools.

Municipal bonds act like loans, with bondholders becoming creditors. In exchange for borrowed capital, bondholders/investors are promised interest on their principal balance, the latter being repaid by the maturity date. Municipal bonds are often exempt from most taxes, which makes them attractive to people in higher income tax brackets.

Types of municipal bonds include general obligation and revenue bonds.

Understanding Municipal Bonds

A municipal bond is a debt obligation issued by a nonprofit organization, a private-sector corporation, or another public entity using the loan for public projects, such as constructing schools, hospitals, and highways.

Municipal bonds, which are also known as muni bonds or munis, can generate tax-free income for qualified residents but pay lower coupon (interest) rates as a result compared with taxable bonds.

Types of Municipal Bonds

A municipal bond is categorized based on the source of its interest payments and principal repayments. A bond can be structured in different ways, offering various benefits, risks, and tax treatments. Income generated by a municipal bond may be taxable. For example, a municipality may issue a bond not qualified for federal tax exemption, resulting in the generated income being subject to federal taxes.

- A general obligation bond (GO) is issued by governmental entities and not backed by revenue from a specific project, such as a toll road. Some GO bonds are backed by dedicated property taxes; others are payable from general funds.
- A revenue bond secures principal and interest payments through the issuer or via sales, fuel, hotel occupancy, or other taxes. When a municipality is a conduit issuer of bonds, a third party covers interest and principal payments.

Risks of Municipal Bonds

Default risk is low for municipal bonds compared with corporate bonds. However, revenue bonds are more vulnerable to changes in consumer tastes or general economic downturns than GO bonds. For example, a facility delivering water, treating sewage, or providing other fundamental services has more dependable revenue than a park's rentable shelter area.

As a fixed-income security, the market price of a municipal bond fluctuates with changes in interest rates: When interest rates rise, bond prices decline; when interest rates decline, bond prices rise.

In addition, a bond with a longer maturity is more susceptible to interest rate changes than a bond with a shorter maturity, causing even greater changes in the municipal bond investor's income. Furthermore, the majority of municipal bonds are illiquid; an investor needing immediate cash has to sell other securities instead.

Many municipal bonds carry call provisions, allowing the issuer to redeem the bond prior to the maturity date. An issuer typically calls a bond when interest

rates drop and reissues municipal bonds at a lower interest rate. When a bond is called, investors lose income from interest payments and face reinvesting in a bond with a lower return.

What Are the Benefits of a Municipal Bond?

Although municipal bonds may have lower interest rates than riskier investments like corporate bonds or stocks, they offer stability for your capital with low default rates. Interest from munis is also generally exempt from federal taxes, making it an attractive investment.

The Bottom Line

Municipal bonds are debt instruments issued by local governments to finance the needs of a community, such as the building of a community center or park. They offer investors a low-risk investment of fixed income and can be a good option to diversify a bond portfolio.

2. Make an annotation to the text

...

3. Vocabulary List

1. Public Finance	1. Государственные финансы
2. Municipal Bonds	2. Муниципальные облигации
3. Revenue	3. Доход / Выручка
4. Expenditures	4. Расходы
5. Budget	5. Бюджет
6. Tax Collection	6. Сбор налогов
7. National Debt	7. Государственный долг
8. Deficit	8. Дефицит
9. Surplus	9. Профицит
10. Interest Rates	10. Процентные ставки
11. General Obligation Bond (GO)	11. Облигация общего обязательства
12. Revenue Bond	12. Доходная облигация
13. Default Risk	13. Риск дефолта
14. Tax-Exempt Income	14. Доход, не облагаемый налогом
15. Maturity Date	15. Дата погашения

4. Discussion questions

1. The text states that a country's financial position can be evaluated "in much the same way as a business' financial statements". Discuss the validity of this comparison. What are the key similarities, and what fundamental differences might exist between managing public finances and managing a business, especially concerning their objectives and accountability?

2. Municipal bonds offer investors "stability for your capital with low default rates" and "tax-exempt income". However, they also carry risks such as interest rate sensitivity, illiquidity, and call provisions. In a group discussion, weigh the pros and cons of investing in municipal bonds for an average investor, considering both the benefits and the potential drawbacks mentioned in the text.

3. The text distinguishes between General Obligation (GO) bonds and Revenue bonds, noting that revenue bonds are "more vulnerable to changes in consumer tastes or general economic downturns than GO bonds". Considering the different ways these bonds are backed, discuss which type of municipal bond might be a more suitable investment during periods of economic uncertainty and why.

4. Public finance components include tax collection, expenditures, and financing strategy through debt issuance. The text mentions that a government can have a deficit or a surplus. Discuss the long-term implications for a country if it consistently runs a deficit and issues national debt versus if it consistently achieves a surplus. What are the potential benefits and challenges of each scenario?

5. Municipal bonds are issued to secure financing for "civic improvements, including the construction of highways, bridges, or schools", essentially funding public projects. Debate the extent to which municipal bonds are an effective and ethical way for governments to fund essential public services. Are there alternative methods of funding that might be preferable, and what are their own pros and cons in comparison to issuing debt?

5. Exercises

A. Translate into Russian

Public Finance; Revenue; Expenditures; Tax collection; Budget; Deficit; National Debt; Municipal Bonds; General Obligation bond (GO); Revenue bond; Tax-exempt income; Default risk; Interest rates; Maturity date; Call provisions.

B. Find the English equivalents

Государственные финансы; Доход; Расходы; Долговая нагрузка; Сбор налогов; Бюджет; Фискальный год; Инфраструктура; Дефицит; Профицит; Государственный долг; Муниципальные облигации; Долговые инструменты; Владельцы облигаций; Дата погашения; Доход, не облагаемый налогом; Облигация общего обязательства (GO); Доходная облигация; Риск дефолта; Процентные ставки.

C. Fill in each blank with a suitable word or word combination

1. Public ... **(finance)** involves managing a country's revenue, expenditures, and debt load, similar to a business's financial statements.
2. The main components of public finance include ... **(tax)** collection, expenditures, and implementing a financing strategy.
3. A ... **(deficit)** occurs when government spending exceeds its revenue in a given year.
4. To fund a deficit, the government borrows money by issuing national ... **(debt)**.
5. Municipal ... **(bonds)** are debt instruments issued by local governments to finance civic improvements like highways or schools.
6. These bonds include ... **(General)** Obligation bonds, backed by general funds, and Revenue bonds, secured by specific project revenues.
7. While offering tax-exempt ... **(income)** and low default rates, municipal bonds face risks like interest rate sensitivity and illiquidity.

D. Translate into English

1. Государственные финансы — это управление доходами, расходами и долговой нагрузкой страны через различные государственные учреждения.
2. Основные компоненты включают сбор налогов как главный источник дохода и расходы на общественные нужды, такие как социальные программы, образование и инфраструктура.
3. Когда государственные расходы превышают доходы за год, возникает дефицит, который финансируется путем выпуска государственного долга.
4. Муниципальные облигации — это долговые инструменты, выпускаемые местными, окружными и государственными органами власти для привлечения финансирования на общественные улучшения, например, строительство автомагистралей или школ.
5. Они действуют как займы, при этом держатели облигаций становятся кредиторами и получают проценты на свой основной капитал, который возвращается к дате погашения.
6. Одним из главных преимуществ муниципальных облигаций является то, что доход от них часто освобождается от большинства налогов, что делает их привлекательными для инвесторов с высокими налоговыми ставками.
7. Существует два основных типа муниципальных облигаций: облигации общего обязательства (GO), которые обеспечиваются общими средствами правительства, и доходные облигации, обеспеченные доходами от конкретных проектов.
8. Риск дефолта по муниципальным облигациям относительно низок по сравнению с корпоративными облигациями.
9. Однако рыночная цена муниципальной облигации колеблется в зависимости от изменений процентных ставок: при росте ставок цены облигаций падают, и наоборот.
10. Кроме того, большинство муниципальных облигаций неликвидны, и многие из них имеют условия досрочного погашения, позволяющие эмитенту выкупить облигацию до даты погашения, обычно при снижении процентных ставок.

E. Questions and assignments

1. What is public finance, and what are its main components according to the source?
2. Explain the concepts of government deficit and national debt. How does a government fund a deficit?
3. Define a municipal bond and explain its purpose. How does it function like a loan?
4. What are the two main types of municipal bonds, and how do they differ in terms of their backing? Provide examples.
5. Discuss the tax benefits of municipal bonds for investors. Why are they considered attractive despite lower interest rates?
6. Describe the default risk associated with municipal bonds and how it compares to corporate bonds. Are all municipal bonds equally risky?
7. How do changes in interest rates affect the market price of municipal bonds? What are "call provisions" and how do they impact investors?

F. Answer the tests

1. What does public finance primarily involve?

- A) Managing private company investments.
- B) Managing a country's revenue, expenditures, and debt load.**
- C) Controlling international trade agreements.
- D) Setting global interest rates.

2. Which of the following is NOT listed as a main component of public finance?

- A) Tax collection.
- B) Making expenditures to support society.
- C) Implementing a financing strategy.
- D) Regulating stock market trading.**

3. What is identified as the main revenue source for governments?

- A) Investment in foreign markets.
- B) Tax collection.**
- C) Charitable donations.
- D) Sales of government assets.

4. When does a government incur a deficit?

- A) When its revenue exceeds expenditures.
- B) When it invests in new infrastructure projects.
- C) When it spends more than it collects in revenue.**
- D) When it declares a national emergency.

5. How does a government typically fund a deficit?

- A) By increasing taxes on all citizens.
- B) By cutting all public services.
- C) By receiving foreign aid.
- D) By borrowing money and issuing national debt.**

6. What is the primary purpose of municipal bonds?

- A) To fund private corporate ventures.
- B) To provide direct income to government employees.
- C) To secure financing for civic improvements like highways or schools.**
- D) To regulate the banking industry.

7. What is a significant tax benefit of municipal bonds for investors?

- A) They offer guaranteed high returns.
- B) They are exempt from capital gains tax upon sale.
- C) Interest from them is often exempt from most taxes.**
- D) They provide immediate cash access without penalties.

8. How are General Obligation (GO) bonds typically backed?

A) By specific project revenues.

B) By the issuer's sales of goods.

C) By general funds or dedicated property taxes of the governmental entity.

D) By private corporate guarantees.

9. What primarily secures principal and interest payments for a revenue bond?

A) The general credit of the issuing government.

B) The issuer or via specific sales, fuel, hotel occupancy, or other taxes related to the project.

C) International financial aid.

D) The sale of government land.

10. How does the default risk of municipal bonds generally compare to corporate bonds?

A) It is significantly higher.

B) It is about the same.

C) It is low compared with corporate bonds.

D) It is impossible to determine.

11. How do changes in interest rates typically affect the market price of municipal bonds?

A) They have no effect.

B) When interest rates rise, bond prices decline; when rates decline, prices rise.

C) When interest rates rise, bond prices also rise.

D) Only long-term bonds are affected by interest rate changes.

12. What do "call provisions" on municipal bonds allow the issuer to do?

A) Increase the interest rate before maturity.

B) Redeem the bond prior to the maturity date, often when interest rates drop.

C) Transfer the bond ownership to another entity.

D) Delay interest payments to investors.

Тема 6. Возможности и проблемы создания и развития информационных систем

УК-3 (1-6)

1. Лексико-грамматические упражнения по теме

Key facts about tax system in Russia

Taxes are the most important part of the financial policy in almost every state. Taxes, as among the oldest institutions, as well as the entire tax system are a powerful tool for managing the economy in the conditions of modern business and the market. With the help of taxes, the relations of economic entities with the corresponding budgets, banks, and other market participants are determined and the foreign economic activity of the states is also regulated. The use of taxes is among the economic methods used for the management of and to ensure the interrelation of national interests with the commercial interests of economic entities. The tax system of each country is among the main instruments for managing the general system of economic regulation as well as the socio-economic functions of the state. Thus, the importance of the financial sustainability of the state arises—namely, the conformity of the state’s revenue and expenditure. State-wide financial sustainability should be considered as the ability of the budget to meet the state’s financial needs. The latter is based on the adequacy of tax and other inflows to budgets of various levels, while ensuring a high level of tax collection and non-tax payments.

The formation and development of the tax system of the Russian Federation, in brief

The prototype of the government financial system dates back from the early years of Old Rus, in the IX century. Initially, as the fundamental assembly was homage, it was then replaced by passing from each pipe and furnace with smoke duty. At the time of the Tatar-Mongol attacks the level of citizens burdening had reached a historic high, because, apart from addressing municipal targets, it was required to give substantial funds to Mongolian khans. Commonly the payment was taken place directly in kind to the representatives of the Tatar-Mongol aristocracy.

Many innovations in the government finance system were made by Peter I. Namely during his governing new types of compulsory payments, including per capita tax and tax for beards, were appeared. A significant event was the emergence of the institute of profiteers, who had already assumed the responsibility for administration and control over the gathering money to the treasury. It was the moment of creation of the fiscal authorities, which eventually led to forming an entire separate institute of tax officials.

The significant complication of the tax system happened after the abolition of serfdom in 1861. As the basis for taxation have become to serve:

- acres;
- income from the use of housing.

First there were appeared excise taxes on alcohol, tobacco, and also customs payments began to gather. The whole system started to move toward increasing complicating.

During the post-revolution period, namely after 1921, all taxes, which existed in czarist days, were actually returned under the slogans of the new economic policy. There was fixed an additional fee from wealthy households. All along 1930-1932 excise taxes were cancelled, while most organizations began to pay receipts and profit taxes. Already then the main directions of the future development of fiscal policy have begun to emerge.

The Second World War was required great concentration of financial resources in state hands, the general militarization of the economy resulted to usage of additional types of fiscal payments. Notably, for the first time there were fees:

- from unmarried men;
- from citizens without families.

The objectives in so doing were readily understandable: to increase the fertility rate and to solve the demographic problem in the long term. In fact, the assigned objectives, as is known, were eventually resolved. Funny thing is that the payment from unmarried men was levied right up to 1990, and only then was cancelled.

The structure of the Russian tax system began to come to modern form only after the events of 1990. The initiating a process of its formation was launched by publication of the law of the Russian Federation "About the fundamental of the Russian Federation tax system" from 27.12.1991 № 2118-I. The majority of mandatory payments, which currently become the norm in the work of accountant, were first introduced at that time:

- VAT;
- income tax;
- excise taxes and others.

In the future the order of its levying was progressed, but the first main principles of calculation and payment were included back then.

Later was appeared the Tax Code of the Russian Federation:

- the first its part, generally devoted to tax administration, rights and responsibilities of payers and auditors, was in 1998;
- the second part, which contained definitions of taxes, the procedure of calculating the base for them, time frame and frequency of payment, were in 2000.

In the following years, the Tax Code of the Russian Federation was repeatedly changed and supplemented, some elements were become more difficult, and others, on the contrary, were simplified. Now it is the main statute, forming the basis of the tax system of the Russian Federation.

It regulates almost all issues on interaction between tax authorities and taxpayers, including:

- rates;
- time frames;
- reporting methods;
- periods of paying taxes.

The concept of the Russian tax system at the current stage

The tax system of the Russian Federation is a complex of relationships between fiscal authorities and taxpayers in the field of all exciting taxes and fees. It implies continuous communication of all its members and related objects:

- payers;
- legislative framework;
- oversight authorities;
- types of mandatory payments.

The structure of the tax system has a three-tier construction:

- federal level;
- regional level;
- local level.

Every mandatory payment is intended for filling the budget of a certain level. There is a list of taxes, having a single per cent throughout the whole territory of Russia, which levied on the basis and completely enrolled in the Federal budget:

- income tax;
- profit tax;
- VAT;
- excise taxes;
- water use tax;
- tax to extraction of natural resources;
- government duty.

Over here also worth to include special tax regimes:

- unified tax on imputed income;
- unified agricultural tax;
- simplified taxation scheme;
- patent system.

Taxes of the regional level, although are reflected in the code, are mostly regulated by local authorities. The Tax Code of the Russian Federation establishes only the most common parameters and borders within which the governments of the Russian Federation subjects have the right to regulate them.

So, authorities can independently determine the percentage of the gathering at the region, but it should not exceed the maximum level listed in the Code. For example, the specific conditions for applying of transport tax, tax on gambling industry and wealth tax are approved by local government structures through publishing relevant laws and regulations. Regional administrations can also approve changes in special tax regimes, but strictly within responsibilities contained in the Code.

Local taxes, like other elements of the Russian tax system, are laid down in the Tax Code of the Russian Federation. Local authorities also change its basic parameters of their choice, but within the boundaries of the Code.

The structure of the tax system of Russia at the moment includes the following number of taxes of different levels:

- 14 federal;
- 3 regional;
- 3 local.

It is possible to identify in a separate group special tax regimes, which are exactly 5.

Taxes on an accrual basis are divided into direct and indirect taxes. The first are produced by multiplication the base on the percent; the second are directly included in the price of good, work or service.

In the case of indirect payment, the tax is paid by the purchaser of good, and the one who implements it acts as a facilitator for the state. There are two indirect taxes:

- VAT;
- Excise taxes.

Key elements of the tax system

As it has become clear now, the tax system is based on synthesis of interests its participants through the application of various mechanisms of levying financial resources in order to implement fiscal objectives of the state.

The tax system of the Russian Federation includes:

- all tax payments listed in the Tax Code of the Russian Federation;
- taxpayers;
- complex of exciting legislation, regulating fiscal policies;
- administrative authorities, performing oversight functions in tax matters.

Such a list describes the tax system of the Russian Federation only in brief. For a better understanding it is better to study each point of the list separately. If a subject of tax relations is named in the Tax Code as a payer, the imposed duty should be implemented unequivocally. In this case, were meant both organizations and private individuals, which are fiscal agents that according to the provisions of the Tax Code must pay specified types of taxes and fees.

The tax system is represented by a three-level hierarchy: federal, regional, local taxes, as well as relevant legislative framework on each level, which should not contrary to the Tax Code and the Constitution of the Russian Federation. At the federal level search for ways of improvement of tax policy happens continuously.

Conclusions

The most important factor in the tax policy is the need to maintain a balanced budget system of the Russian Federation. The development and improvement of the tax system reflects the fundamental basis for strengthening the integrity of the financial system of Russia as a federative state, but also guarantees the territorial/public entities within its structure the freedom to exercise the tax and legal competence necessary for the independent and full provision of territorial budgets. The features of regional and municipal Russian tax systems are in the legislatively established procedure for establishing and introducing taxes of the appropriate territorial level. The tax legislation of the Russian Federation is based

on the principle of the unity of the financial policy of the state—manifested, in particular, in establishing a closed list of taxes applicable throughout its territory. The tax system of the state plays an important role in the implementation of the provisions of the economic and social policy of the state. The tax system is changing to meet the economic, political and social requirements—among these is digitalization, which creates convenience for people and helps the state solve a number of problems.

2. Make an annotation to the text

...

3. Vocabulary List

1. Налоговая система	1. Tax system
2. Налоги	2. Taxes
3. Налоговый кодекс	3. Tax Code
4. Федеральный уровень	4. Federal level
5. Региональный уровень	5. Regional level
6. Местный/Муниципальный уровень	6. Local/Municipal level
7. Налогоплательщики	7. Taxpayers
8. НДС (Налог на добавленную стоимость)	8. VAT - Value Added Tax
9. Налог на прибыль	9. Corporate/Profit tax
10. Подоходный налог	10. Personal income tax
11. Акцизы	11. Excise taxes
12. Налоговое резидентство	12. Tax residency
13. Ставки налогов	13. Tax rates
14. Договоры об избежании двойного налогообложения	14. Double taxation treaties/agreements
15. Налоговая минимизация	15. Tax minimization

4. Discussion questions

1. The sources state that taxes are a "powerful tool for managing the economy" and for ensuring the financial sustainability of the state. Discuss the extent to which taxation effectively serves as an economic management tool in modern Russia. What are the potential benefits and challenges of using taxes for broader economic and social policy objectives, beyond simply collecting revenue?

2. The Russian tax system has a three-tier structure (federal, regional, and local levels), with different authorities regulating taxes at each level within the framework of the Tax Code. Discuss the advantages and disadvantages of such a multi-level tax system. How does this structure impact regional development, the ability of local authorities to meet their financial needs, and the overall unity of the financial policy of the state?

3. The history of Russia's tax system, from Old Rus to modern times, shows significant evolution and various innovations, including taxes aimed at social objectives (e.g., "from unmarried men" to increase fertility rates). What historical lessons can be drawn from the development of the Russian tax system, and how relevant are these historical approaches (such as social engineering through taxation) in contemporary fiscal policy?

4. The sources highlight tax minimization strategies as an important aspect of long-term financial planning for companies, noting that it involves "dedication and a thorough understanding of different tax planning and tax management processes". Discuss the ethical implications of tax minimization strategies for businesses and individuals. How do such strategies, while legal, impact the state's budget and its ability to fund public services and maintain financial sustainability?

5. Foreign companies operating in Russia are subject to specific taxation rules, including the application of double taxation treaties to benefit from "various tax advantages". Discuss how the Russian taxation framework for foreign entities, including the role of double taxation treaties and specific withholding taxes, might influence foreign investment decisions and the overall business climate in Russia. What are the potential trade-offs for the state between attracting foreign investment and maximizing tax revenue from these entities?

5. Exercises

A. Translate into Russian

Tax system is a powerful tool for managing the economy; Three-tier construction (federal, regional, local levels) of the tax system; Tax Code of the Russian Federation; Double taxation agreements/treaties; Tax residency in Russia; Direct and indirect taxes; Personal income tax (PIT); Corporate/profit tax; Value Added Tax (VAT); Tax minimization strategies.

B. Find the English equivalents

Налоговая система – мощный инструмент управления экономикой; Трехуровневая структура налоговой системы: федеральный, региональный и местный уровни; Налоговый кодекс Российской Федерации – основной нормативный акт, регулирующий взаимодействие налоговых органов и налогоплательщиков; Договоры об избежании двойного налогообложения; Налоговое резидентство в России; Прямые и косвенные налоги; Налог на доходы физических лиц (НДФЛ); Налог на прибыль организаций; Налог на добавленную стоимость (НДС); Акцизы; Налоговая минимизация – важный аспект долгосрочного финансового планирования; Ставки налогов (например, стандартная ставка НДФЛ 13%, налога на прибыль 20%, НДС 18%); Федеральная налоговая служба администрирует налоги; Налогоплательщики и налоговые органы – основные участники налоговых отношений; Финансовая устойчивость государства и адекватность налоговых поступлений.

C. Fill in each blank with a suitable word or word combination

1. The ... **(tax)** system is a powerful tool for managing the economy and ensuring the financial sustainability of the state.
2. The Russian tax system has a three-tier construction, comprising ... **(federal)**, ... **(regional)**, and local levels, with specific taxes assigned to each.
3. The Tax ... **(Code)** of the Russian Federation is the main statute regulating interactions between **tax ... (authorities)** and ... **(taxpayers)**, defining rates, time frames, and reporting methods.
4. Key direct taxes in Russia include the personal ... **(income)** tax, generally at a standard rate of 13%, and the corporate or profit tax, typically at 20%.
5. The primary indirect taxes in Russia are the **(Value Added Tax) (VAT)**, with a standard rate of 18%, and excise taxes.
6. To determine taxation, individuals and businesses must establish tax ... **(residency)** in Russia, and double taxation agreements can modify how worldwide income is taxed.
7. Tax ... **(minimization)** strategies, such as charitable donations or bringing forward tax deductions, are crucial for long-term financial planning for companies in Russia.

D. Translate into English

1. Налоговая система является мощным инструментом управления экономикой и обеспечения финансовой устойчивости государства, регулируя отношения между экономическими субъектами и бюджетами различных уровней. 2. Современная налоговая система Российской Федерации начала формироваться после 1990 года с введением НДС, подоходного налога и акцизов, а позднее была систематизирована Налоговым кодексом РФ. 3. Структура налоговой системы имеет трехуровневое построение: федеральный, региональный и местный уровни, причем Налоговый кодекс устанавливает основные параметры для всех. 4. Основные налоги включают прямые налоги, такие как налог на доходы физических лиц (НДФЛ) со стандартной ставкой 13% и налог на прибыль организаций со ставкой 20%, а также косвенные налоги, такие как НДС со стандартной ставкой 18% и акцизы. 5. Для целей налогообложения важно определить налоговое резидентство в России, которое для физических лиц определяется по пребыванию 183 дня в календарном году, а для компаний – по месту управления или головному офису, при этом соглашения об избежании двойного налогообложения могут влиять на этот статус. 6. Федеральная налоговая служба администрирует эти налоги, регулируя ставки, сроки и методы отчетности, а сам Налоговый кодекс является основным нормативным актом, описывающим права и обязанности налогоплательщиков. 7. Налоговая минимизация рассматривается как важный аспект долгосрочного финансового планирования, позволяющий компаниям использовать стратегии, такие как благотворительные пожертвования или перенос налоговых вычетов, для оптимизации налоговых обязательств.

E. Questions and assignments

1. Вопрос о налоговом резидентстве физических лиц:

An individual, a foreign citizen, spends 190 days in Russia within a calendar year. Will they be considered a tax resident of Russia, and what are the implications for their worldwide income?

2. Вопрос о налоговом резидентстве компаний и двойном налогообложении:

A foreign company, without a registered office in Russia, manages its operations from a headquarters located within Russia. How is its tax residency determined, and how can double taxation agreements potentially affect its tax obligations?

3. Вопрос об основных налогах и ставках:

A Russian company manufactures and sells consumer goods. What are the two main types of federal taxes it will primarily deal with, and what are their standard rates according to the Tax Code?

4. Вопрос о стратегиях налоговой минимизации:

A company in Russia seeks to optimize its tax burden through tax minimization strategies. Name and briefly describe two specific methods it could implement according to the sources.

5. Вопрос о трехуровневой структуре налоговой системы:

The administration of a Russian region wishes to introduce a new regional tax or modify an existing one. What are the general boundaries and limitations imposed by the Tax Code of the Russian Federation on regional authorities in this regard?

F. Answer the tests

1. What is a primary role of the tax system in a state according to the provided sources?

A) To completely replace all other financial institutions.

B) To solely fund military expenditures.

C) To act as a powerful tool for managing the economy and ensuring financial sustainability.

D) To only regulate foreign economic activity.

2. When did the modern form of the Russian tax system begin to emerge, and what key taxes were first introduced at that time?

A) During the Peter I era, with per capita tax and beard tax.

B) After the abolition of serfdom in 1861, with land and housing income taxes.

C) After 1990, with the introduction of VAT, income tax, and excise taxes.

D) During the Second World War, with fees from unmarried men.

3. How many tiers does the Russian tax system structure have?

A) Two tiers: federal and regional.

B) Three tiers: federal, regional, and local.

C) Four tiers: federal, regional, local, and municipal.

D) One tier: federal only.

4. According to the sources, how many federal taxes are currently included in the structure of the Russian tax system?

- A) 3
- B) 5
- C) 14**
- D) 7

5. Which of the following is primarily considered an indirect tax in Russia?

- A) Personal income tax.
- B) Corporate profit tax.
- C) Value Added Tax (VAT).**
- D) Land tax.

6. What is the standard Personal Income Tax (PIT) rate for residents in Russia?

- A) 9%
- B) 13%**
- C) 18%
- D) 20%

7. For an individual to be considered a tax resident in Russia, how many days must he or she spend in Russia out of a calendar year?

- A) At least 90 days.
- B) At least 120 days.
- C) At least 183 days.**
- D) At least 365 days.

8. How is a company's tax residency primarily established in Russia?

- A) By the nationality of its founders.
- B) By the volume of its annual revenue.
- C) By having its management place or headquarters in Russia.**
- D) By the number of employees it has.

9. Who primarily regulates regional-level taxes in Russia, according to the Tax Code?

- A) The Federal Tax Service.
- B) The President of the Russian Federation.
- C) Local authorities/governments of the Russian Federation subjects, within parameters set by the Tax Code.**
- D) International tax organizations.

10. Which of the following is cited as a tax minimization strategy for companies in Russia?

- A) Avoiding all tax payments.
- B) Making charitable donations.**
- C) Hiding income from tax authorities.
- D) Paying all taxes after the deadline.

11. How is the 20% corporate profit tax split between the federal government and regional administration in Russia?

- A) 10% to federal, 10% to regional.
- B) 2% to federal, 18% to regional.**
- C) 18% to federal, 2% to regional.
- D) Entirely to the federal budget.

12. When is the deadline for individuals to file their tax returns for the preceding year in Russia?

- A) By the end of March.
- B) By the 15th of November.
- C) By the 30th of April.**
- D) By the 31st of December.

Тема 7. Организация информационных систем

УК–3 (1-6)

1. Лексико-грамматические упражнения по теме

Public Spending and the Role of the State

What is Government Spending?

Government spending refers to money spent by the public sector on the acquisition of goods and provision of services such as education, healthcare, social protection, and defense.

Government spending or expenditure includes all government consumption, investment, and transfer payments. In national income accounting, the acquisition by governments of goods and services for current use, to directly satisfy the individual or collective needs of the community, is classed as government final consumption expenditure. Government acquisition of goods and services intended to create future benefits, such as infrastructure investment or research spending, is classed as government investment (government gross capital formation). These two types of government spending, on final consumption and on gross capital formation, together constitute one of the major components of gross domestic products.

Spending by a government that issues its own currency is nominally self-financing. However, under a full employment assumption, to acquire resources produced by its population without potential inflationary pressures, removal of purchasing power must occur via government borrowing, taxes, custom duties, the sale or lease of natural resources, and various fees like national park entry fees or licensing fees. When these sovereign governments choose to temporarily remove spent money by issuing securities in its place, they pay interest on the money borrowed. Changes in government spending are a major component of fiscal policy used to stabilize the macroeconomic business cycle.

Public expenditure is spending made by the government of a country on collective or individual needs and wants of public goods and public services, such as pension, healthcare, security, education subsidies, emergency services, infrastructure, etc. Until the 19th century, public expenditure was limited due to laissez faire philosophies. In the 20th century, John Maynard Keynes argued that the role of public expenditure was pivotal in determining levels of income and distribution in the economy. Public expenditure plays an important role in the economy as it establishes fiscal policy and provides public goods and services for households and firms.

Theories of public expenditure

Several theories of taxation exist in public economics. Governments can be separated into two distinct types when it comes to their fiscal and monetary sovereignty: currency-issuers and currency-users. Currency-users at all levels (national, regional and local) need to raise revenue from a variety of sources to finance public-sector expenditures. They are not in control of the currency that their jurisdiction transacts in and so are restricted by what revenue they can raise prior to executing spending policies. Currency-issuing governments have no nominal fiscal restrictions. They have an infinite fiscal capacity in that, in principle, they can issue as much of their own currency as they like. However, real resources and productive capacity within an economy are finite. It is the acquisition of these real resources for public purposes and a non-inflationary bias in government policy-making that places the constraint on currency-issuing government spending, rather than nominal financing from prior revenue collection.

The details of taxation are guided by two principles: who will benefit, and who can pay. Public expenditure means the expenditure on the developmental and non-developmental activity such as construction of roadways and dams, and other activity.

Rules or principles that govern the expenditure policy of the government are called "canons of public expenditure". Economist George Findlay Shirras laid down the following four canons of public expenditure, although some are understood not to be required:

1. Canon of benefit – public spending must be done in a manner that it brings greatest social benefits.
2. Canon of economy – it says that economy does not mean miserliness. Public expenditure must be made productively and efficiently.
3. Canon of sanction – public spending should not be made without sanction of an appropriate authority.
4. Canon of surplus – public revenue should exceed government expenditure, this avoiding a deficit. Government must prepare a budget to create a surplus.[9]

Three other canons are:

1. Canon of elasticity – it says there should be enough scope in expenditure policy. Government should be able to increase or decrease it according to the period.
2. Canon of productivity – public expenditure should encourage production efficiency of the economy.
3. Canon of equitable distribution – expenditure policy should minimize inequalities, and it should be designed in a way to benefit poorer sections.

Macroeconomic fiscal policy

Government spending can be a useful economic policy tool for governments. Fiscal policy can be defined as the use of government spending and/or taxation as a mechanism to influence an economy. There are two types of fiscal policy: expansionary fiscal policy, and contractionary fiscal policy. Expansionary fiscal policy is an increase in government spending or a decrease in taxation, while contractionary fiscal policy is a decrease in government spending or an increase in taxes. Expansionary fiscal policy can be used by governments to stimulate the economy during a recession. For example, an increase in government spending directly increases demand for goods and services, which can help increase output and employment. On the other hand, contractionary fiscal policy can be used by governments to cool down the economy during an economic boom. A decrease in government spending or an increase in taxes can help reduce inflationary pressures within the economy. During economic downturns, in the short run, government spending can be changed either via automatic stabilization or discretionary stabilization. Automatic stabilization is when existing policies automatically change government spending or taxes in response to economic changes, without the additional passage of laws. A primary example of an automatic stabilizer is unemployment insurance or an employment guarantee, which provide financial assistance to unemployed workers or direct wages to recently unemployed workers, respectively. Discretionary stabilization is when a government takes actions to change government spending or taxes in direct response to changes in the economy. For instance, a government may decide to increase government spending as a result of a recession. With discretionary stabilization, most governments must pass a new law to make changes in government spending.

John Maynard Keynes was one of the first economists to advocate for government deficit spending as part of the fiscal policy response to an economic contraction. According to Keynesian economics, increased government spending raises aggregate demand and increases consumption, which leads to increased production and faster recovery from recessions. Classical economists, on the other hand, believe that increased government spending exacerbates an economic contraction by shifting resources from the private sector, which they consider productive, to the public sector, which they consider unproductive.

In economics, the potential "shifting" in resources from the private sector to the public sector as a result of an increase in government deficit spending is called crowding out. The figure to the right depicts an outdated theory for the market for capital, otherwise known as the market for loanable funds. The downward sloping demand curve D1 represents demand for private capital by firms and investors, and the upward sloping supply curve S1 represents savings by private individuals. The

initial equilibrium in this market is represented by point A, where the equilibrium quantity of capital is K_1 and the equilibrium interest rate is R_1 . In this theory, if the government increases deficit spending, it will borrow money from the private capital market and reduce the supply of savings to S_2 . The new equilibrium is at point B, where the interest rate has increased to R_2 and the quantity of capital available to the private sector has decreased to K_2 . The government has essentially made borrowing more expensive and has taken away savings from the market, which "crowds out" some private investment. The crowding out of private investment could limit the economic growth from the initial increase in government spending.

A closer understanding of government fiscal operations contradicts the above loanable funds theory. In fact, in the first instance and all else equal, increased government deficit spending increases liquidity in the banking system, thereby pushing down on interest rates. Government borrowing is the act of swapping the excess bank reserves created via the increased deficit spending with Treasury securities, thus draining this excess liquidity back down to pre-spending levels. There is no "loanable funds" pool of currency in reality. Crowding out only refers to the shift of real resources from private to public use, not the crowding out of nominal private investment. Government deficit spending increases the net financial assets available to the non-government sector.

Composition

Public expenditure can be divided into COFOG (classification of the functions of government) categories. Those categories are:

Social protection: pensions, subsidies for family and children, unemployment subsidies, R&D (Research and Development) on social protection.

Health: public health services, medical products, medical appliances and equipment, hospital services, R&D on healthcare.

General Public Services: executive and legislative organs, financial and fiscal affairs, external affairs, foreign economic aid, public debt transactions, R&D related to general public services

Education: pre-primary, primary, secondary, tertiary education, R&D on education etc. See also List of countries by spending on education as percentage of government spending.

Economic Affairs: general economic, agriculture, fuel and energy, commercial and labour affairs, forestry, fishing and hunting, mining, manufacturing, transport, communication etc.

Public order and safety/emergency services: police, fire-protection services, emergency medical services, law courts, prisons, etc.

Defence: Military defence, civil defence, foreign military aid.

Recreation, culture and religion: Recreational and sporting services, cultural services, broadcasting and publishing services, religious services etc.

Environmental protection: waste management, pollution abatement, protection of biodiversity and landscape etc.

Housing and community services: Housing development, community amenities, water supply, street lighting etc.

Final consumption

Government spending on goods and services for current use to directly satisfy individual or collective needs of the members of the community is called government final consumption expenditure (GFCE). It is a purchase from the national accounts "use of income account" for goods and services directly satisfying individual needs (individual consumption) or collective needs of members of the community (collective consumption). GFCE consists of the value of the goods and services produced by the government itself other than own-account capital formation and sales and of purchases by the government of goods and services produced by market producers that are supplied to households—without any transformation—as "social transfers" in kind.

Government spending or government expenditure can be divided into three primary groups, government consumption, transfer payments, and interest payments.

1. Government consumption refers to government purchases of goods and services. Examples include road and infrastructure repairs, national defence, schools, healthcare, and government workers' salaries.

2. Investments in sciences and strategic technological innovations to serve the public needs.

3. Transfer payments are government payments to individuals. Such payments are made without the exchange of goods or services, for example old-age security payments, employment insurance benefits, veteran and civil service pensions, foreign aid, and social assistance payments. Subsidies to businesses are also included in this category.

4. Interest payments are the interest paid to the holders of government bonds, such as saving bonds and treasury bills, including securities held by the government's central bank. The interest paid out to the central bank on these securities effectively is interest paid out on reserve balances deposited with the central bank.

Research, assessments and transparency

There is research into government spending such as their efficacies or effective design or comparisons to other options as well as research containing conclusions of public spending-related recommendations. Examples of such are

studies outlining benefits of participation in bioeconomy innovation or identifying potential "misallocations" or "misalignments". Often, such spending may be broad – indirect in terms of national interests – such as with human resources/education-related spending or establishments of novel reward systems. In some cases, various goals and expenditures are made public to various degrees, referred to fiscal transparency or "government spending transparency".

Underlying drivers of spending alterations

A study investigated funding allocations for public investment in energy research, development and demonstration reported insights about past impacts of its drivers, that may be relevant to adjusting (or facilitating) "investment in clean energy" "to come close to achieving meaningful global decarbonization". The investigated drivers can be broadly described as crisis responses, cooperations and competitions.

Principles and ethics

Studies and organizations have called for systematically applying principles to spending decisions or to take current issues and goals such as climate change mitigation into account in all such decisions. For example, scientists have suggested in Nature that governments should withstand various pressures and influences and "only support agriculture and food systems that deliver on the SDGs (in line with "public funds for public goods")".

Similarly in regard to openness, a campaign by the Free Software Foundation Europe (FSFE) has called for a principle of "Public Money, Public Code" – that software created using taxpayers' money is developed as free and open source software, and Plan S calls for a requirement for scientific publications that result from research funded by public grants being published as open access.

Public sector ethics may also concern government spending, affecting the shares and intentions of government spending or their respective rationales (beyond ethical principles or implications of the contextual socioeconomic structures), as well as corruption or diversion of public funds.

2. Make an annotation to the text

...

3. Vocabulary List

1. Государственные расходы	1. Government Spending
2. Фискальная политика	2. Fiscal Policy
3. Государственное потребление	3. Government Consumption
4. Государственные инвестиции	4. Government Investment
5. Трансфертные платежи	5. Transfer Payments
6. Валютоэмитенты	6. Currency-Issuers
7. Пользователи валюты	7. Currency-Users
8. Кейнсианская экономика	8. Keynesian Economics
9. Классическая экономика	9. Classical Economics
10. Эффект вытеснения	10. Crowding Out
11. Каноны государственных расходов	11. Canons of Public Expenditure
12. Макроэкономическая стабилизация	12. Macroeconomic Stabilization
13. Дефицитные расходы	13. Deficit Spending
14. Классификация функций правительства (COFOG)	14. COFOG (Classification of the Functions of Government)
15. Общественные товары и услуги	15. Public Goods and Services

4. Discussion questions

1. The sources present different views on the role of government spending. According to Keynesian and Classical economics, how does government spending impact the economy during a recession, and why do their approaches fundamentally differ?

2. The text distinguishes between currency-issuing governments and currency-using governments. Discuss their fundamental differences in fiscal constraints and spending capabilities, and how these differences might impact their economic policies.

3. The concept of "crowding out" is interpreted differently in the sources. Explain the traditional theory of crowding out, related to the loanable funds market, and compare it with the more modern understanding, where crowding out refers to the reallocation of real resources. What are the implications of this for assessing the effectiveness of government deficit spending?

4. The text lists "canons of public expenditure" (e.g., canon of benefit, economy, productivity) and ethical principles (e.g., "public funds for public goods", "Public Money, Public Code"). How crucial are these principles for ensuring transparent, efficient, and equitable government spending, and what challenges do governments face in applying them in practice?

5. Government spending is a key tool of fiscal policy for macroeconomic stabilization. Explain the difference between automatic and discretionary stabilizers and provide examples of each, based on the information from the sources. In what situations is each most effective?

5. Exercises

A. Translate into Russian

Government Spending; Government Consumption; Government Investment; Fiscal Policy; Canons of Public Expenditure; Canon of Benefit; Canon of Economy; Automatic Stabilization; Keynesian Economics; Crowding Out; Public Money, Public Code.

B. Find the English equivalents

Инфляционное давление; Фискальный и монетарный суверенитет; Реальные ресурсы и производственный потенциал; Канон санкции; Канон профицита; Экспансионистская фискальная политика; Теория заемных средств; Фискальная прозрачность.

C. Fill in each blank with a suitable word or word combination

1. Government spending refers to money spent by the public sector on the acquisition of goods and provision of ... **(services)** such as education, healthcare, social protection, and defense.
2. Changes in government spending are a major component of ... **(fiscal)** policy used to stabilize the macroeconomic business cycle.
3. ... **(Currency-issuing)** governments have no such nominal fiscal restriction, as they can, in principle, issue as much of their own currency as they like.
4. The Canon of ... **(benefit)** states that public spending must be done in a manner that it brings greatest social benefits.
5. ... **(Expansionary)** fiscal policy is an increase in government spending or a decrease in taxation, used to stimulate the economy during a recession.
6. According to ... **(Keynesian)** economics, increased government spending raises aggregate demand and increases consumption, leading to faster recovery from recessions.
7. In economics, the potential "shifting" in resources from the private sector to the public sector as a result of an increase in government deficit spending is called ... **(crowding)** out.

D. Translate into English

1. Государственные расходы включают в себя потребление, инвестиции и трансфертные платежи, которые используются публичным сектором для приобретения товаров и предоставления услуг, таких как образование, здравоохранение, социальная защита и оборона.
2. Правительства могут быть разделены на два типа по их фискальному и монетарному суверенитету: валютоэмитенты и пользователи валюты; при этом валютоэмитенты не имеют номинальных фискальных ограничений и могут выпускать собственную валюту в любом объеме, тогда как пользователи валюты ограничены сбором доходов.
3. Один из канонов государственных расходов – это канон экономии, который гласит, что государственные расходы должны осуществляться продуктивно и эффективно, не подразумевая при этом скупости.

4. Эффект вытеснения в современном понимании относится к перераспределению реальных ресурсов из частного сектора в государственный в результате увеличения государственных дефицитных расходов, а не к сокращению номинальных частных инвестиций через рынок заемных средств.

5. Фискальная политика, использующая такие инструменты, как автоматическая стабилизация (например, пособия по безработице) и дискреционная стабилизация (целенаправленные изменения в расходах), применяется для стабилизации макроэкономического бизнес-цикла и может быть как экспансионистской, так и контракционной.

E. Questions and assignments

1. How do the fundamental differences in fiscal constraints between currency-issuing governments and currency-using governments influence their capabilities and approaches to public spending, especially in the context of inflationary pressures and access to real resources?

2. What are the contrasting views of Keynesian and Classical economists regarding the effectiveness of increased government spending as a response to an economic contraction, and how does this impact the perception of aggregate demand, production, and resource reallocation between the private and public sectors?

3. What is the modern understanding of "crowding out" and how does it differ from the outdated loanable funds theory, particularly concerning the impact of government deficit spending on interest rates and the availability of real resources for the private sector?

4. According to the canons of public expenditure, how should a government balance achieving the greatest social benefits (Canon of Benefit), ensuring productivity and efficiency (Canon of Economy), and minimizing inequalities (Canon of Equitable Distribution) when making spending decisions?

5. What is the importance of fiscal transparency and ethical principles, such as "Public Money, Public Code," in ensuring the effective, responsible, and equitable use of public funds and in preventing corruption or misallocation?

F. Answer the tests

1. **What does "Government spending" refer to, according to the text?**

a) Money spent by the private sector on goods and services.

b) Money spent by the public sector on the acquisition of goods and provision of services.

c) Investments made by individuals in the stock market.

d) Funds allocated for international trade agreements only.

2. Which of the following is NOT included in government spending or expenditure?

- a) Government consumption
- b) Government investment
- c) Transfer payments
- d) Private sector profits**

3. According to the text, what is the primary constraint on currency-issuing government spending?

- a) Nominal financing from prior revenue collection.
- b) The finite nature of real resources and productive capacity within an economy.**
- c) The amount of foreign aid received.
- d) The size of the national debt in nominal terms.

4. Which of the following describes the "Canon of economy" in public expenditure?

- a) Public spending should always aim for a surplus.
- b) Public expenditure must be made productively and efficiently, not necessarily implying miserliness.**
- c) Public spending should only benefit the richest sections of society.
- d) Public spending should encourage only non-productive activities.

5. What is "Expansionary fiscal policy" used for, according to the text?

- a) To cool down the economy during an economic boom.
- b) To decrease government spending and increase taxes.
- c) To stimulate the economy during a recession.**
- d) To reduce inflationary pressures within the economy.

6. How do Classical economists generally view increased government spending during an economic contraction?

- a) As a way to increase aggregate demand and speed up recovery.
- b) As exacerbating the contraction by shifting resources from the private to the public sector.**
- c) As having no significant impact on the economy.
- d) As always leading to a budget surplus.

7. What is the modern understanding of "crowding out" in economics, as presented in the text?

- a) A reduction in nominal private investment due to higher interest rates.
- b) The shifting of real resources from private to public use.**
- c) An increase in the supply of loanable funds.
- d) A situation where government spending always decreases liquidity.

8. Which of the following is an example of an "automatic stabilizer" mentioned in the text?

- a) A government decision to increase spending in response to a recession.
- b) Unemployment insurance.**
- c) The passage of a new law to change government spending.
- d) Decreasing taxes to stimulate the economy.

9. According to the text, what does "transfer payments" entail?

- a) Government purchases of goods and services like road repairs.
- b) Investments in sciences and technological innovations.
- c) Government payments to individuals without the exchange of goods or services, such as pensions.**
- d) Interest paid to holders of government bonds.

10. The "Canon of equitable distribution" suggests that expenditure policy should be designed to:

- a) Maximize government revenue.
- b) Benefit only the most productive sectors.
- c) Minimize inequalities and benefit poorer sections.**
- d) Encourage lavish spending.

11. What is "Government final consumption expenditure (GFCE)"?

- a) Government spending on goods and services for future benefits, like infrastructure.
- b) Government spending on goods and services for current use to directly satisfy individual or collective needs.**
- c) Transfer payments made to individuals.
- d) Interest payments on government bonds.

12. What does the "Public Money, Public Code" principle advocate for?

- a) That all government financial transactions must be public.
- b) That software created using taxpayers' money should be developed as free and open-source software.**
- c) That public funds should only be used for physical infrastructure.
- d) That governments should solely invest in private companies.

Тема 8. Взаимодействие человека и компьютера

УК–3 (1-6)

1. Лексико-грамматические упражнения по теме

Some Principles and Rules of State Investment Policy

State investment policy represents a system of goals, priorities, methods, and instruments through which the government regulates the processes of forming and utilizing investments within the economy. The nature and quality of investment policy directly determine the pace of economic growth, the stability of the economic system, the level of social stability, and the competitiveness of a country in the international arena. In the context of globalization and constantly changing external challenges, state investment policy becomes particularly relevant, since investments form the basis for technological renewal, structural modernization, and long-term development.

1. Theoretical and Methodological Foundations of Investment Policy

State investment policy is based on a number of fundamental provisions of economic theory and political practice. First and foremost, investments are regarded not only as a factor of production but also as a strategic resource that ensures the sustainability of the national economy in the future. Contemporary academic literature emphasizes that a successful investment policy combines elements of state regulation with market self-regulation. The state creates the institutional environment, defines the "rules of the game," guarantees the protection of property rights, and ensures predictability of economic conditions, while private business implements concrete projects based on market incentives and opportunities.

Thus, the methodological basis of state investment policy rests on the combination of principles of economic liberalism and active governmental involvement. The liberal approach assumes entrepreneurial freedom and minimal direct interference of the state in the activities of investors. However, under conditions of global crises, technological transformations, and structural imbalances, there arises a need for an active role of the state in stimulating priority investment areas, supporting infrastructure projects, and promoting innovative development.

2. Principles of State Investment Policy

The system of principles of state investment policy may be presented as a set of fundamental provisions that determine the content and direction of all activities in this field.

1. The Principle of Priority. The state must clearly identify those sectors and areas that are strategic for the national economy and society. These include infrastructure, energy, science and education, the defense industry, and high-tech production. Investment resources should be concentrated precisely in these areas, as they form the "long waves" of economic growth.

2. The Principle of Balance. Investment policy should take into account the interests of various social groups, regions, and sectors. Excessive concentration of resources in particular directions may lead to disproportions and social tension; hence, harmonization of interests is crucial.

3. The Principle of Stability and Predictability. To attract private and foreign investors, the state must ensure stable legal and economic conditions, reducing political and institutional risks. Changes in legislation and tax policy must be predictable and transparent.

4. The Principle of Efficiency. Investments must generate not only short-term economic effects but also long-term social and structural outcomes. The state is obliged to assess the returns of each project from the standpoint of public benefit rather than mere profitability.

5. The Principle of Innovation Orientation. In the context of the scientific and technological revolution, priority should be given to projects that provide technological progress, development of the digital economy, introduction of “green” technologies, and enhancement of labor productivity.

6. The Principle of State-Business Partnership. Modern investment policy presupposes active use of public-private partnership (PPP) mechanisms, in which the state assumes part of the risks while business ensures efficiency and innovation in project implementation.

3. Basic Rules for Implementing Investment Policy

If principles set the general guidelines, rules define concrete mechanisms and institutional decisions ensuring the realization of investment policy.

1. Creating a Favorable Investment Climate. This includes protection of property rights, combating corruption, strengthening the judicial system, reducing administrative barriers, and simplifying procedures for business registration and licensing.

2. Improvement of Tax Policy. The state should employ tax incentives, accelerated depreciation, investment loans, and other tools to stimulate investment in priority areas.

3. Development of the Financial Market. For effective capital mobilization, well-developed institutions of the stock market, venture capital, banking, and insurance sectors are necessary. The state must create conditions for diversification of investment sources.

4. Transparency and Openness of Public Projects. Investment programs should be clear and accessible for public oversight. Transparency fosters trust from business and society while reducing corruption risks.

5. Regional Balance. State policy must take into account differences among regions, supporting depressed territories and encouraging the development of local initiatives.

6. Evaluation of Efficiency and Control. Every investment program must be accompanied by a system of monitoring and analysis, enabling adjustment of state and business actions in case of inefficiency.

4. The Significance of Investment Policy in the Long Term

Investment policy plays a key role in shaping sustainable economic growth. It ensures not only the modernization of production capacities and infrastructure but also contributes to the development of human capital, improvement of living standards, and the growth of scientific and cultural potential of society. In the context of global competition, it is precisely the state's ability to create favorable conditions for investments that defines its position in the world economy.

Particular importance is attached to the orientation toward sustainable development. In the modern world, investments must take into account not only economic but also ecological and social factors. The introduction of green technologies, development of renewable energy sources, and the establishment of a circular economy become indispensable elements of state investment strategy.

Conclusion

Thus, state investment policy represents a complex set of principles and rules aimed at ensuring sustainable development and competitiveness of the national economy. Its effectiveness depends on the balance between state regulation and market mechanisms, on the ability to consider the long-term interests of society, and on adaptability to changing conditions of the global environment. In contemporary conditions, only a consistent and scientifically grounded investment policy can provide a country with stable development and a worthy place in the system of international economic relations.

2. Make an annotation to the text

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3. Vocabulary List

1. State Investment Policy	1. Государственная инвестиционная политика
2. Economic Growth	2. Экономический рост
3. Investments	3. Инвестиции
4. Technological Renewal	4. Технологическое обновление
5. State Regulation	5. Государственное регулирование
6. Market Self-Regulation	6. Рыночное саморегулирование
7. Institutional Environment	7. Институциональная среда
8. Principle of Priority	8. Принцип приоритетности
9. Stability and Predictability	9. Стабильность и предсказуемость
10. Efficiency (of Investments)	10. Эффективность (инвестиций)
11. Innovation Orientation	11. Инновационная направленность
12. Public-Private Partnership (PPP)	12. Государственно-частное партнерство (ГЧП)
13. Favorable Investment Climate	13. Благоприятный инвестиционный климат
14. Sustainable Development	14. Устойчивое развитие
15. Transparency and Openness	15. Прозрачность и открытость

4. Discussion questions

1. The text emphasizes the need to combine state regulation with market self-regulation in investment policy. In your opinion, how can a government effectively strike this balance, especially during global crises or structural imbalances that necessitate active state involvement, without stifling entrepreneurial freedom and market incentives?

2. The principles of state investment policy include the "Principle of Priority" (concentrating resources in strategic sectors) and the "Principle of Balance" (considering the interests of various social groups and regions). Discuss the potential conflicts between these two principles and how a government can navigate them to ensure strategic development without creating disproportions or social tension.

3. The "Principle of Efficiency" states that investments must generate not only short-term economic but also long-term social and structural outcomes, and the state must assess project returns from the standpoint of "public benefit" rather than mere profitability. What specific metrics and methodologies can be effectively used to measure "public benefit" and the long-term social/structural outcomes of state investment projects?

4. The text highlights the importance of "Transparency and Openness of Public Projects" and "combating corruption" for creating a favorable investment climate. What practical challenges do governments face in ensuring genuine transparency and effectively combating corruption in large-scale investment projects, and what specific mechanisms (beyond those mentioned in the text) could be most effective?

5. Given the "context of globalization and constantly changing external challenges" and the orientation towards "sustainable development", how can state investment policy be designed to be sufficiently adaptable and forward-looking to address emerging global issues (such as climate change, technological disruption) while simultaneously ensuring long-term economic stability and competitiveness?

5. Exercises

A. Translate into Russian

State Investment Policy; Economic Growth; State Regulation and Market Self-Regulation; Institutional Environment; Principle of Priority; Principle of Efficiency (including public benefit); Innovation Orientation; Public-Private Partnership (PPP); Favorable Investment Climate; Sustainable Development.

B. Find the English equivalents

Конкурентоспособность страны; Структурная модернизация; Стратегический ресурс (для национальной экономики); Защита прав собственности; Экономический либерализм; Принцип баланса (интересов); Общественная выгода; Налоговые стимулы; Развитие финансового рынка; Мониторинг и оценка эффективности.

C. Fill in each blank with a suitable word or word combination

1. The quality of investment policy directly determines the pace of economic growth, the stability of the economic system, the level of ... **(social)** stability, and the competitiveness of a country in the international arena.

2. Investments are regarded not only as a factor of ... **(production)** but also as a strategic resource that ensures the sustainability of the national economy in the future.

3. The state creates the institutional environment, defines the rules of the ... **(game)**, guarantees the protection of property rights, and ensures predictability of economic conditions.

4. Under conditions of global crises, technological transformations, and structural ... **(imbalances)**, there arises a need for an active role of the state in stimulating priority investment areas.

5. Priority sectors for investment include ... **(infrastructure)**, energy, science and education, the defense industry, and high-tech production.

6. The introduction of green technologies, development of ... **(renewable)** energy sources, and the establishment of a circular economy become indispensable elements of state investment strategy.

7. Every investment program must be accompanied by a system of monitoring and analysis, enabling ... **(adjustment)** of state and business actions in case of inefficiency.

D. Translate into English

Государственная инвестиционная политика представляет собой систему целей, приоритетов, методов и инструментов, регулирующих формирование и использование инвестиций для обеспечения экономического роста, стабильности и конкурентоспособности страны. Она базируется на сочетании государственного регулирования и рыночного саморегулирования, где государство формирует институциональную среду и защищает права собственности, а частный бизнес реализует проекты на основе рыночных стимулов. При этом в условиях глобальных кризисов и структурных дисбалансов возрастает потребность в активной роли государства по стимулированию приоритетных направлений и инновационного развития. Ключевыми принципами такой политики являются принцип приоритетности, фокусирующийся на стратегических секторах, таких как инфраструктура и высокие технологии, и принцип баланса, учитывающий интересы различных социальных групп и регионов. Также важны принципы эффективности, оценивающей общественную выгоду, и инновационной направленности, стимулирующей технологический прогресс и развитие цифровой экономики. Современная политика активно использует механизмы государственно-частного партнерства (ГЧП), где государство разделяет риски, а бизнес обеспечивает эффективность. Для реализации политики необходимы правила, такие как создание благоприятного инвестиционного климата через защиту прав собственности и снижение административных барьеров, а также улучшение налоговой политики и развитие финансового рынка. Инвестиционная политика играет ключевую роль в формировании

устойчивого экономического роста, способствуя модернизации, развитию человеческого капитала и улучшению стандартов жизни. Особое значение придается ориентации на устойчивое развитие, учитывающее не только экономические, но и экологические, и социальные факторы, включая внедрение зеленых технологий и развитие возобновляемых источников энергии.

E. Questions and assignments

1. What is the strategic significance of state investment policy in ensuring the sustainability of the national economy?
2. How are state regulation and market self-regulation integrated into the methodological foundation of investment policy?
3. Which key sectors are identified as priority areas for the concentration of investment resources according to the principle of priority?
4. How does the principle of efficiency mandate the evaluation of investment projects from the perspective of public benefit?
5. What are the main measures contributing to the creation of a favorable investment climate within state policy?
6. What is the role of public-private partnership mechanisms in contemporary investment policy?
7. What aspects of sustainable development must be considered in a modern state investment strategy?

F. Answer the tests

1. What does state investment policy represent according to the text?
 - A) A system of measures to control private business.
 - B) A system of goals, priorities, methods, and instruments through which the government regulates the processes of forming and utilizing investments within the economy.**
 - C) A complex of legislative acts defining investor taxation.
 - D) Exclusively the support of state enterprises.
2. What do the nature and quality of investment policy directly determine?
 - A) Only the level of social stability.
 - B) The country's foreign policy.
 - C) The pace of economic growth, the stability of the economic system, the level of social stability, and the competitiveness of a country in the international arena.**
 - D) Inflation and interest rates.

3. How are investments regarded in the theoretical foundations of state investment policy?

A) Exclusively as a short-term source of income.

B) As a secondary factor of production.

C) Not only as a factor of production but also as a strategic resource that ensures the sustainability of the national economy in the future.

D) Only as an instrument of state control.

4. What does contemporary academic literature emphasize that a successful investment policy combines?

A) Full state regulation of all economic processes.

B) Exclusively market self-regulation.

C) Elements of state regulation with market self-regulation.

D) Only foreign investments.

5. What is the methodological basis of state investment policy rested upon?

A) Exclusively on the principles of economic liberalism.

B) Exclusively on active governmental involvement.

C) On the combination of principles of economic liberalism and active governmental involvement.

D) On international legislation.

6. What does the "Principle of Priority" imply in state investment policy?

A) Concentration of resources in any sectors at the discretion of investors.

B) Support for small businesses only.

C) The state clearly identifying sectors strategic for the national economy and society (infrastructure, energy, science and education, defense industry, high-tech production) and concentrating investment resources in them.

D) Priority of foreign investments over domestic ones.

7. For what purpose should the state ensure stable legal and economic conditions according to the "Principle of Stability and Predictability"?

A) To tighten control over investors.

B) To minimize government expenditures.

C) To attract private and foreign investors, reducing political and institutional risks.

D) To completely eliminate competition.

8. What is the state's obligation according to the "Principle of Efficiency"?
- A) To ensure only short-term project profitability.
 - B) To ignore the social consequences of investments.
 - C) To assess the returns of each project from the standpoint of public benefit rather than mere profitability, ensuring both short-term and long-term social and structural outcomes.**
 - D) To prioritize only large projects.
9. What does the "Principle of State-Business Partnership" presuppose?
- A) Complete transfer of investment projects to the state.
 - B) Exclusive responsibility of business for all risks.
 - C) Active use of public-private partnership (PPP) mechanisms, in which the state assumes part of the risks while business ensures efficiency and innovation in project implementation.**
 - D) Prohibition of cooperation between the state and business.
10. What is NOT included in creating a favorable investment climate according to the text?
- A) Protection of property rights.
 - B) Strengthening the judicial system.
 - C) Increasing administrative barriers.**
 - D) Simplifying business registration procedures.
11. What tools should the state employ to stimulate investment in priority areas as part of improving tax policy?
- A) Only increasing taxes for all investors.
 - B) Prohibition of accelerated depreciation.
 - C) Tax incentives, accelerated depreciation, investment loans, and other tools.**
 - D) Reduction of all state support programs.
12. What additional factors, besides economic ones, must investments consider in the modern world in the context of orientation towards sustainable development?
- A) Only political factors.
 - B) Only cultural traditions.
 - C) Ecological and social factors.**
 - D) Military risks.

Тема 9. Иерархия человеческих потребностей

УК-3 (1-6)

1. Лексико-грамматические упражнения по теме

Guide To Local Government Ethics: What Makes An Ethical Government **What is ethics?**

The words "ethics" and "morality" have Greek and Latin origins, respectively. Traditionally they referred to customary values and rules of conduct (as in "cultural ethos" and "social mores"), as well as insights about what counts as human excellence and flourishing. "Ethics" and "morality" are often used interchangeably by us today. But ethics also refers to moral philosophy, i.e., a discipline of critical analysis of the meaning and justification of moral beliefs.

Ethics and morality--along with law and etiquette--are essentially normative, that is, they prescribe human behavior as obligatory, prohibited, or permissible. There's considerable overlap between ethics and law, and ethics and etiquette. Much of the law embodies ethical principles: respect for basic rights to life, property, and the right of citizens to participate in political life. It's usually unethical to break the law. A breach of etiquette can also be unethical if it is done intentionally to offend someone simply for one's own amusement.

Ethics goes beyond etiquette, though, to include matters that nearly every human society considers significant: actions such as lying, breaking a promise or killing someone are more serious than social faux pas. Ethics also has to do with human character and motivation, which in many cases are irrelevant to etiquette and law. And law and etiquette can sometimes be criticized on moral grounds: consider U.S. laws and customs that historically treated African Americans and women as less than full citizens.

In contrast to ethics and other normative disciplines, many fields of study such as the natural sciences, psychology, history and economics are empirical, meaning that they attempt to describe, explain or predict events or motives or actions. In general, empirical disciplines deal with facts and probabilities, while normative disciplines promote or assess values. Empirical disciplines study what exists, what happened, or what tends to happen under certain conditions; their claims can at least in theory be tested using controlled scientific methods or in light of the best available evidence. Moral principles state how human beings ought to treat one another; moral claims cannot be proven or disproven by empirical means alone.

Ethics encompass the principles of right and wrong that govern individual behavior and decision-making. In the context of local government, ethics play a

crucial role in guiding the actions of officials and ensuring that they act in the best interests of the community and their constituents.

Ethical standards in local government are rooted in principles such as integrity, honesty, accountability, and fairness. Upholding ethical standards in local government is not just about following rules and regulations, it is about demonstrating a commitment to serving the public good while maintaining the integrity of the democratic process.

Prioritizing moral and ethical standards

Prioritizing moral and ethical standards within the local government framework is essential for ensuring that all community members are treated fairly, policies are just, and equality is upheld throughout the community. An ethical government not only fosters trust among citizens but also promotes transparency and accountability in governance. By running an ethical government, local authorities can create a more inclusive, just, and prosperous society for everyone.

It is crucial to acknowledge the efforts of government officials in striving to uphold ethical guidelines despite common challenges, as balancing these demands requires dedication, integrity, and a deep commitment to serving the community with fairness and transparency. Learn everything you need to know about local government ethics and keep reading!

What Makes An Ethical Government

An ethical government is one that operates with integrity, transparency, and accountability, prioritizing fairness, freedom, and equality above all else. Ethical governments adhere to a set of moral principles and values in their decision-making processes, ensuring that policies are fair, just, and equitable for all members of society. Ethical governments also strive to prevent corruption and misconduct, promoting trust and confidence in public institutions.

Key Standards To Ensure Ethical Governance

There are several key standards that should be followed in order to ensure ethical operation of local government institutions. These standards serve as guiding principles for government officials, ensuring that their actions are consistent with ethical principles and that they are held accountable for their decisions.

1. Established Local Government Code of Conduct

A code of conduct, an agreed upon policy for your municipality, serves as a cornerstone for ensuring ethical operation within local government. This code outlines the expected behavior and standards of conduct for elected officials, employees, and volunteers, setting clear expectations for their actions. It typically includes conditions related to integrity, honesty, respect, and accountability.

By adhering to a code of conduct, local government officials and employees demonstrate their commitment to upholding equity and inclusivity in their communities and acting in the best interest of the public.

2. Ensure Anti-Corruption Measures

Corruption undermines the trust of citizens and can have detrimental effects on fairness for community members. Implementing robust anti-corruption policies and procedures, including transparency in decision-making processes, financial oversight, and whistleblower protection, helps to prevent corrupt practices and hold officials accountable. These measures also promote integrity and accountability within the government, demonstrating a commitment to ethical standards and the well-being of the community.

3. A Culture of Transparency and Openness

Transparency not only fosters trust between the government and the community but also helps to prevent corruption and unethical behavior. An ethical local government actively commits to transparency in decision-making processes, budgeting, procurement, and contracting with open access to information for the public.

4. Regulation of Fair Employment Practices

Fair employment practices ensure that hiring, promotion, and other employment decisions are made based on merit, qualifications, and skills, rather than on factors such as nepotism or favoritism. These employment practices promote equality and diversity in the workforce, creating a more inclusive and equitable environment in the workplace. Regulation of fair employment practices extends beyond non-discriminatory treatment of employees to include policies placed to prevent harassment, discrimination, and favoritism in local businesses.

5. Prioritizing Municipal Service Excellence

By focusing on municipal service excellence, local governments demonstrate their commitment to ethical practices and enhance the overall quality of life in the community. This commitment helps to promote a culture of excellence and professionalism in providing municipal services for constituents. Ethical leadership in government fosters trust and confidence in the ability of elected local officials to fulfill their responsibilities ethically and effectively.

6. Stewardship of Public Resources

The responsible management of public resources involves efficiently allocating and using public funds, property, and assets for the benefit of the community. Ethical management of public resources requires transparency and accountability for the use of taxpayer funds in addition to implementing measures to prevent waste, fraud, and abuse. By managing public resources effectively, local

governments can ensure that taxpayer money is used wisely and that public services are delivered efficiently.

7. Supporting Community Engagement

Ensuring ethical operation in local government includes the involvement of community members in decision-making processes and seeking their input and feedback on issues that affect them. Community engagement and participation ensures all residents are equally included in public activities and events while fostering a sense of ownership among community members. By engaging with the community and encouraging constituent participation, local governments can ensure that their actions reflect the needs and priorities of the people they serve.

8. Environmental Sustainability

Local governments play a crucial role in promoting sustainability through policies and practices that reduce environmental impact, such as promoting renewable energy, implementing waste reduction initiatives, and preserving green spaces. An ethical government incorporates principles of environmental sustainability into operations and policies, with a commitment to protecting natural resources, reducing carbon footprint, and promoting eco-friendly practices for constituents and local businesses alike.

9. Accessibility and Inclusivity Across The Board

Local governments can demonstrate their commitment to fairness, equity, and ethical governance by prioritizing accessibility and inclusivity for all residents. Accessibility standards focus on ensuring that all community members, regardless of background or abilities, have equal access to government services, facilities, and information.

Community members deserve to be cared for by their local government leaders, and protected regardless of any outside factors regarding their abilities. They chose to live in your community, so it's your responsibility to keep their best interest at heart. Officials can promote inclusivity by providing information in multiple formats for individuals with disabilities, linguistic minorities, and marginalized communities.

The Benefits of Running An Ethical Government

Ethical governance is essential for maintaining stability and promoting civic engagement. Running an ethical government is not only a moral imperative but also a practical approach that can lead to a more prosperous society. Here's how:

Enhanced Trust and Legitimacy

When government officials adhere to ethical standards and conduct themselves with integrity, they earn the trust and confidence of the public. When constituents perceive their government as ethical, transparent, and accountable, they are more likely to support its decisions and initiatives. A government that is

perceived as ethical and trustworthy is also seen as more legitimate, with its decisions and actions carrying greater weight and authority, and inspiring them to get involved in local democracy.

Improved Public Services

When government officials prioritize ethical standards, they are more likely to allocate resources efficiently, make decisions based on merit, and ensure that public services are delivered responsibly and equitably. Additionally, ethical governance can help prevent corruption and misconduct, which can hinder the delivery of public services including healthcare, education, and infrastructure.

Reduced Corruption and Misconduct

Implementing vigorous anti-corruption measures and holding public officials accountable for their actions not only saves taxpayer money but also fosters a fair and level playing field for businesses and individuals within the community. By reducing corruption and misconduct, an ethical government can build trust with the public, attract investment, and avoid unethical practices, contributing to a more stable and transparent society.

Stronger Economy

Ethical governance fosters an accountable business environment, which can attract investment and promote economic growth. When businesses can trust that government regulations and policies are fair and consistent, they are more likely to invest in the local economy, create jobs, and drive innovation.

Additionally, ethical governance promotes fair competition of local businesses, protection of property rights, and reduces red tape, fostering a favorable business climate. Making your community attractive to local businesses is an ideal way to raise funds for your municipality and grow the local economy for citizens.

Social Cohesion and Stability

Ethical governance promotes inclusivity and equality, ensuring that all members of society are treated fairly and have equal access to opportunities. When government officials adhere to ethical standards and conduct themselves with integrity, they help foster a sense of trust, fairness, and solidarity among citizens, leading to greater social cohesion.

Prioritize Local Government Ethics

It is imperative for local government officials to prioritize fairness, equality, justice, and morality in government ethics. Upholding these principles not only ensures that decisions are made in the best interests of the community but also improves the day-to-day wellbeing and safety of constituents. By adhering to ethical standards, officials can demonstrate their commitment to serving the public good and promoting a more inclusive and just society.

Ethics provide a framework to help us distinguish between right and wrong in our values, beliefs, and actions. In a broader sense, ethics are essential for maintaining social order and harmony, as they establish the norms and standards that govern how we interact with others.

2. Make an annotation to the text

...

3. Vocabulary List

1. Ethics	1. Этика
2. Local Government	2. Местное самоуправление
3. Integrity	3. Честность/Добросовестность
4. Transparency	4. Прозрачность
5. Accountability	5. Подотчетность
6. Fairness	6. Справедливость
7. Community	7. Сообщество
8. Public Good	8. Общественное благо
9. Corruption	9. Коррупция
10. Code of Conduct	10. Кодекс поведения
11. Trust	11. Доверие
12. Inclusivity	12. Инклюзивность/Всеохватность
13. Public Resources	13. Общественные ресурсы
14. Environmental Sustainability	14. Экологическая устойчивость
15. Decision-making	15. Принятие решений

4. Discussion questions

1. Определение и важность этики в местном самоуправлении

The sources define "ethics" as a discipline of critical analysis of moral beliefs and principles of right and wrong, often used interchangeably with "morality". It is also noted that ethics goes beyond law and etiquette in significance and scope. How do these definitions and distinctions highlight the crucial role ethics plays in guiding the actions of local government officials and ensuring they act in the best interests of the community?

2. Ключевые принципы этического правительства

The text emphasizes that ethical standards in local government are rooted in principles such as integrity, honesty, accountability, and fairness. An ethical government also prioritizes transparency, freedom, equality, and strives to prevent corruption. How do these interconnected principles form the foundation of an ethical government, and what is the relationship between upholding these

3. Стандарты обеспечения этического управления

The sources outline several key standards for ethical governance, including an established Code of Conduct, robust anti-corruption measures, a culture of transparency, fair employment practices, stewardship of public resources, and community engagement. Which of these standards do you believe has the most significant impact on building trust and promoting integrity within a local government, and why?

4. Роль прозрачности и подотчетности

Transparency and accountability are repeatedly highlighted as crucial for an ethical government. How do transparency in decision-making, budgeting, and procurement, along with measures for financial oversight and whistleblower protection, collectively contribute to preventing corruption and fostering trust between the government and the community?

5. Влияние этического управления на общество и экономику

Beyond moral imperatives, ethical governance offers tangible benefits such as enhanced trust and legitimacy, improved public services, reduced corruption and misconduct, a stronger economy, and greater social cohesion and stability. How do these benefits create a more inclusive, just, and prosperous society, and how do they demonstrate that ethical governance is not just a moral obligation but also a practical approach?

6. Инклюзивность и справедливость для всех членов сообщества

The sources emphasize the importance of fairness, equality, accessibility, and inclusivity in local government. This includes ensuring fair employment practices, equal access to government services for all residents regardless of background or abilities, and engaging community members in decision-making. How does prioritizing these aspects contribute to the overall well-being and safety of constituents and foster a sense of ownership among community members?

7. Экологическая устойчивость как этический императив

Environmental sustainability is presented as a crucial part of ethical governance, involving policies and practices to reduce environmental impact, protect natural resources, and promote eco-friendly initiatives. Why is environmental sustainability considered an ethical responsibility for local governments, and how does it align with the broader commitment to the "public good" and the long-term well-being of the community?

5. Exercises

A. Translate into Russian

Critical analysis; Guiding actions; Integrity, accountability; Public good; Integrity, transparency; Prevent corruption; Culture of transparency; Resource management; Accessibility, inclusivity; Trust, legitimacy.

B. Find the English equivalents

Критический анализ этики; Роль этики; Честность, подотчетность; Служение обществу; Этичное правительство; Борьба с коррупцией; Прозрачность, открытость; Управление ресурсами; Доступность, инклюзивность; Доверие, легитимность.

C. Fill in each blank with a suitable word or word combination

1. Ethics also refers to moral philosophy, i.e., a _____ of critical analysis of the meaning and justification of moral beliefs.
2. In the context of local government, ethics play a _____ role in guiding the actions of officials.
3. Ethical standards are rooted in _____ such as integrity, honesty, accountability, and fairness.
4. An ethical government is one that operates with _____, transparency, and accountability.
5. Implementing robust anti-corruption _____ helps to prevent corrupt practices.
6. _____ not only fosters trust between the government and the community but also helps to prevent corruption.
7. When government officials adhere to ethical standards, they earn the _____ and confidence of the public.

Список пропущенных слов: **1. discipline; 2. crucial; 3. principles; 4. integrity; 5. policies; 6. Transparency; 7. trust.**

D. Translate into English

Этика относится к моральной философии, являясь дисциплиной критического анализа значения и обоснования моральных убеждений. В контексте местного самоуправления, этика играет решающую роль в руководстве действиями должностных лиц, обеспечивая служение наилучшим интересам сообщества. Этические стандарты основаны на таких принципах, как честность, правдивость, подотчетность и справедливость. Этичное правительство функционирует добросовестно, прозрачно и подотчетно, стремясь предотвратить коррупцию и неправомерные действия. Для обеспечения этичного управления важны такие стандарты, как кодекс поведения, антикоррупционные меры и культура прозрачности. Ведение этичного управления приводит к повышению доверия и легитимности, а также к улучшению государственных услуг. Таким образом, приоритет этических принципов необходим для поддержания социальной сплоченности, стабильности и создания справедливого и инклюзивного общества.

E. Questions and assignments

1. Define ethics.
2. Explain the role of ethics in local government.
3. Name principles of ethical government.
4. List key standards for ethical governance.
5. Describe benefits of ethical governance.

F. Answer the tests

1. What did the words "ethics" and "morality" traditionally refer to, according to source?

a) Exclusively a code of laws and rules.

b) Customary values and rules of conduct, as well as insights about human excellence and flourishing.

c) Only scientific methods of studying behavior.

d) Economic and historical events.

2. What is the main difference between ethics and empirical disciplines, such as natural sciences, according to source?

a) Ethics studies facts and probabilities, while empirical disciplines study values.

b) Ethics deals with what exists, while empirical disciplines deal with how human beings ought to treat one another.

c) Ethics prescribes human behavior and assesses values, while empirical disciplines describe, explain, or predict events.

d) Ethics can be proven or disproven by empirical means, unlike empirical disciplines.

3. What principles are rooted in ethical standards in local government, according to source?

a) Exclusively following laws and regulations.

b) Integrity, honesty, accountability, and fairness.

c) Rapid decision-making and cost minimization.

d) Maximizing profit for the municipality.

4. What characterizes an ethical government, according to source?

a) Prioritization of officials' personal interests.

b) Operating with non-transparency and lack of accountability.

c) Operating with integrity, transparency, and accountability, prioritizing fairness, freedom, and equality.

5. What is the purpose of an Established Local Government Code of Conduct, according to source?

a) To set minimum salary requirements for employees.

b) To outline the expected behavior and standards for elected officials, employees, and volunteers.

c) To regulate only the financial operations of the municipality.

d) To limit citizen participation in decision-making.

6. What measures help prevent corruption and hold officials accountable, according to source?

a) Increasing secrecy in decision-making processes.

b) Eliminating financial oversight.

c) Implementing robust anti-corruption policies, including transparency in decision-making processes, financial oversight, and whistleblower protection.

d) Exclusively increasing officials' salaries. **Correct answer: c)** Implementing robust anti-corruption policies, including transparency in decision-making processes, financial oversight, and whistleblower protection.

7. How does an ethical local government demonstrate its commitment to transparency and openness, according to source?

a) By restricting public access to budget information.

b) By actively committing to transparency in decision-making processes, budgeting, procurement, and contracting with open access to information for the public.

c) By publishing information only upon court order. d) By concealing details of financial operations.

8. What does the responsible stewardship of public resources involve, according to source?

a) Using public funds exclusively for the personal gain of officials.

b) Efficiently allocating and using public funds, property, and assets for the benefit of the community, and preventing waste, fraud, and abuse.

c) Concealing information about the expenditure of taxpayer funds.

d) Transferring all public resources to private companies without oversight.

9. Why is supporting community engagement important for the ethical operation of local government, according to source?

a) It allows the government to make decisions without citizen input.

b) It ensures all residents are equally included in public activities and their needs and priorities are reflected.

c) It slows down decision-making processes and increases costs.

d) It is the only goal unrelated to ethical standards.

10. What is one benefit of running an ethical government for society, according to source?

- a) Decreased citizen engagement in local democracy.
- b) Increased public distrust in the government.
- c) Enhanced trust and legitimacy in the government.**
- d) Reduced transparency and accountability.

11. How does ethical governance contribute to reduced corruption and misconduct, according to source?

- a) By increasing taxpayer money expenditure.
- b) By implementing vigorous anti-corruption measures and holding public officials accountable.**
- c) By fostering an unfair playing field for businesses.
- d) By encouraging unethical practices.

12. How does ethical governance impact the local economy, according to source?

- a) It creates barriers to investment.
- b) It fosters an unaccountable business environment.
- c) It attracts investment, promotes economic growth, and fosters a favorable business climate.**
- d) It increases red tape and limits competition.

Тема 10. Информационные системы для совершенствования операционных процессов

УК-3 (1-6)

1. Лексико-грамматические упражнения по теме

The Role of Ethical Leadership in Public Administration

In public administration, ethical leadership is foundational to nurturing trust, accountability, and effective governance. Leaders who prioritize integrity and transparency guide their organizations toward achieving public service objectives and set ethical behavior standards within their teams. This commitment to ethical principles ensures that decisions are made in the public's best interest, reinforcing the legitimacy and credibility of public institutions.

Aspiring professionals who want to work in one of the large varieties of public administration jobs must handle the challenges of working in the public sector and develop ethical leadership principles.

Why Is Ethical Leadership in Public Administration Important?

Ethical leadership plays a critical role in shaping effective, trustworthy public institutions. Ethical leadership in government is strongly linked to higher levels of organizational commitment, lower absenteeism, and a greater willingness among employees to report ethical concerns.

In public administration, where decisions can impact communities, resources, and democratic processes, ethical leadership ensures that public servants act with integrity and accountability.

Leaders who model ethical behavior create a culture of transparency and trust. When public employees observe leaders making fair and principled decisions, they are more likely to align with those values, enhancing their commitment to public service. Moreover, ethical leadership empowers employees to speak up about misconduct without fear of retaliation.

Ethical leadership in public administration is not just a moral imperative. It's a practical necessity for effective, responsive, and responsible government.

What Are Some of the Principles of Ethical Leadership?

Ethical leadership is grounded in a set of core principles. These tenets guide decision-making, behavior, and the treatment of others—especially in public administration, where leaders are entrusted with serving the public good. Six main principles define ethical leadership: honesty, justice, respect, integrity, responsibility, and transparency.

1. Honesty involves being truthful and open in all communications and actions.
2. Justice means treating others fairly and making impartial decisions, regardless of personal interest.
3. Respect emphasizes valuing others' perspectives, promoting inclusivity, and fostering collaboration.
4. Integrity is about doing the right thing even when no one is watching—an essential quality for public trust.

5. Responsibility requires leaders to be accountable for their decisions and the outcomes they produce.

6. Transparency ensures that actions and policies are clear, accessible, and open to public scrutiny.

Together, these principles form the foundation of ethical leadership. Upon this basis, public administrators build trust, make sound decisions, and uphold the values of democratic governance.

Leadership plays a crucial role in public administration, as it determines the effectiveness of government institutions in delivering services, implementing policies, and responding to societal challenges. Strong leadership in the public sector ensures accountability, promotes innovation, and fosters trust between the government and citizens. Without competent and ethical leaders, public institutions may become inefficient, corrupt, or disconnected from the needs of the people. This essay explores the importance of leadership in public administration, the challenges faced by public sector leaders, and strategies for strengthening leadership in governance.

The Importance of Leadership in Public Administration

1. Ensuring Effective Governance Good leadership is essential for creating and implementing policies that improve public welfare. Leaders in public administration make critical decisions that affect the economy, infrastructure, health care, education, and public safety. Effective leaders ensure that policies are evidence-based, inclusive, and aligned with long-term national and local development goals.

2. Promoting Accountability and Transparency Leadership in public administration is responsible for upholding accountability and transparency in government operations. Ethical leaders enforce anti-corruption measures, ensure proper use of public funds, and maintain open communication with stakeholders. Transparent leadership fosters public trust and confidence in government institutions.

3. Driving Public Sector Innovation In a rapidly changing world, public sector leaders must embrace innovation to enhance service delivery. Digital governance, smart city initiatives, and data-driven decision-making require forward-thinking leadership. Leaders who encourage innovation can improve efficiency, reduce bureaucratic inefficiencies, and make government services more accessible.

4. Strengthening Public Engagement and Participation Leadership in public administration is not just about decision-making but also about engaging with citizens. Effective leaders involve communities in policy discussions, encourage participatory governance, and ensure that public policies reflect the needs and aspirations of the people. This approach strengthens democracy and enhances the legitimacy of government actions.

Challenges in Public Sector Leadership

1. Political Interference and Bureaucratic Constraints One of the major challenges in public administration leadership is political interference. Leaders often face pressure from political actors, which can affect their ability to make impartial decisions. Additionally, rigid bureaucratic systems can slow down policy implementation and hinder leadership effectiveness.

2. Corruption and Ethical Dilemmas Corruption remains a persistent challenge in many public institutions. Leaders in government must navigate ethical dilemmas, resist undue influence, and enforce anti-corruption policies. Without integrity, public trust in leadership erodes, leading to governance failures.

3. Resistance to Change Government institutions are often resistant to change due to entrenched practices and traditional bureaucratic structures. Leaders who introduce reforms may face opposition from within their organizations. Overcoming this resistance requires strong leadership skills, communication strategies, and the ability to inspire collective action.

4. Resource Limitations and Service Delivery Issues Many public sector leaders operate in environments with limited financial and human resources. Managing budgets efficiently, optimizing workforce productivity, and ensuring that services reach underserved populations are continuous challenges that require strategic leadership.

Strategies for Strengthening Leadership in Public Administration

1. Capacity Building and Leadership Development Governments must invest in leadership training programs to equip public officials with the skills needed for effective governance. Professional development opportunities, mentorship programs, and executive education in public management can strengthen leadership capacity.

2. Institutionalizing Merit-Based Appointments Leadership effectiveness in public administration depends on meritocracy. Governments should ensure that public sector leaders are selected based on competence, experience, and integrity rather than political connections. This approach fosters professionalism and improves governance outcomes.

3. Enhancing Digital Leadership In the era of digital transformation, public sector leaders must develop digital competencies. Integrating technology into governance, leveraging big data for policy decisions, and promoting e-governance initiatives require leaders who understand digital tools and innovation.

4. Strengthening Citizen Engagement and Accountability Mechanisms Leaders should promote transparency by making government data accessible to the public, conducting town hall meetings, and encouraging citizen participation in governance. Open government initiatives, such as participatory budgeting and community consultations, enhance accountability and responsiveness.

5. Encouraging Ethical Leadership and Integrity in Governance Ethical leadership must be at the core of public administration. Governments should enforce codes of conduct, establish independent oversight bodies, and promote a culture of integrity within public institutions. Ethical leadership ensures that decisions prioritize public interest over personal or political gain.

Conclusion

Leadership in public administration is vital for ensuring good governance, accountability, and service delivery. Strong leaders promote innovation, engage with citizens, and uphold ethical standards in government institutions. However, challenges such as political interference, corruption, resistance to change, and resource limitations must be addressed to strengthen public sector leadership.

Investing in leadership development, fostering transparency, and institutionalizing merit-based appointments are key strategies for improving governance. As the role of government evolves in response to global challenges, visionary and ethical leadership will remain essential for achieving sustainable development and public trust in governance.

2. Make an annotation to the text

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3. Vocabulary List

1. Этическое лидерство	1. Ethical Leadership
2. Государственное управление	2. Public Administration
3. Подотчетность	3. Accountability
4. Прозрачность	4. Transparency
5. Доверие	5. Trust
6. Целостность/Добросовестность	6. Integrity
7. Эффективное управление	7. Effective Governance
8. Инновации	8. Innovation
9. Вовлечение граждан	9. Citizen Engagement
10. Принципы лидерства	10. Leadership Principles
11. Коррупция	11. Corruption
12. Развитие лидерства	12. Leadership Development
13. Политическое вмешательство	13. Political Interference
14. Принятие решений	14. Decision-Making
15. Государственная служба	15. Public Service

4. Discussion questions

1. Вопрос об этическом лидерстве и его практической необходимости:

Why is ethical leadership considered not just a moral imperative but also a practical necessity for effective, responsive, and responsible government? How can ethical leadership principles, such as honesty, justice, and transparency, be practically embedded in the daily operations of public administration to enhance trust and accountability?

2. Вопрос о вызовах и стратегиях борьбы с коррупцией и политическим вмешательством:

Given that political interference and corruption are major challenges for public sector leaders, what specific strategies can leaders employ to uphold integrity, resist undue influence, and make impartial decisions, while ensuring anti-corruption measures are enforced?

3. Вопрос об инновациях и преодолении сопротивления изменениям:

How can leaders in public administration effectively drive innovation and overcome resistance to change within traditional bureaucratic structures, which often resist reforms? What key role does the development of digital leadership and the use of new technologies play in this process?

4. Вопрос о вовлечении граждан и укреплении демократии:

The sources emphasize the importance of strengthening public trust and citizen engagement in governance. What are the most effective methods public sector leaders can use to involve communities in policy discussions, encourage participatory governance, and ensure that public policies reflect the needs and aspirations of the people?

5. Вопрос о развитии лидерства и меритократии:

To ensure leadership effectiveness in public administration, the text suggests investing in leadership training and development programs and institutionalizing merit-based appointments. How crucial are these strategies for addressing the challenges faced by public sector leaders, and what potential obstacles might arise during their implementation given resource limitations and bureaucratic barriers?

5. Exercises

A. Translate into Russian

Ethical Leadership; Public Administration; Accountability; Transparency; Trust; Integrity; Effective Governance; Innovation; Citizen Engagement; Corruption.

B. Find the English equivalents

Принципы этического лидерства; Служение общественному благу; Бюрократические ограничения; Укрепление общественного доверия; Цифровое лидерство; Назначения на основе заслуг/Меритократические назначения; Оказание государственных услуг; Принятие беспристрастных решений; Сопротивление изменениям; Развитие потенциала.

C. Fill in each blank with a suitable word or word combination

1. Question: In public administration, _____ leadership is foundational to nurturing trust, accountability, and effective governance.

Missing Word: Ethical

2. Question: _____ ensures that actions and policies are clear, accessible, and open to public scrutiny.

Missing Word: Transparency

3. Question: _____ remains a persistent challenge in many public institutions, eroding public trust in leadership.

Missing Word: Corruption

4. Question: Public sector leaders must embrace _____ to enhance service delivery, driving improvements like digital governance and smart city initiatives.

Missing Word: innovation

5. Question: Leadership in public administration is responsible for upholding _____ and transparency in government operations.

Missing Word: accountability

6. Question: Governments should ensure that public sector leaders are selected based on competence, experience, and integrity by institutionalizing _____ appointments.

Missing Word: merit-based

7. Question: Effective leaders involve communities in policy discussions and encourage participatory governance, which strengthens democracy and enhances the legitimacy of government actions through _____ engagement.

Missing Word: citizen

D. Translate into English

В государственном управлении этическое лидерство является основополагающим для формирования доверия, подотчетности и эффективного управления, направляя организации к достижению целей общественного служения. Оно не просто моральный императив, но и практическая необходимость для эффективного и ответственного правительства способствуя высокой организационной приверженности и снижению прогулов. Принципы этического лидерства включают честность, справедливость, уважение, добросовестность, ответственность и прозрачность. Сильное лидерство также крайне важно для продвижения инноваций, вовлечения граждан и обеспечения предоставления государственных услуг. Однако лидеры сталкиваются с серьезными вызовами, такими как политическое вмешательство, коррупция, бюрократические ограничения и сопротивление изменениям. Для укрепления лидерства предлагаются стратегии, включающие инвестиции в развитие лидерских качеств, институционализацию меритократических назначений и усиление цифрового лидерства. В целом, дальновидное и этическое лидерство остается ключевым для устойчивого развития и поддержания общественного доверия к управлению.

E. Questions and assignments

1. Кейс: Коррупция и целостность

You are a leader in a public institution, and you have become aware of the misuse of public funds by a subordinate, which could damage public trust. How will you act, guided by the principles of ethical leadership and ensuring accountability, to address this issue?

2. Кейс: Внедрение инноваций и сопротивление изменениям

Your public sector team is resisting the adoption of a new digital system designed to significantly improve service delivery, as employees are accustomed to old methods. What steps will you take to overcome this resistance and foster innovation within the organization?

3. Кейс: Ограниченные ресурсы и предоставление услуг

Your department faces severe budget and human resource limitations, yet needs to improve the quality and accessibility of public services for underserved populations. How will you use strategic leadership to effectively address this challenge under scarcity?

4. Кейс: Политическое вмешательство и беспристрастность

When making a critical decision regarding a new infrastructure project, you face pressure from political actors lobbying for a specific company, despite more favorable alternatives. How will you ensure impartiality and integrity in the decision-making process, adhering to the principles of ethical leadership?

5. Кейс: Восстановление общественного доверия через прозрачность

Public trust in your municipal government has declined due to perceived lack of transparency in fund allocation and decision-making. What specific transparency-enhancing measures will you implement to rebuild trust and the legitimacy of public institutions?

6. Кейс: Укрепление гражданского участия

Your government agency plans to develop a new social policy, but citizen engagement in such initiatives has historically been low. What strategies will you employ to effectively involve communities in the discussion and shaping of this policy, thereby strengthening democracy?

7. Кейс: Меритократические назначения и профессионализм

A critical leadership position in the public sector needs to be filled. There is a strong merit-based candidate, but there is also pressure from political circles to appoint a less qualified, but "politically connected" individual. How will you uphold meritocracy and professionalism in the selection process, ensuring effective governance?

F. Answer the tests

1. What is the foundational role of ethical leadership in public administration?

A) Increasing political influence.

B) Nurturing trust, accountability, and effective governance.

C) Reducing budgets of public institutions.

D) Prioritizing the leader's personal interests.

2. According to the text, why is ethical leadership in public administration not just a moral imperative, but a practical necessity?

A) Because it simplifies bureaucratic procedures.

B) It contributes to higher organizational commitment, lower absenteeism, and a greater willingness to report ethical concerns.

C) It helps leaders avoid accountability for their decisions.

D) It guarantees immediate adoption of all innovations.

3. Which of the following principles is NOT one of the six main principles of ethical leadership mentioned in the text?

A) Honesty.

B) Justice.

C) Authoritarianism.

D) Transparency.

4. What does the principle of "Integrity" mean in the context of ethical leadership?

- A) Being truthful in all communications.
- B) Doing the right thing even when no one is watching.**
- C) Treating everyone fairly without exception.
- D) Ensuring actions are open to public scrutiny.

5. What is the key function of leadership in public administration, according to the text?

- A) Controlling political parties.
- B) Determining the effectiveness of government institutions in delivering services, implementing policies, and responding to societal challenges.**
- C) Exclusively reducing government expenditures.
- D) Creating new laws without public discussion.

6. How does strong leadership foster innovation in the public sector?

- A) By forcing employees to use outdated methods.
- B) By encouraging digital governance, smart city initiatives, and data-driven decision-making.**
- C) By increasing bureaucratic red tape.
- D) By decreasing the accessibility of government services.

7. Which of the following is one of the major challenges for public sector leaders?

- A) Abundance of financial resources.
- B) Political interference and bureaucratic constraints.**
- C) Excessive citizen involvement in decision-making.
- D) A lack of need for innovation.

8. Why do government institutions often show resistance to change?

- A) Due to an excess of flexibility and adaptability.
- B) Due to entrenched practices and traditional bureaucratic structures.**
- C) Because all employees fully agree with reforms.
- D) Due to the absence of any internal leaders.

9. What strategy is proposed for strengthening leadership in public administration by equipping officials with necessary skills?

- A) Lowering educational requirements.
- B) Increasing the number of political appointments.
- C) Investing in leadership training programs and leadership development.**
- D) Abandoning mentorship programs.

10. How can leadership effectiveness in public administration be improved, according to the principles of meritocracy?

A) Appointing leaders based on political connections.

B) Selecting public sector leaders based on competence, experience, and integrity.

C) Abolishing all selection criteria.

D) Ignoring professionalism.

11. What does "enhancing digital leadership" imply in the context of strategies for strengthening public administration?

A) Reducing the use of technology.

B) Rejecting big data for policy decisions.

C) Developing digital competencies, integrating technology into governance, and promoting e-governance initiatives.

D) Maintaining traditional paper-based processes.

12. What is the significance of ethical leadership for achieving sustainable development and maintaining public trust?

A) It is a secondary factor.

B) It is outdated in modern governance.

C) It remains essential for achieving these goals.

D) It leads to reduced accountability.

Тема 11. Информационные системы для дистанционного управления

УК–3 (1-6)

1. Лексико-грамматические упражнения по теме

How to Raise Funds Through ICO (Initial Coin Offering)

Finding funding to start new ventures has long been a difficult task for entrepreneurs, even those with great business ideas, as the traditional fundraising process requires significantly more effort, time, and money. Cryptocurrency fundraising offers an alternative that is best suited for blockchain-related projects.

In recent years, the world of finance has witnessed a significant transformation with the rise of blockchain technology and cryptocurrencies. One revolutionary fundraising method that has gained immense popularity is the Initial Coin Offering (ICO).

The Past Experience of Traditional Fundraising

In the traditional finance textbook, there are two primary sources of funding: debt and equity. Companies can raise debt funding by asking a bank for a loan or issuing corporate bonds. Equity fundraising offers a different set of options. Companies can bootstrap, ask friends and family for small investments, or raise funding from private investors. Startups are typically tech-heavy and require time to generate a positive bottom line, and therefore may require multiple private equity funding rounds over several years before they can access equity funding from public market investors via an Initial Public Offering (IPO).

Following the development of blockchain technology in the late 2000s, Decentralized Applications (dApps), which are web services that use blockchain as a base infrastructure, gained popularity in recent years. The most widely mentioned use for dApps is financial services, referred as Decentralized Finance (Defi). In normal cases, the trustworthiness of the dApp project (also referred to as dApp protocols) will depend heavily on the project roadmap in the white paper, the code presented, and the owners' background. However, dApp projects do not need to be a registered company and the project owners can be anonymous.

As traditional fundraising can be slow and costly, particularly for entrepreneurs without existing investor networks, an alternative source of funding for dApps has emerged: Cryptocurrency Fundraising (also known as Token Fundraising), where the project owners offer its dApp project's tokens to interested investors at a relatively discounted price in order to raise funds to run their business. This fundraising method has rapidly gained its popularity due to its benefits relative to traditional fundraising especially for fundraisers.

What is Initial Coin Offering (ICO)?

The term "ICO" refers to a type of fundraising used by projects or startups to raise funds through the issuance and sale of digital tokens or cryptocurrencies. These tokens are often built on blockchain technology and can perform a variety of functions inside the project's ecosystem. ICOs let investors purchase these tokens

in exchange for established cryptocurrencies such as Bitcoin or Ethereum, or even traditional currencies such as the US dollar.

ICO campaigns often begin with the creation of a whitepaper outlining the project's goals, technology, and token distribution model. The whitepaper is an essential document that gives thorough information on the project and the token's utility or investment potential to potential investors.

How ICOs Differ from Traditional Fundraising Methods

To make you understand the concept of ICO further, let us look into how this kind of fundraising is different from the regular fundraising that you may be more familiar with.

ICO fundraising doesn't work like traditional methods such as venture capital or initial public offerings (IPOs). ICOs, as opposed to traditional fundraising, offer a more accessible and inclusive method to finance. They enable everyone with an internet connection and the financial wherewithal to participate in investing opportunities.

Another major distinction is that ICOs are token-based. Typically, ICO investors purchase tokens that provide them access to specific features, services, or benefits within the project's ecosystem. These tokens could be utility tokens that provide access to project services or security tokens that provide ownership or profit-sharing rights.

Additionally, ICOs often leverage blockchain technology, which enables transparency, immutability, and decentralized governance. This decentralized nature allows investors to have direct ownership and control over their tokens, eliminating the need for intermediaries like banks or brokers.

In the cryptocurrency environment, almost no project can do without attracting investors and their funds. Because it is thanks to this that teams can fully realize their ideas. At the same time, fundraising resources impose a number of obligations on both parties and it is necessary to know about them.

Fundraising is the process of raising capital to fund cryptocurrency and blockchain projects using digital assets. Thanks to decentralization and global access to blockchain technology, cryptocurrency fundraising offers startups the opportunity to obtain funding without traditional financial intermediaries.

Types of Token Fundraising

There are several ways people categorize the types of token fundraising. One of the easiest ways to understand crypto fundraising is to break it into Private Placements and Public Offerings.

Private Placement: Before launching a public offering, a project owner may decide to conduct a Private Placement in which tokens are offered to a select group of investors. This is called a “token presale,” which occurs when a startup or project sells tokens while the project is still in development. The token presale’s goal is to either raise funds for the project’s early development or business growth accretion leading up to the ico launch platform.

Public Offerings: There have been three main types of public offerings. It includes Initial Coin Offering (ICO), Initial Exchange Offering (IEO), and Initial Decentralised Exchange Offering (IDO).

Steps to Raising Funds Through ICO

ICO is one of the first cryptocurrency fundraising methods that allows projects to issue and sell their own tokens to raise funds. This method is particularly popular among startups as it does not require strict regulation. However, high fraud rates and lack of investor protection have made ICOs less popular in recent years.

Before beginning the process of preparing for an Initial Coin Offering (ICO), it is essential to understand the importance of thorough planning in increasing the likelihood of a successful fundraising campaign. Yes, ICOs have become a great way for businesses and entrepreneurs to raise funding by issuing and selling digital tokens. However, without appropriate planning and preparation, an ICO may fail to achieve its goals.

Several essential steps must be followed to achieve a smooth and productive ICO campaign. Identifying the project's goals and funding requirements, doing market research and competitor analysis, creating a convincing whitepaper and roadmap, and assembling a competent team and advisory board are all part of this process.

1. Identifying Your Project's Goals and Funding Requirements

Before launching an ICO, it is critical to understand your project's goals and the precise funds needed to achieve them. Begin by thoroughly analyzing your project's vision, mission, and objectives. Define the issue you want to solve and how your project would benefit users or investors.

Consider the specific finance requirements for your project's development, marketing, and operations. This includes assessing the required fund and developing a reasonable budget that covers every aspect of the ICO campaign.

This may sound pretty simple and even as what you think you have done, but you need to treat this with all caution.

2. Conducting Market Research and Competitor Analysis

Market research is critical in determining the viability and possible success of an Initial Coin Offering (ICO). This critical phase allows entrepreneurs and project teams to gain valuable insights into market demand for their project concept and define their target audience. This is the major way that ICO organizers can make informed decisions and develop effective tactics to maximize their chances of success in the highly competitive cryptocurrency industry.

One of the key goals of ICO market research is to assess market demand for the project's concept. This entails assessing potential funders' and users' enthusiasm for the proposed idea or solution. Understanding market demand allows ICO organizers to determine whether their idea meets a true need or solves an issue in a unique and captivating way. This knowledge aids in the development of the project's value proposition and its effective market placement.

Furthermore, market research enables ICO organizers to correctly define their target audience. They can create their ideal user or investor profile by studying numerous demographic and psychographic aspects such as age, gender,

interests, and preferences. This focused approach allows ICO organizers to adjust their marketing and communication efforts to resonate with their target demographic, increasing the likelihood of attracting and keeping valuable participants.

Additionally, through competitor analysis, ICO organizers can acquire insights into the methods and approaches that have proven effective in the industry. ICO organizers can improve their chances of success by analyzing competitors' strengths and learning from their successes and failures.

3. Developing a Compelling Whitepaper and Roadmap

The whitepaper is the foundation of any ICO campaign. It describes your project's technical and business features, giving potential investors a thorough grasp of your goal, technology, token model, and distribution strategy.

4. Building a Strong Team and Advisory Board

Putting together a capable and experienced team is important to the success of your ICO project. Hire people that are knowledgeable about blockchain technology, cryptocurrency, legal compliance, marketing, and project management.

To design and maintain the underlying blockchain technology, smart contracts, and token ecosystem, your team should have solid technical expertise. Members with prior experience in successful ICOs can also give useful views and skills.

5. Understanding the Legal and Regulatory Considerations

When planning an Initial Coin Offering (ICO), it is essential to thoroughly look into and comprehend the legal and regulatory landscape. ICOs operate in a dynamic environment, and compliance with applicable laws and regulations is critical to assure compliance, safeguard investors, and maintain the project's integrity. Working with legal counsel and corporate service providers can provide valuable help in addressing the legal and regulatory considerations involved with ICOs.

6. Setting up a Good Corporate Structure

A good corporate structure is critical for an Initial Coin Offering (ICO) project's success and durability. A well-designed corporate structure ensures not only legal compliance but also a foundation for effective governance, accountability, and transparency.

7. ICO Marketing and Promotion

Marketing and promotion play a vital role in the success of an Initial Coin Offering (ICO). This simply implies creating awareness, attracting potential investors, and building trust in the project. A well-executed marketing strategy can help generate interest, drive token sales, and create a strong community around your ICO.

Furthermore, leveraging various channels such as social media, content marketing, influencer partnerships, and targeted advertising can effectively reach your target audience. Engaging with reputable marketing agencies can also provide valuable expertise in ICO marketing and promotion, helping to maximize visibility and engagement for your project.

8. Conducting the ICO

After you've completed the preparatory phase, which includes legal considerations, corporate structuring, and advertising strategies, it's time to launch

your Initial Coin Offering (ICO). This step entails launching your token sale, interacting with investors, and overseeing the entire fundraising process.

Examples of Initial Coin Offerings

Ethereum's ICO in 2014 is an early, prominent example of an initial coin offering. The Ethereum ICO raised \$18 million over 42 days.

In another example, during a one-month ICO ending in March 2018, Dragon Coin raised about \$320 million.

Also, in 2018, the company behind the EOS platform shattered Dragon Coin's record by raising a whopping \$4 billion during a yearlong ICO.

The first instance of the SEC cracking down on an ICO occurred on Dec. 11, 2017, when the agency halted an ICO by Munchee, a California company with a food review app. Munchee was attempting to raise money to create a cryptocurrency that would work within the app to order food. The SEC issued a cease-and-desist letter, treating the ICO as an unregistered securities offering.

The Bottom Line

Embarking on an Initial Coin Offering (ICO) journey requires careful planning, preparation, and execution. By following a systematic approach, you can increase the likelihood of a successful fundraising campaign while maintaining compliance with legal and regulatory requirements.

Initial coin offerings (ICOs) are opportunities for investors to speculate on a new cryptocurrency or blockchain project. It's important to be cautious when investing in an ICO—although they have been very profitable in the past, many unscrupulous people are trying to take advantage of less cautious investors with fake offerings.

Before buying into an ICO, do your homework and investigate everything you can find about the developers, the project, how the coin is used in the blockchain, and the blockchain's purpose.

2. Make an annotation to the text

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3. Vocabulary List

1. Initial Coin Offering (ICO)	1. Первичное размещение монет (ICO)
2. Blockchain Technology	2. Технология блокчейн
3. Cryptocurrency Fundraising	3. Сбор средств с помощью криптовалют (или Криптовалютное финансирование)
4. Traditional Fundraising	4. Традиционный сбор средств
5. Whitepaper	5. Белая книга
6. Decentralized Applications (dApps)	6. Децентрализованные приложения (dApps)
7. Digital Tokens	7. Цифровые токены
8. Investors	8. Инвесторы
9. Project Goals	9. Цели проекта
10. Market Research	10. Исследование рынка
11. Competitor Analysis	11. Анализ конкурентов
12. Team and Advisory Board	12. Команда и консультативный совет
13. Legal and Regulatory Considerations	13. Правовые и регуляторные аспекты
14. Corporate Structure	14. Корпоративная структура
15. Marketing and Promotion	15. Маркетинг и продвижение

4. Discussion questions

1. Considering that the traditional fundraising process is slow and costly, while ICOs (Initial Coin Offerings) offer a more accessible and inclusive method of financing, especially for blockchain projects, what are the main advantages and disadvantages of each method for startups? How do you think the role of ICOs in fundraising has changed given the mentioned high fraud rates and lack of investor protection?

2. The whitepaper and building a strong team and advisory board are identified as crucial steps for a successful ICO campaign. How critical are these two elements in ensuring trust in the project and attracting investors, especially in the context of Decentralized Applications (dApps) where project owners can be anonymous and trustworthiness depends on the roadmap and code?

3. The sources emphasize the importance of understanding the legal and regulatory considerations and setting up a good corporate structure. In your opinion, what specific steps are most vital for an ICO project to comply with applicable laws and regulations while fostering transparency and accountability, especially considering instances of regulatory crackdowns?

4. Marketing and promotion play a vital role in ICO success by creating awareness and attracting potential investors. However, it's also noted that investors must do their homework and investigate everything thoroughly. What strategies can ICO organizers use to effectively reach their target audience while providing enough transparent information for investors to make informed decisions and avoid fake offerings?

5. The sources mention examples of successful ICOs, such as Ethereum, Dragon Coin, and EOS, which raised significant funds. Conversely, high fraud rates and regulatory actions by the SEC are highlighted. What lessons can be learned from both the successful and problematic ICO examples for future projects, especially in the context of a dynamic regulatory environment and the necessity to safeguard investors?

5. Exercises

A. Translate into Russian

Initial Coin Offerings (ICOs) have emerged as a revolutionary fundraising method for blockchain-related projects, providing an alternative to the slow and costly traditional fundraising processes. An ICO involves projects issuing and selling digital tokens or cryptocurrencies to investors, often built on blockchain technology, to raise funds for their ventures. This method differs from traditional fundraising by being more accessible and inclusive, token-based, and leveraging blockchain's transparency and decentralization, eliminating the need for traditional financial intermediaries. Key steps for a successful ICO campaign include developing a compelling whitepaper outlining project goals and technology, and assembling a strong, experienced team and advisory board. It is essential to understand legal and regulatory considerations and set up a good corporate structure to ensure compliance and safeguard investors in this dynamic environment. Despite examples of successful ICOs like Ethereum and EOS, the method has also been associated with high fraud rates and a lack of investor protection, leading to regulatory crackdowns, such as those by the SEC. Therefore, while ICOs offer significant opportunities, they demand careful planning, thorough preparation, and precise execution to achieve fundraising goals successfully and compliantly.

B. Find the English equivalents

Первичное размещение монет; Блокчейн; Привлечение средств; Токены; Белая книга; Регулирование; Инвесторы; Мошенничество; Децентрализованные приложения (dApps); Традиционное финансирование.

C. Fill in each blank with a suitable word or word combination

1. What revolutionary fundraising method, offering an alternative to traditional processes for blockchain-related projects, involves the issuance and sale of digital tokens and is known as an _____?

2. The foundation of any ICO campaign, which describes the project's technical and business features, goals, technology, and token model, is referred to as the _____.

3. ICOs frequently utilize _____ technology, which supports transparency, immutability, and decentralized governance by eliminating intermediaries.

4. _____ is often characterized as a slow and costly process, especially for entrepreneurs without existing investor networks, prompting the rise of alternatives like ICOs.

5. When planning an ICO, it is essential to thoroughly look into and comprehend the legal and _____ to ensure compliance and investor protection.

6. While offering opportunities, ICOs have also been associated with high _____ and a lack of investor protection, impacting their popularity in recent years.

7. A critical step for a successful ICO campaign involves assembling a strong and experienced _____ and advisory board with expertise in blockchain, legal compliance, and marketing.

Пропущенные слова: 1. ICO; 2. Whitepaper; 3. Blockchain; 4. Traditional Fundraising; 5. Regulatory Considerations; 6. Fraud Rates; 7. Team.

D. Translate into English

ICO (Initial Coin Offering) представляет собой революционный метод привлечения средств для блокчейн-проектов, предлагающий быструю и менее затратную альтернативу традиционному финансированию. В рамках ICO проекты выпускают и продают цифровые токены или криптовалюты инвесторам, часто построенные на технологии блокчейн, для сбора средств на свои предприятия. Этот метод отличается от традиционного сбора средств большей доступностью и инклюзивностью, основываясь на токенах и используя прозрачность и децентрализацию блокчейна без финансовых посредников. Для успешной кампании ICO необходимы разработка убедительной "белой книги" (whitepaper) с описанием целей проекта и технологии, а также создание сильной команды и консультативного совета. Понимание правовых и регуляторных аспектов и надлежащая корпоративная структура критически важны для обеспечения соответствия и защиты инвесторов в этой динамичной среде. Хотя ICO предложили возможности для финансирования, они также связаны с высоким уровнем мошенничества и недостаточной защитой инвесторов, что привело к усилению регуляторного контроля, включая действия SEC. Таким образом, проведение ICO требует тщательного планирования, подготовки и точного исполнения для достижения целей по привлечению средств при соблюдении всех требований.

E. Questions and assignments

1. What is an ICO (Initial Coin Offering) and for which projects is this revolutionary fundraising method most suitable?

2. What is the role of a whitepaper in an ICO campaign, and why is it an essential document for potential investors?

3. How does an ICO fundamentally differ from traditional fundraising, and how does the use of blockchain technology contribute to its uniqueness?

4. What legal and regulatory considerations must be taken into account when planning an ICO, and how do they help combat fraud and protect investors?

5. What key steps must be taken for a successful ICO campaign, in addition to developing a whitepaper, including building a strong team and conducting marketing?

F. Answer the tests

1. What is an ICO (Initial Coin Offering)?

A. A method of raising debt from banks.

B. A revolutionary fundraising method through the issuance and sale of digital tokens or cryptocurrencies.

C. The process of listing a company's shares on a stock exchange.

D. Fundraising only from friends and family for a startup.

2. What is the main purpose of a whitepaper in an ICO campaign?

A. To announce the start of trading on a stock exchange.

B. To describe the project's technical and business features, goals, technology, and token model.

C. To present the company's financial reports for the past year.

D. To show a list of current project investors.

3. What is a key difference between ICOs and traditional fundraising methods in terms of accessibility?

A. ICOs are only accessible to large institutional investors.

B. ICOs offer a more accessible and inclusive method of financing for everyone with an internet connection.

C. Traditional fundraising is more accessible to entrepreneurs without existing investor networks.

D. Access to ICOs is limited to government agencies.

4. Which technology is often leveraged in ICOs to enable transparency, immutability, and decentralized governance?

A. Centralized banking systems.

B. Artificial intelligence.

C. Blockchain technology.

D. Cloud computing.

5. What major drawback or risk associated with ICOs is mentioned in the text?

A. Excessively low investment thresholds.

B. High fraud rates and lack of investor protection.

C. A lack of innovative projects.

D. Difficulty in finding a technical team.

6. Why is understanding legal and regulatory considerations critically important when planning an ICO?

A. It helps ensure compliance, safeguard investors, and maintain project integrity.

B. It is only necessary to obtain tax benefits.

C. It simplifies the marketing and promotion process.

D. It allows the project to remain anonymous.

7. Which of the following is one of the essential steps for a successful ICO campaign?
- A. Conducting a single private token sale without a public offering.
 - B. Assembling a competent team and advisory board.**
 - C. Exclusively focusing on anonymous dApp protocol owners.
 - D. Avoiding all marketing until the ICO launch.
8. Which project is mentioned as an early and prominent example of a successful ICO, raising significant funds?
- A. Munchee.
 - B. Bitcoin.
 - C. Ethereum.**
 - D. PayPal.
9. What do ICO investors typically purchase?
- A. Equity shares in a traditional company.
 - B. Corporate bonds.
 - C. Tokens that provide them access to specific features, services, or benefits within the project's ecosystem.**
 - D. Software licenses.
10. Why is conducting market research critical for an ICO?
- A. To determine the viability and possible success of an ICO.**
 - B. To obtain a bank loan.
 - C. To reduce product development costs.
 - D. To ensure the anonymity of project owners.
11. What was one of the first SEC reactions to an ICO mentioned in the text?
- A. The SEC actively encouraged all ICOs.
 - B. The SEC halted Munchee's ICO, treating it as an unregistered securities offering.**
 - C. The SEC provided tax incentives for all ICO projects.
 - D. The SEC issued guidelines for the anonymity of ICO owners.
12. What advice is given to investors before buying into an ICO?
- A. Invest as quickly as possible to not miss out on profits.
 - B. Trust only the marketing materials provided by the project.
 - C. Do your homework and investigate developers, the project, how the coin is used, and the blockchain's purpose.**
 - D. Invest all your savings in a single ICO.

1. Лексико-грамматические упражнения по теме

The System of State Support and Regulation of Entrepreneurship in the Russian Federation

In the modern economy, state support for small and medium-sized enterprises (SMEs) plays a decisive role in ensuring sustainable growth, encouraging innovation, and maintaining social stability. SMEs are often referred to as the “backbone” of national economies because they generate employment, expand the tax base, contribute to regional development, and introduce new technologies. In Russia, as in many other countries, the state has developed a complex system of support and regulation aimed at strengthening this sector and securing its contribution to long-term economic stability.

Forms of SME Support

The system of entrepreneurial support in Russia includes a broad set of instruments: financial, organizational, infrastructural, and legal. The most widely used forms are direct subsidies and grants, preferential taxation regimes, concessional loans, and state guarantees on entrepreneurial obligations. In addition to these, the government invests in building an infrastructure of assistance: specialized business support centers, incubators for startups, technology parks for innovative enterprises, and acceleration programs that connect entrepreneurs with mentors and investors.

For example, the establishment of the Russian Small and Medium Business Corporation has been instrumental in coordinating different programs of state assistance, ranging from financial products to consulting services. Digital platforms have also been created to simplify access to government support, reducing bureaucratic obstacles that previously discouraged entrepreneurs.

Support during Economic Growth

During periods of stable growth, government efforts are directed at stimulating expansion and encouraging innovation. Key measures include facilitating access to credit, reducing administrative pressure, and promoting exports of goods and services produced by Russian SMEs. Export promotion has become a priority in recent years, with the state financing trade missions, international exhibitions, and specialized training programs for entrepreneurs.

Another important dimension is the digitalization of business processes. Many state programs encourage SMEs to adopt digital technologies, ranging from e-commerce solutions to cloud-based accounting and logistics. This helps improve

productivity and allows small companies to compete more effectively with larger corporations.

Ultimately, in times of economic growth, state support aims to increase the share of SMEs in Russia's gross domestic product. While this share still lags behind that of advanced economies, steady progress has been made through policies that encourage competitiveness and reduce barriers to entry.

Support in Times of Crisis and Emergencies

The importance of government support becomes especially evident in times of crisis. During the COVID-19 pandemic, for instance, SMEs in Russia faced sharp declines in demand, disrupted supply chains, and liquidity shortages. To mitigate these challenges, the government introduced an extensive package of measures: direct financial transfers to SMEs, wage subsidies to preserve jobs, tax holidays, reduced rent payments for state-owned property, and programs for restructuring loans.

One of the most significant tools during crises has been the provision of preferential loans at subsidized interest rates. These instruments have allowed companies to continue paying employees and covering essential operating costs even in the absence of normal revenue flows. By doing so, the state ensured that businesses could survive long enough to recover once economic activity resumed.

Similar mechanisms are applied in other extraordinary situations, such as economic sanctions or global commodity price fluctuations, which particularly affect resource-dependent economies like Russia's. The flexibility of SME support programs allows the government to adapt quickly to new challenges and maintain social stability.

Regulation of Entrepreneurial Activity

While support is essential, regulation is equally important. The state's regulatory role involves establishing a legal environment that balances the interests of entrepreneurs, the public, and the government itself. In Russia, special emphasis has been placed on reducing administrative barriers that traditionally hindered business activity. Initiatives such as the "regulatory guillotine" — the systematic abolition of outdated or excessive requirements — have sought to simplify compliance and create a more predictable business climate.

The digitalization of government services has also contributed to more efficient regulation. Electronic document submission, online licensing, and automated reporting systems reduce corruption risks and improve transparency. These reforms make it easier for small entrepreneurs, especially in the regions, to access necessary services without excessive time and cost.

Comparative and Regional Dimension

It is worth noting that Russia's approach to SME support shares similarities with international practices but also reflects its specific economic and political context. For instance, while European countries often emphasize innovation-driven growth and green transformation of SMEs, Russian programs have traditionally placed stronger emphasis on stability, survival, and job preservation. This reflects the challenges of a large and diverse economy, where regional disparities remain significant.

At the regional level, support systems vary depending on local priorities. In resource-rich regions, authorities may focus on diversifying the economy by encouraging small businesses outside the extractive industries. In contrast, in metropolitan areas like Moscow and St. Petersburg, programs often highlight innovation, digitalization, and integration into global value chains.

Conclusion

In conclusion, the system of state support and regulation of entrepreneurship in the Russian Federation constitutes a vital component of economic policy. In times of growth, it stimulates expansion, competitiveness, and innovation; in times of crisis, it functions as a protective shield that helps preserve businesses and jobs. The combination of financial instruments, tax incentives, institutional infrastructure, and legal regulation creates the foundation for the sustainable functioning of SMEs.

Although challenges remain — including limited access to financing, uneven regional development, and vulnerability to external shocks — continuous refinement of support mechanisms allows Russia to strengthen the role of SMEs in its economy. Ultimately, fostering small and medium-sized businesses contributes not only to economic development but also to broader social goals: job creation, poverty reduction, and greater opportunities for citizens to realize their entrepreneurial potential.

2. Make an annotation to the text

...

3. Vocabulary List

1. State Support	1. Государственная поддержка
2. Small and Medium-sized Enterprises (SMEs)	2. Малое и среднее предпринимательство (МСП)
3. Regulation	3. Регулирование
4. Economic Growth	4. Экономический рост
5. Economic Crisis	5. Экономический кризис
6. Innovation	6. Инновации
7. Digitalization	7. Цифровизация
8. Financial Instruments	8. Финансовые инструменты
9. Preferential Taxation	9. Льготное налогообложение
10. Administrative Barriers	10. Административные барьеры
11. Employment	11. Занятость
12. Sustainable Growth	12. Устойчивый рост
13. Regional Development	13. Региональное развитие
14. Export Promotion	14. Продвижение экспорта
15. Business Infrastructure	15. Бизнес-инфраструктура

4. Discussion questions

1. Given the role of small and medium-sized enterprises (SMEs) as the "backbone of national economies" and the existing challenges, how effective is the current system of state support in the Russian Federation in ensuring the sustainable growth of this sector?

2. The sources emphasize the different application of state support measures during periods of economic growth and economic crisis. Which financial instruments and employment support programs prove most critical for the survival of SMEs during a crisis, and how do they differ from measures aimed at stimulating innovation during periods of growth?

3. Initiatives to reduce administrative barriers, such as the "regulatory guillotine", and the digitalization of government services play an important role in the regulation of entrepreneurial activity. What impact do these measures have on the transparency and accessibility of services for SMEs, especially in the context of regional specificities?

4. Innovation and digitalization are key areas for increasing the productivity and competitiveness of SMEs. Which elements of business infrastructure (e.g., technology parks, acceleration programs) most effectively promote the adoption of these technologies and the integration of small companies into global value chains?

5. Regional development and overcoming regional disparities are important aspects of state support. How can export promotion programs and economic diversification initiatives be adapted for different regions to stimulate SME development outside traditional extractive industries?

6. Limited access to financing remains one of the challenges for SMEs. Beyond existing financial instruments (subsidies, concessional loans) and preferential taxation systems, what new approaches or changes in current policy could significantly improve SMEs' opportunities to attract investment and secure liquidity?

7. Comparing Russia's approach to state support for SMEs, which traditionally emphasizes stability and job preservation, with international practices focused on innovation and "green" transformation, what strategic adjustments are necessary to strengthen the role of SMEs in achieving long-term sustainable growth of the Russian economy?

5. Exercises

A. Translate into Russian

State Support for Small and Medium-sized Enterprises (SMEs) is crucial for sustainable growth, innovation, and social stability, as SMEs are the "backbone" of national economies, generating employment and contributing to regional development. Russia's comprehensive system includes diverse financial instruments such as direct subsidies, preferential taxation, concessional loans, and a robust business infrastructure of support centers and technology parks. During periods of economic growth, state efforts focus on stimulating innovation, promoting export promotion, and encouraging digitalization to enhance productivity and competitiveness. In times of economic crisis, state support shifts to a protective role, providing direct financial transfers, wage subsidies, and preferential loans to preserve employment and ensure business survival. Regulation is equally vital, with initiatives like the "regulatory guillotine" and the digitalization of government services aimed at reducing administrative barriers and improving transparency. While reflecting international practices, Russia's approach often emphasizes stability and job preservation, with regional development strategies varying to promote sustainable growth across diverse areas. Despite challenges like limited access to financing and uneven regional development, continuous refinement of state support mechanisms strengthens the role of SMEs in the economy and broader social goals.

B. Find the English equivalents

Государственная поддержка малого и среднего предпринимательства (МСП); Устойчивый рост; Экономический кризис; Финансовые инструменты (субсидии, льготные кредиты); Регулирование предпринимательской деятельности; Административные барьеры и их снижение; Цифровизация бизнес-процессов и государственных услуг; Инновации; Занятость и создание рабочих мест; Региональное развитие.

C. Fill in each blank with a suitable word or word combination

1. How do comprehensive state support mechanisms for SMEs contribute to sustainable growth, _____, increased employment, and robust regional development across national economies?

Пропущенное слово: Innovation

2. What are the primary financial instruments, such as _____, preferential taxation, and concessional loans, that, along with a developed business infrastructure including technology parks, form Russia's system of entrepreneurial assistance?

Пропущенное слово: Direct subsidies

3. In periods of economic growth, how do efforts to reduce administrative barriers, foster export promotion, and encourage _____ among SMEs contribute to overall business productivity and competitiveness?

Пропущенное слово: Digitalization

4. How effectively did measures such as direct financial transfers, wage subsidies, and _____ help ensure business survival for SMEs in Russia during the economic crisis caused by the COVID-19 pandemic?

Пропущенное слово: Preferential loans

5. How have initiatives like the "regulatory guillotine" and the digitalization of government services contributed to reducing administrative barriers and improving _____ in the regulation of entrepreneurial activity in Russia?

Пропущенное слово: Transparency

6. How does Russia's approach to SME support, with its emphasis on _____, survival, and job preservation in the face of regional disparities, compare to broader international practices?

Пропущенное слово: Stability

7. What steps are being taken to overcome challenges such as limited access to financing and uneven regional development, and mitigate _____, to foster economic development and expand entrepreneurial potential for citizens in Russia?

Пропущенное слово: External shocks

D. Translate into English

Государственная поддержка малого и среднего предпринимательства (МСП) играет решающую роль в обеспечении устойчивого роста, стимулировании инноваций и поддержании социальной стабильности в экономике. Система поддержки в России включает широкий спектр финансовых инструментов, таких как прямые субсидии, льготное налогообложение и льготные кредиты, а также развитую инфраструктуру из бизнес-инкубаторов и технологических парков. В периоды экономического роста усилия государства направлены на стимулирование инноваций, экспортное продвижение и цифровизацию для повышения производительности. В условиях экономического кризиса, как во время пандемии COVID-19, государственная поддержка переключается на защитные меры, включая прямые финансовые трансферты и субсидии для сохранения занятости и выживания предприятий. Важным аспектом является

регулирование предпринимательской деятельности, направленное на снижение административных барьеров через инициативы вроде "регуляторной гильотины" и цифровизацию государственных услуг. Подход России, хотя и схож с международными практиками, традиционно делает акцент на стабильности и сохранении рабочих мест, а региональное развитие адаптируется к местным приоритетам. Несмотря на сохраняющиеся вызовы, такие как ограниченный доступ к финансированию и неравномерное региональное развитие, постоянное совершенствование механизмов поддержки укрепляет роль МСП в экономическом развитии и достижении широких социальных целей.

E. Questions and assignments

1. How does state support for small and medium-sized enterprises (SMEs) contribute to sustainable growth, encouraging innovation, and maintaining social stability in the Russian economy?
2. What financial instruments and infrastructural measures, such as preferential taxation, concessional loans, and technology parks, are included in Russia's system of entrepreneurial support?
3. How do the digitalization of business processes and export promotion help SMEs increase productivity and competitiveness during periods of economic growth?
4. What government support measures, including direct financial transfers and wage subsidies, were implemented to ensure business survival during the economic crisis caused by the COVID-19 pandemic?
5. How do initiatives like the "regulatory guillotine" and the digitalization of government services contribute to reducing administrative barriers and improving transparency in the regulation of entrepreneurial activity?
6. What are the specifics of Russia's approach to SME support compared to international practices, especially regarding stability, job preservation, and regional disparities?
7. What challenges, such as limited access to financing and uneven regional development, still face SMEs in Russia, and how does overcoming them contribute to achieving social goals?

F. Answer the tests

1. What key role do SMEs play in the modern Russian economy, according to source?
 - A) They primarily contribute to the centralization of manufacturing capacities.
 - B) They are the "backbone" of national economies, generating employment and fostering innovation.**
 - C) Their main function is to absorb surplus labor in large corporations.
 - D) They contribute exclusively to the development of raw material industries.

2. Which of the following is NOT a financial instrument for SME support in Russia, according to source?

- A) Direct subsidies and grants.
- B) Preferential taxation regimes.
- C) Business incubators.**
- D) Concessional loans.

3. What are the state's efforts to support SMEs directed towards during periods of stable economic growth, according to source?

- A) Mass job reduction in SMEs.
- B) Stimulating expansion, encouraging innovation, and promoting exports.**
- C) Increasing administrative pressure on businesses.
- D) Complete withdrawal of financial support.

4. How does the digitalization of business processes benefit SMEs, according to source?

- A) It increases bureaucratic barriers.
- B) It helps improve productivity and compete more effectively with larger corporations.**
- C) It limits small companies' access to new markets.
- D) It completely replaces human labor, leading to unemployment.

5. What measures were introduced by the Russian government to mitigate challenges for SMEs during the COVID-19 pandemic, according to source?

- A) Increased taxes and abolition of benefits.
- B) Withdrawal of direct financial transfers and wage subsidies.
- C) Direct financial transfers, wage subsidies, tax holidays.**
- D) Restriction of access to credit and increased rent payments for state-owned property.

6. Which of the tools became one of the most significant for SMEs during crises, such as the COVID-19 pandemic, according to source?

- A) A complete ban on employee layoffs.
- B) Provision of preferential loans at subsidized interest rates.**
- C) Requirement for SMEs to reinvest all profits.
- D) Increase in import duties to protect domestic markets.

7. What is the main goal of the "regulatory guillotine" initiative in the regulation of entrepreneurial activity in Russia, according to source?

- A) Introducing new stringent requirements for businesses.
- B) Systematic abolition of outdated or excessive requirements to simplify compliance.**
- C) Increasing inspection checks for all enterprises.
- D) Centralizing all permitting functions under one agency.

8. How does the digitalization of government services contribute to more efficient regulation, according to source?

- A) It increases corruption risks.
- B) It complicates access to necessary services for regional entrepreneurs.
- C) It reduces corruption risks and improves transparency.**
- D) It requires mandatory in-person presence for all operations.

9. What do Russian SME support programs traditionally place a stronger emphasis on compared to European countries, according to source?

- A) Innovation-driven growth and green transformation.
- B) Stability, survival, and job preservation.**
- C) Aggressive expansion into international markets.
- D) Creation of monopoly structures in key industries.

10. How do SME support systems vary at the regional level in Russia, according to source?

- A) They are always uniform across the country.
- B) In resource-rich regions, they may focus on diversification, while in metropolitan areas, on innovation.**
- C) They depend entirely on federal programs without considering local priorities.
- D) Only one industry is encouraged everywhere.

11. Which of the following are remaining challenges for SMEs in Russia, according to source?

- A) Excessive access to financing and even regional development.
- B) Limited access to financing, uneven regional development, and vulnerability to external shocks.**
- C) Absence of a need for state guarantees.
- D) Complete absence of administrative barriers.

12. What does fostering small and medium-sized businesses ultimately contribute to in Russia, beyond economic development, according to source?

- A) To a decrease in market offerings diversity.
- B) To achieving broader social goals, such as job creation, poverty reduction, and greater opportunities for citizens.**
- C) To an increase in state control over all sectors of the economy.
- D) To a reduction in citizens' entrepreneurial potential.

Вопросы для подготовки к зачету\экзамену
УК-3 (1-6)

Примерные вопросы и задания для подготовки к зачету
УК-3 (1-6)

1. Define **information** and explain how it differs from **data** in the context of an organization. Why is information considered a strategic resource?
2. What are the four primary functions of any information system? Provide a brief description for each.
3. Discuss the relationship between the **technological and social components** in the success or failure of a computer information system.
4. Name and briefly describe two common classifications of information systems based on their function or purpose.
5. Why is it crucial for an organization to develop a clear **strategy for using information systems**? What are the potential risks of lacking such a strategy?
6. How has the **Internet fundamentally changed business models** and operations in the last two decades? Provide an example.
7. Identify and explain two significant **opportunities that the Internet offers to businesses**.
8. Describe two major **challenges organizations face when creating or developing new information systems**.
9. Explain the concept of an **IS life cycle**. What are its typical stages?
10. What are the key considerations when deciding on the **organizational structure of an IT department** (e.g., centralized vs. decentralized)?
11. Define **User Interface (UI)** and **User Experience (UX)** in the context of human-computer interaction. Why are both important?
12. How does **ergonomics** contribute to effective human-computer interaction and overall user productivity?
13. Briefly explain **Maslow's Hierarchy of Needs**.
14. How can a new information system impact the **physiological or safety needs** of employees in a workplace?
15. Provide an example of how **information systems can improve operational processes** within a company.
16. What role do **ERP systems** play in enhancing operational efficiency?
17. Name two types of information systems that can be classified by their support for management levels (e.g., operational, tactical, strategic).
18. In what ways can **information quality** affect the performance and reliability of an information system?
19. Describe a scenario where poor user training (a social factor) leads to the underutilization of a technologically advanced information system.

20. Why is **alignment between IT strategy and business strategy** essential for organizational success?
21. What are some of the **cybersecurity threats** businesses face due to their reliance on the Internet?
22. Briefly compare and contrast the "build" vs. "buy" decision for information systems.
23. What are the main advantages of **outsourcing IT functions**?
24. How can information systems help in **automating routine business processes**?
25. Explain why **user feedback** is critical during the development phases of an information system.

Примерные вопросы и задания для подготовки к экзамену
УК-3 (1-6)

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12. How does **ergonomics** contribute to effective human-computer interaction and overall user productivity?
13. Briefly explain **Maslow's Hierarchy of Needs**.

14. How can a new information system impact the **physiological or safety needs** of employees in a workplace?
15. Provide an example of how **information systems can improve operational processes** within a company.
16. What role do **ERP systems** play in enhancing operational efficiency?
17. Name two types of information systems that can be classified by their support for management levels (e.g., operational, tactical, strategic).
18. In what ways can **information quality** affect the performance and reliability of an information system?
19. Describe a scenario where poor user training (a social factor) leads to the underutilization of a technologically advanced information system.
20. Why is **alignment between IT strategy and business strategy** essential for organizational success?
21. What are some of the **cybersecurity threats** businesses face due to their reliance on the Internet?
22. Briefly compare and contrast the "build" vs. "buy" decision for information systems.
23. What are the main advantages of **outsourcing IT functions**?
24. How can information systems help in **automating routine business processes**?
25. Explain why **user feedback** is critical during the development phases of an information system.
26. Analyze the long-term strategic implications of **treating information as a mere commodity versus a strategic asset**. Provide examples of how this perspective might influence IT investment decisions.
27. Evaluate the ethical considerations involved in the **collection and use of vast amounts of personal data** by modern information systems. What responsibilities do organizations have?
28. Compare and contrast two different **IS development methodologies** (e.g., Agile vs. Waterfall) in terms of their suitability for various project types and organizational cultures.
29. Discuss the concept of **digital transformation** and its profound impact on an organization's information system strategy and overall business model.
30. Analyze the **impact of social media and online marketing strategies** on consumer behavior and brand loyalty in the Internet age.
31. How can organizations effectively manage **resistance to change** when implementing new computer information systems, considering both technological and social factors?
32. Elaborate on the **interplay between different types of information systems** (e.g., ERP, CRM, SCM) within a single organization and the challenges of integrating them.

33. Discuss the concept of **IT governance** and its importance in ensuring that information systems align with and support organizational objectives.
34. Evaluate how emerging technologies like **Artificial Intelligence (AI) and Machine Learning (ML)** are transforming the capabilities and challenges of information systems.
35. Apply **Maslow's Hierarchy of Needs to a scenario where a new IS is being introduced to a diverse workforce**. How might you tailor communication and training to address different needs?
36. Discuss the advantages and risks of using **information systems for remote control** in critical infrastructure (e.g., power grids, water supply).
37. Explain the core principles of the **socio-technical approach to information system design**. Why is balancing social and technical aspects crucial for system success?
38. How do **Information Systems for Supply Chain Management (SCM)** specifically optimize the flow of goods and information, and what are their key benefits?
39. Analyze the role of **cloud computing** in the development, deployment, and scalability of modern information systems.
40. Discuss the concept of "**information overload**" and how information systems can be designed to mitigate its negative effects on users.
41. Evaluate the trade-offs between **centralized and decentralized IT department structures** in terms of efficiency, control, and responsiveness to business units.
42. How do **IoT (Internet of Things)** devices contribute to the capabilities of information systems, particularly in remote monitoring and control applications?
43. Explore the **ethical implications of automation and AI in computer information systems** regarding job displacement and the changing nature of work.
44. Discuss a case study where a sophisticated information system failed primarily due to a lack of attention to its **social components and user adoption**.
45. What are the key metrics and methods an organization can use to **measure the return on investment (ROI)** for significant information system projects?
46. Examine how **blockchain technology** could potentially impact specific aspects of information systems, such as data security or transaction processing.
47. How can effective **human-computer interaction design** contribute to both user satisfaction and overall operational efficiency in complex business applications?
48. In the context of "Smart Cities", describe how various **information systems for remote management** integrate to create a cohesive and efficient urban environment.

49. Discuss the challenges of **data privacy and regulatory compliance** (e.g., GDPR) for businesses operating global information systems.
50. Elaborate on how **information systems facilitate innovation** within organizations, leading to new products, services, or business models.