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Бізнес тренінг

Методичні вказівки
до самостійної та індивідуальної роботи

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Анотація: методична розробка містить завдання до самостійної та
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Preface

"Business Training" is widespread method of teaching students, co-workers, middle managers and senior managers of aims to make new business skills and abilities nowadays.

Many organizations expect their senior leaders and middle managers to coach their team members to reach higher levels of performance, increased job satisfaction, personal growth, and career development.

The subject of the discipline is functioning and effective management of economic agents in a market economy.

The main objective of the subject "Business Training" is the forming skills in students for creation model of enterprise, analysis external and internal environment, forming mission, goals and business strategy, management, motivation and advertising policy. Also, other objectives of discipline are improving leadership skills in students and shaping effective planning of work.

Self-study on the subject "business training" is to deepen the knowledge gained in lectures and practical classes, doing test, tasks and exercises.

Individual research and testing goal is to study market trends and building competitive enterprises maps based guidelines.

Interdisciplinary connections: "Enterprise Economics", "Management", "Fundamentals of Marketing", "Enterprise Activity Planning", "Statistics", "Enterprise Finance", "Economic Analysis" and so on.

Вступ

«Бізнес-тренінг» поширений сьогодні метод навчання студентів, працівників фірм, менеджерів середньої ланки та топ-менеджерів має на меті формування ділових навиків і умінь.

Багато організації використовують «бізнес-тренінги» щоб досягти більш високої продуктивності, збільшення задоволення від роботи, особистісного росту і розвитку кар'єри.

Предметом дисципліни є функціонування та ефективне управління суб'єктами економічної діяльності в умовах ринкової економіки.

Основним завданням дисципліни «Бізнес-тренінг» є формування навиків у студентів та створення моделі підприємства, аналізу його зовнішнього та внутрішнього середовища, визначенню місії, цілей та формуванню стратегії підприємства, управлінню та мотивації персоналу, рекламної політики. А також, покращенням лідерських здібностей у студентів та формування навиків ефективного планування робочого часу.

Самостійна робота з дисципліни «бізнес-тренінг» полягає у поглибленні набутих знань на лекційних і практичних заняттях та самоперевірки за допомогою тестових завдань та вправ.

Індивідуальне науково-дослідне завдання полягає у дослідженні тенденцій розвитку ринку та побудові конкурентної карти підприємств на основі методичних рекомендацій.

Міждисциплінарні зв'язки: «Економіка підприємства», «Менеджмент», «Основи маркетингу», «Планування підприємницької діяльності», «Статистика», «Фінанси підприємств», «Економічний аналіз» та інші.

Individual task

Analysis of the market environment of the enterprise

Individual practical task is to study the market. For this student should:

1. Selects 10-15 companies operating in the market test market.
2. On the basis of the annual volume of production of these companies we plot the "dynamics of production"

Tip: Use database producers with Ukraine Stock market infrastructure development agency of Ukraine e-mail address <http://smida.gov.ua/>

3. To investigate the nature of the dynamics of the production of goods in the market build a trend line that shows the dynamics of output

Tip: Use the features MS Excel

4. Explore the function that describes the trend line.
5. Write conclusions about market trends.

Example:

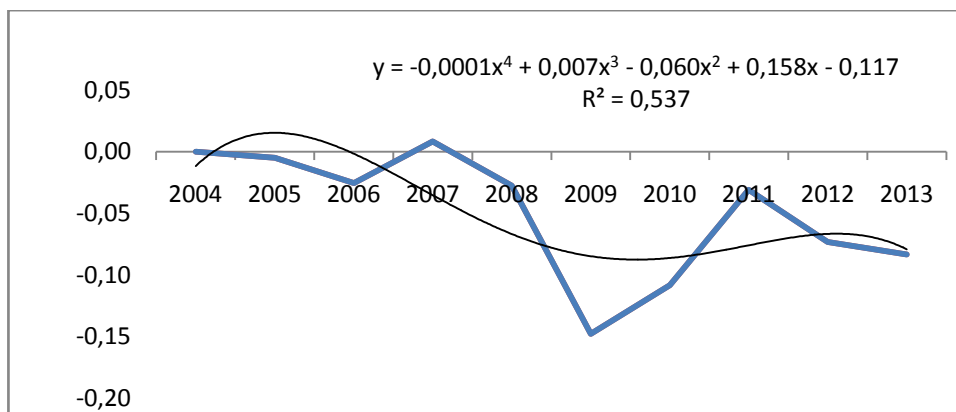


Figure 1. Dynamics of market share sub Basic Chemistry in Ukraine in 2004-2013, respectively.

Function that describes the dynamics of the trend line market share of basic chemicals subsector in Ukraine in 2004-2013 years is as follows:

$$y = -0,0001x^4 + 0,007x^3 - 0,06x^2 + 0,158x - 0,117$$

The derivative of this function:

$$y' = -0,0004x^3 + 0,021x^2 - 0,12x + 0,15$$

The value of the derivative in the period to 2005 and from 2009 to 2012 is positive, $y' > 0$, indicating that the increase in market share of products of basic

chemistry, which was due to the improvement of the external market situation in the country and abroad as well as the economy emerges from the mortgage crisis in 2008. In the period 2005-2008, and after 2012 the trend derivative is negative, indicating a decrease in market share

The second derivative of the function describing the dynamic of change in output.

The value of "x" in which $y'' > 0$ means of rapid development of the market at a given time, the value of "x" in $y'' < 0$ indicates minor changes of the market.

For the market trend of basic chemicals subsector second order derivative will have the form (1.3). The solution is in the interval from $(-\infty; 0,31) \cup (3,18; +\infty)$ be positive values, and therefore changes in market share are characterized by dynamically, and in the range of 0,31% to 3,18% $y'' < 0$, that dynamic changes in the market share of moderate.

$$y'' = -0,012x^2 + 0,042x - 0,12 \quad (1.3)$$

Analysis of the competitive situation of the company

To determine the competitive position of the company calculate the following parameters:

1. Calculate minimum (Q_{min}) and maximum (Q_{max}) market share owned by one company
2. Calculate arithmetic average (Q_c) and mean square (δ_Q) deviation of the share of each company.

$$\delta = \sqrt{\frac{1}{m} \sum_{i=1}^n (Q_i - Q_c)^2},$$

Q_i – market share i-th of the company,

Q_c – average market share of the enterprise,

m – number of companies

The minimum and maximum market share of one company are: $Q_i: Q_{min} = \min(Q_i); Q_{max} = \max(Q_i), i = \overline{1, m}$

3. Calculate minimum (T_{min}) and maximum (T_{max}) value of the growth rate of the market share of the company for the period (3-5 years)

$$T_i: T_{min} = \min(T_i); T_{max} = \max(T_i), i = \overline{1, m};$$

$$T_i = \frac{1}{n} \frac{Q_{i1} - Q_{i0}}{Q_{i0}}$$

$Q_{i0, i1}$ – market share i-th enterprises in the base and in the current period,

n - number of years in the period

4. Calculate arithmetic average (T_c) standard deviation δ_t by the formula:

$$\delta_t = \sqrt{\frac{1}{m} \sum_{i=1}^n (T_i - T_c)^2}$$

T_i – rate of change of market share i- th enterprises on the market

T_c – average rate of change in the market share of the enterprise market

m – number of companies

n – number of years in the study period

Classification of enterprises by market share is divided into:

1. Market leader $Q_{max} \geq Q_i > Q_c + \delta_Q$,
2. Firms with a strong competitive position $Q_c + \delta_Q \geq Q_i > Q_c$
3. Enterprise with a weak competitive position $Q_c \geq Q_i > Q_c - \delta_Q$
4. Outsiders $Q_c - \delta_Q \geq Q_i > Q_{min}$

The growth rate of the market share of the company is divided into:

1. Competitive position of the company rapidly improved $T_{max} \geq T_i > T_c + \delta_t$.
2. Competitive position of the company that improved $T_c + \delta_t \geq T_i > T_c$.
3. Competitive position of the company deteriorating $T_c \geq T_i > T_c - \delta_t$.
4. Competitive position of the company rapidly deteriorating $T_c - \delta_t \geq T_i > T_{min}$.

Competitive business card

Table 1

The growth rate of the market share of the company	Classification of companies by market share			
	Leader $Q_{max} \geq Q_i > Q_c + \delta_Q,$	Firms with a strong competitive position $Q_c + \delta_Q \geq Q_i > Q_c$	Enterprise with a weak competitive position $Q_c \geq Q_i > Q_c - \delta_Q$	Outsiders $Q_c - \delta_Q \geq Q_i > Q_{min}$
Competitive position of the company rapidly improved $T_{max} \geq T_i > T_c + \delta_t.$				
Competitive position of the company that improved $T_c + \delta_t \geq T_i > T_c.$				
Competitive position of the company deteriorating $T_c \geq T_i > T_c - \delta_t.$				
Competitive position of the company rapidly deteriorating $T_c - \delta_t \geq T_i > T_{min}.$				

Write conclusions about companies on the market.

2. Task for self-study work

The aim of the individual work is to deepen the knowledge of “Business Training” study course. It consists of two parts and expects compulsory presentation of its results. The first theoretical part of the individual task is based on writing the report on one of the following topics, the second practical part focuses on the analytical task.

Report topics

1. Entrepreneurship in Ukraine: problems and prospects.
2. Problems of small business development.
3. The questions of individual and market demand.
4. Methods of analysis and assessment of market demand.
5. Assessment of demand for different types of markets.
6. Benchmarking as a tool to enhance the competitiveness of enterprises.

7. Evolution and sources of benchmarking.
8. Review of the basic mistakes of intangible personnel motivation.
9. Basic approaches to evaluating the effectiveness of advertising.
10. The assessment of the advertising impact to subconsciousness.
11. Peculiarities of the advertising program realization.
12. Peculiarities of the practical application of SWOT-analysis.
13. Peculiarities of the practical application of PEST-analysis.
14. The information support of the analysis of the environment.
15. Effective style of leadership formation.
16. Forms of leadership influence: leadership and power.
17. New management thinking and concept of enterprise development creation.
18. Approaches to the innovation enterprise management.
19. Grounding of the modern business model.
20. Evaluation of the business model conformity with of consumers' priorities.
21. The technology of conflict management.
22. Business ethics.
23. Business processes of the company.
24. Situational approaches to the effective leadership.
25. Foreign experience of intangible personnel motivation.

Tasks to solve

Task 1. Choose the correct answer

1. Process of identifying and starting a business venture, sourcing and organizing the required resources and taking both the risks and rewards associated with the venture is:
 - a) organization
 - b) entrepreneurship
 - c) entrepreneur

2. When was used entrepreneurship first?

- a) in 1723
- b) in 1823
- c) in 1332

3. Where was the word entrepreneurship loan from of?

- a) Spain
- b) Germany
- c) France

4. The oldest form of trading there is:

- a) Franchises
- b) Workers Co-operatives
- c) Sole trader

5. These are common for practices that offer services such as accountants, dentists, doctors, solicitors and so on.

- a) Company
- b) Partnership
- c) Sole trader

6. Their shares are not available to buy publically so they cannot be traded on the stock market

- a) Private Limited Companies
- b) Public Limited Companies
- c) Workers Co-operatives

7. This type of entrepreneurship sell their shares on the stock market so anyone can buy them

- a) Private Limited Companies

- b) Public Limited Companies
- c) Workers Co-operatives

8. This type of entrepreneurship involves you using another company's successful business model to create your own shop, restaurant etc

- a) Private Limited Companies
- b) Franchises
- c) Workers Co-operatives

9. In this type of entrepreneurship all decisions are taken democratically and any profits are shared equally or ploughed back into the business.

- a) Private Limited Companies
- b) Franchises
- c) Workers Co-operatives

10. New form of business as they've only been around since 2001:

- a) Private Limited Companies
- b) Franchises
- c) Limited Liability Partnerships

11. Entrepreneurship theory advanced by Marshal in 1948 is:

- a) Alert Theory of Entrepreneurship
- b) Innovative Theory of Entrepreneurship
- c) The Neo-Classic Theory of Entrepreneurship

12. The theory states that understanding the market is the key to being a successful entrepreneur.

- a) Alert Theory of Entrepreneurship
- b) Innovative Theory of Entrepreneurship
- c) The Neo-Classic Theory of Entrepreneurship

13. The theory was advanced by one famous scholar, Schumpeter, in 1991.

- a) Alert Theory of Entrepreneurship
- b) Innovative Theory of Entrepreneurship
- c) The Neo-Classic Theory of Entrepreneurship

14. People willing to invest in startups are:

- a) scientists
- b) co-founders
- c) angel investors

15. In respect to the philosophy of benchmarking is:

- a) management of military
- b) learning from the best
- c) try and error

16. Benchmarking again became prominent in the early 1980's when:

- a) by W. Edward Deming when he taught the Japanese the idea of quality control
- b) when multinational giants IBM, Motorola and Xerox used Bench marking for their strategic advantage
- c) gain competitive advantage Richard Chang and Keith Kelly have evolved four common approaches to benchmarking

17. It is levels of benchmarking done within an organization, or perhaps in conjunction with another branch office.

- a) Non-competitive Benchmarking
- b) Competitive Bench marking
- c) Internal Bench Marking

18. Firms usually hire the services of a third party consultant to gather strategic information relating with the competitors

- a) Non-competitive Benchmarking
- b) Competitive Bench marking
- c) Internal Bench Marking

19. Types of benchmarking use by initiating firm focuses its observation and investigation of business processes with a goal of identifying and observing the best practices from one or more benchmark firms. Activity analysis will be required where the objective is to benchmark cost and efficiency is:

- a) Financial benchmarking
- b) Process benchmarking
- c) Benchmarking from an investor perspective

20. Types of benchmarking use by performing a financial analysis and comparing the results in an effort to assess your overall competitiveness and productivity are:

- a) Financial benchmarking
- b) Process benchmarking
- c) Benchmarking from an investor perspective

21. Types of benchmarking use by compare to peer companies that can be considered alternative investment opportunities from the perspective of an investor

- a) Financial benchmarking
- b) Process benchmarking
- c) Benchmarking from an investor perspective

22. Motivation is:

- a) the driving force that causes the flux from desire to will in life.
- b) has been shown to have roots in physiological, behavioral, cognitive, and social areas.
- c) inner conditions such as wishes, desires and goals, activate to move in a particular direction in behavior.

d) all answers are correct

23. Why form the system of the motivation in the company:

- a) increased longevity with the company
- b) improved productivity
- c) empowerment

24. What kind of motivation can prove counterproductive if not made available to all members of the organization?

- a) monetary incentive
- b) empowerment
- c) creativity and innovation

25. What kind of motivate are committing to perpetual enhancement of employee skills?

- a) learning
- b) empowerment
- c) creativity and innovation

26. What kind of motivate are giving employees more responsibility and decision-making authority increases their realm of control over the tasks for which they are held responsible and better equips them to carry out those tasks?

- a) learning
- b) empowerment
- c) creativity and innovation

27. Condensed workweeks or job sharing, for example, have been successful in focusing overwhelmed employees toward the work to be done and away from the demands of their private lives. This is motivation with use:

- a) learning
- b) quality of life
- c) empowerment

28. What kind of motivate use when the power to create in the organization is pushed down from the top to line personnel, employees who know a job, product, or service best are given the opportunity to use their ideas to improve it?

- a) learning
- b) empowerment
- c) creativity and innovation

29. Butt-Rebuttal Method helps you have got your job done with using:

- a) your fears
- b) predict the difficulty and satisfaction
- c) rebuttal for each excuse

30. Count What Counts Method helps you have got your job done with using:

- a) your fears
- b) predict the difficulty and satisfaction
- c) done positive action and write it down in notebook

31. Little Steps for Little Feet helps you have got your job done by:

- a) eliminating your “musts”, “shoulds”, and “oughts”
- b) divide a task into manageable units using time limitations
- c) done positive action and write it down in notebook

32. Motivation Without Coercion helps you have got your job done by

- a) eliminating your “musts”, “shoulds”, and “oughts”
- b) divide a task into manageable units using time limitations
- c) done positive action and write it down in notebook

33. Test Your Cant's is technique about:

- a) getting past negative thoughts that block you from taking action
- b) testing your negative assumptions
- c) the idea is to create a big, fat carrot

34. Visualize Success is technique about:

- a) getting past negative thoughts that block you from taking action
- b) testing your negative assumptions
- c) the idea is to create a big, fat carrot

35. TIC-TOC Technique is technique about:

- a) getting past negative thoughts that block you from taking action
- b) testing your negative assumptions
- c) the idea is to create a big, fat carrot

36. Take focus on your accomplishments can helps technique:

- a) Self-Endorsement
- b) Pleasure Predicting Sheet
- c) Disarming Technique

37. The workforce considered as "assets" in:

- a) The Classic Personnel Management Approach
- b) The Traditional Human Resource Approach
- c) The Strategic Human Resource Approach

38. Approaches to Personnel Management remained administrative in nature is:

- a) The Classic Personnel Management Approach
- b) The Traditional Human Resource Approach
- c) The Strategic Human Resource Approach

39. Approaches to Personnel Management based on behavioral perspective

- a) The Classic Personnel Management Approach
- b) The Traditional Human Resource Approach
- c) The Strategic Human Resource Approach

40. From where was come term Strategy?

- a) the military
- b) the medicine
- c) the science

41. Strategy is:

- a) "the art of the employment of battles as a means to gain the object of war"
- b) "peace of mind which is a direct result of self-satisfaction in knowing you did your best to become the best that you are capable of becoming."
- c) "to turn toward"

42. Who describe Strategy as a plan, a "how," a means of getting from here to there?

- a) Kenneth Andrews
- b) Henry Mintzberg
- c) George Steiner

43. What is king of strategy used company that regularly markets very expensive products?

- a) follower
- b) "high end"
- c) leader

44. Strategy According to Michael Porter is:

- a) "driving force"

- b) "the framework which guides those choices that determine the nature and direction of an organization."
- c) "about being different"

45. Which factors aren't pertain strategy according to Michel Robert?

- a) Products and services
- b) Technology
- c) Geographic areas

46. Strategy is predicated on producing a continuous stream of state-of-the-art products and services is?

- a) follower
- b) "high end"
- c) product leader

47. Which strategy objective is long-term customer loyalty and long-term customer profitability?

- a) follower
- b) customer intimacy
- c) product leader

48. Which strategy objective is to lead the industry in terms of price and convenience?

- a) Operational Excellence
- b) Customer Intimacy
- c) Product Leader

49. Theory said that some personality traits may lead people naturally into leadership roles is:

- a) Process Leadership Theory

b) Great Events Theory

c) Trait Theory

50. Theory said that a crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person.

a) Process Leadership Theory

b) Great Events Theory

c) Trait Theory

Task 2. Insert the missing words:

1. The main principles of entrepreneurial activity are:

Free _____ of activities;

Forming _____ by themselves

Choice of suppliers and _____ of products, pricing according to law;

_____ hiring employees;

Engaging material, financial, human, natural and other _____ that need for entrepreneurship

Free use of the remaining _____.

Words: strategy, free, choice, profit, consumers, resources

2. Credit cards are good resources because they are:

Able to be used as _____

Able to be _____ when desired

Words: fast, needed, paid back.

3. What makes an entrepreneur?

Starting and running a business is incredibly _____ and is usually riddled with complications, _____ and constant set-backs.

You have to be determined to succeed to pull yourself through these _____.

You also have to be ready to put in incredibly _____, every day of the week, for months - if not years.

Determination is also what will keep you searching for the _____.

Words: obstacles, hard work, best contracts, long hours, frustrations

4. Price and non-price supply factors are:

_____ : Environmental and health regulations, hour and wage laws, taxes, electrical and natural gas rates and zoning and land use regulations.

_____ : Supply analysis refers to goods from which inputs are derived to be used in the production of the primary good.

_____ : If the seller believes that the demand for his product will sharply increase in the foreseeable future the firm owner may immediately increase production in anticipation of future price increases.

_____ : the relationship is positive, meaning that an increase in price will induce an increase in the quantity supplied.

_____ : If the price of electricity increased a seller may reduce his supply of his product because of the increased costs of production.

_____ : As more entrepreneurs enter the market the supply curve will shift out driving down prices.

_____ : The significant factor here is the state of technology. If there is a technological advancement in one good's production, the supply increases.

Words: Good's own price, Price of inputs, Prices of related goods, Government policies and regulations, Expectations, Number of suppliers, Conditions of production

5. Price and non-price demand factors are:

_____ : The more disposable income a person has the more likely that person is to buy.

_____ : The mathematical relationship between the price of the substitute and the demand for the good in question is positive.

_____ : If the consumer expects that his/her income will be higher in the future, the consumer may buy the good now.

_____ : If the population grows this means that demand will also increase.

_____ : The greater the desire to own a good the more likely one is to buy the good. Desire is a measure of the willingness to buy a good based on its intrinsic qualities.

_____ : Generally the relationship is negative meaning that an increase in price will induce a decrease in the quantity demanded.

Words: Population , Price of related goods , Personal Disposable Income, Consumer expectations about future prices and income, Tastes or preferences, Good's own price

6. Different types of goods demand

_____ : People have not enough information about a service. The marketing unit of the firm should focus on promotional campaigns and communicating reasons for potential customers to use the firm's services.

_____ : Create many problems to service organizations, such as:- idling the capacity, fixed cost and excess expenditure on marketing and promotions.

_____ : In the market there exists a gap between desirables and the availables.

_____ : It shows that people are not aware of the features of the service and the benefits offered. The service firm has to come up with an appropriate strategy to remove the misunderstandings of the potential buyers.

Words: Latent demand , Seasonal demand , No demand, Negative demand

7. Method of analysis and assessment of the market demand.

_____ We have applied these methods widely for the commercial sector (e.g. in retail and service network planning and development) and the public sector

(e.g. to locate recreational and sporting facilities such as libraries and swimming pools).

_____ Help identify total supply and demand in any market and assess how specific businesses fit within the total market at a local, regional or national level.

_____ Help make specialize in conducting market analysis at a detailed sectoral level to help explain underlying trends.

_____ Helps understand the fundamental structures of the population.

Words: Demographic Analysis, Specialist Market Sector Analysis, Spatial Analysis, Segment Analysis

8. Insert the missing words:

1. What is means theory (B) ARROW by Dewhurst?

_____ : Identify who needs to know, feel or do something differently to achieve the aim,

The _____ enables you to acknowledge what your customer has asked you for, e.g.

_____ : Ask questions to understand which obstacles might get in the way

_____ : Which actions or changes would make the fastest or most significant contribution to the aim?

_____ : Try and understand what things look like for them.

Ask questions to understand the customer's _____.

Words: Aim, bridging statement, reality, opportunities roadblocks, who and when

Task 3. Fill in the table:

Creative Friendly Work Environment	Rewarding for Employees	Great Relationships in the Workplace

- Create a space that isn't too cramped.

- Recognize the employee by posting something about the employee's work on front bulletin board
- Make sure the temperature in the office isn't set to be too hot or too cold
- Get to know your employees
- An announcement to praise person
- Create a pleasant ambience through lighting
- Having a few social events on the calendar
- Tell your employees that their hard work is paying off
- Set up more relaxing furniture around the office
- Make praising your employees more than you give them negative feedback
- Put up a bulletin board where people can post pictures, birthday cards, and any relevant personal information that they want to share with their coworkers
- Have people go out to lunch together once a month
- Recognize outstanding employees.
- Create a team bowling or softball league
- Give them two tickets to a movie, a gift certificate to a store, or even highly-coveted tickets to a sports game
- If your company is going strong, put up some posters that show the company's progress to motivate the employees to do good work
- Let employee leave 15 or 30 minutes early
- Put up a motivational slogans of your wall space
- Keep a kitchen stocked with tea and coffee
- Create a team volunteering league
- Bring in bagels and donuts for breakfast one day a week or month
- Use theme days to your advantage
- Order pizza for lunch once in a while
- The employee who wins the work contest can earn a free lunch from boss
- Bring in a cake or cupcakes on an employee's birthday

- Have a food theme day
- Bring in Easter eggs around Easter and candy canes during Christmas to make everyone feel at home
- Institute a casual Friday

Task 4. True or False:

The concept of advertising slogan

- Use humor; generally it works with business or professional audiences.
- Use extremely long lines of type
- Use technical language sparingly, unless essential to reach your audience.
- Don't use numbered/bulleted lists to break up the sea of type.
- Use vivid language. Stick to the future tense, passive voice.
- Use contractions.
- Use punctuate as more as possible.
- Emphasize one major idea in detail
- Use "we," "us," "our."
- Doesn't use negative copy.
- Get to the main point – quickly and easily.
- Do as much as possible when you position the product or service.
- Write long sentences. People must know everything about products.

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For notes

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