



**სსიპ იაკობ გოგებაშვილის სახელობის თელავის  
სახელმწიფო უნივერსიტეტი**

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<b>სამაგისტრო საგანმანათლებლო პროგრამის დასახელება</b>	<b>ბიზნესის ადმინისტრირება</b>
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<b>საგამოცდო საგნის დასახელება</b>	<b>მენეჯმენტი + უცხო ენა (ინგლისური)</b>

**საგამოცდო საკითხები:**

**მენეჯმენტი** (მაქსიმალური ქულა - 100 , მინიმალური კომპეტენციის ზღვარი -51 ქულა)

- იწერება ორი თეორიული საკითხი - თითოეული შეფასდება მაქსიმუმ 50 ქულით

1.	მენეჯმენტის ადგილი საბაზრო ეკონომიკასა და ბიზნესში
2.	ორგანიზაციის ცნება და დახასიათება
3.	მართვის დონეები
4.	მეცნიერული მართვის, ადმინისტრაციული (კლასიკური), ადამიანურ ურთიერთობათა სკოლები
5.	მართვის ფუნქციები
6.	სისტემური და სიტუაციური მიდგომები მენეჯმენტში
7.	ორგანიზაციის შიდა და გარე გარემო
8.	საერთაშორისო ბიზნეს გარემო
9.	ბიზნესის სოციალური პასუხისმგებლობა
10.	ეთიკის ადგილი მენეჯმენტში
11.	კომუნიკაციის პროცესი მართვაში
12.	პიროვნებათმორისი და ორგანიზაციული კომუნიკაციები
13.	ორგანიზაციული გადაწყვეტილებების ცნება და სახეები
14.	გადაწყვეტილების მიღების პროცესის მოდელირება
15.	სტრატეგიული დაგეგმვის არსი მენეჯმენტში
16.	ორგანიზაციის მისია და მიზნები
17.	ორგანიზაციის გარეგანი გარემოს შეფასება და ანალიზი, SWAT ანალიზი
18.	სტრატეგიული ალტერნატივის შერჩევა და გეგმის რეალიზაცია
19.	დელეგირება, პასუხისმგებლობა, უფლებამოსილება
20.	ორგანიზაციული სტრუქტურები



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21.	ბიუროკრატიული სტრუქტურა და დეპარტამენტალიზაცია
22.	ადაპტირებული, ცენტრალიზებული და დეცენტრალიზებული სტრუქტურები
23.	მოტივაცია
24.	მოტივაციის თეორიები
25.	კონტროლი
26.	ჯგუფები
27.	ძალაუფლება, გავლენა, ლიდერობა
28.	ხელმძღვანელობის სტილი
29.	კონფლიქტი, ცვლილებები, სტრესი და მათი მართვა
30.	სტრატეგიული მართვა
31.	ინოვაციები მენეჯმენტში
32.	ადამიანური რესურსების მართვა

ლიტერატურა:

1.	სამადაშვილი, უ. (2005). <i>ბიზნესის საფუძვლები</i> . თბილისი.
2.	შენგელია, თ. (2008). <i>ბიზნესის ადმინისტრირების საფუძვლები</i> , თბილისი: "ახალი საქართველო"
3.	შუბლაძე, გ., მღებრიშვილი, ბ., წოწკოლაური, ფ., (2008), <i>მენეჯმენტის საფუძვლები</i> , თბილისი, სტუ.

ბ/. უცხო ენა - ინგლისური (მაქსიმალური ქულა - 100, მინიმალური კომპეტენციის ზღვარი - 51 ქულა)

**TEST**

**Task I. Read the text and answer the questions below: (total 8 points)**

She knew the street backwards, of course. How many times had she been dragged up it as a child by the wrist, whining and snivelling, always wishing she were somewhere else? Now she had no desire to be anywhere but here. This bustling traffic, these fuming buses, these chipped paving stones and boarded-up shop fronts, they were *hers*. Here, she would grow from defiant teenager to independent woman. When she was an old woman, she would gaze out over the lawns and say 'Ah, Knox Road, that's where I really came into my own'.

Number 126 was only a short walk from the bus stop, and she heaved her multiple bags onto her shoulders and trudged off, trying to maintain the elation as the straps dug into the flesh of her



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neck and fingers. Number 126 was set back slightly from the main road, with a concrete path and weed-patch at the front. The window frames were rotten and the paint chipped. Holly tried not to mind.

It was what was *inside* that counted, after all. The coming-together of six individuals from diverse backgrounds. discussing politics, culture and art late into the night, sharing ideas, recipes, milk, shower gel and lovers – that would be what she'd look back on of course, not the paintwork. In the absence of either a bell or knocker, she rapped firmly on the door.

There was no reply. Holly peered through gap in curtains in the downstairs window, but there was nothing but gloom within. She could hear a faint thudding of a bass beat, but was not sure which house it belonged to. She rapped more firmly, and was searching for a pebble to throw to the upstairs window when the door opened. A shirtless, overweight twenty-something, with bleary eyes and greasy hair stood in the doorway wearing boxer shorts and mismatched socks.

“I’ve come for the upstairs room, I’m the new tenant,” said Holly brightly.

The man grunted slightly and moved aside. He gestured up the dim, uncarpeted stairway and began to shuffle along the dark hallway to the rear of the house.

“Top floor, is that right? I guess I just follow my nose!” Holly gave a high laugh, and received another grunt in reply. Then the man was gone.

Not to worry, he must be the quiet moody type, thought Holly, too caught up in his own profound thoughts for inane chit-chat. One day she would penetrate his hard outer shell and release the free spirit inside. Anyway, now for the stairs.

The four flights of stairs would be worth it, she'd decided when she picked out the flat, even if it did mean her going downstairs to get to the bathroom, because the room faced the front, and she could watch the world scurry by as she sipped her morning coffee. Kicking one bag in front and dragging the others behind, she finally made it up the four flights and flung open the door to her new room, her new haven, her new adult life.

Peeling beige wallpaper, a lumpy mattress on a chipboard bedframe, a bare light bulb, a flat-pack wardrobe inexpertly put together. All this, Holly could just about put up with, but when she saw the view from her window – a dull patch of grey sky, invariable whatever the angle, she finally had to admit to herself that her adult life was not getting off to a great start.



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**1 What can be inferred from the text?**

- a) This is Holly's first time living away from home.
- b) Holly visited the house before deciding to move in.
- c) Holly is new to this part of the town.
- d) Holly already knows someone who lives in this house.

**2. Where is Knox Road?**

- a) in a town centre
- b) in a suburb
- c) in a village
- d) on a housing estate

**3. Which word best describes 126 Knox Road?**

- a. austere
- b. run-down
- c. quaint
- d. pristine

**4. What can be inferred about the character of Holly?**

- a. She is a daydreamer.
- b. She is ambitious.
- c. She is prejudiced.
- d. She is reckless.

**5. Which one is NOT true of 126 Knox Road?**

- a. There isn't a front garden.
- b. The window frames need painting.
- c. There isn't a doorbell or a door knocker.
- d. The downstairs curtains are drawn.

**6. What can be inferred about the man who opened the door?**

- a. He owns the property.
- b. He had not expected Holly.



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- c. He lives in the front, ground floor room.
- d. He had been asleep.

**7. Which one is NOT true of Holly's room?**

- a. It is on the fourth floor.
- b. It is furnished.
- c. It has an en suite bathroom.
- d. It is at the front of the house.

**8. Which best describes the change in Holly's emotions?**

- a. nervous → optimistic
- b. optimistic → disillusioned
- c. disappointed → resigned
- d. eager → nervous

**Task II.**

*You are going to read an article about new types of university courses. Seven sentences have been removed from the article. Choose from the sentences A-H the one which fits each gap. There is one extra sentence which you do not need to use. (total 7 points)*

**A** We have local apocalypses in our world today, in the form of earthquakes, hurricanes and terrorist attacks.

**B** TV shows have long launched spin-off products in the form of merchandise and video games.

**C** If successful, the edutainment experiment could spawn a huge range of other TV show/university hybrid courses.

**D** Until now, online learning experiences have been able to deliver great videos and quizzes, but student interaction was minimal and the experience for learners has been impersonal.

**E** Experts from the Centre for Education and Employment have reservations about the value of such online courses where there is no formal assessment or contact between the students and those delivering the courses.

**F** The course will consist of eight modules including a physics module on 'the science of



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decay’, a public health module on the study of epidemics and a mathematics module on population dynamics.

**G** The University of California, which has a huge reputation to uphold, said that there had been no dumbing down in the design of the course.

**H** Millions of students sign up for online education courses each year.

### Unit 1 reading 1

The boundaries between education and entertainment are beginning to blur, and a new type of learning, in which education merges with entertainment, is emerging – ‘edutainment’. **9** \_\_\_\_\_

But now US television company AMC has teamed up with the University of California to produce an online course based on the TV show, *The Walking Dead*, which features apocalyptic world ridden with zombies.

With an audience of 10 million, student numbers for the course are expected to be in the hundreds of thousands. **10** \_\_\_\_\_

Academics from the University of California say that the online course will be a ‘legitimate educational experience’ and tackle serious issues from the fields of science, public health, nutrition, psychology and sociology. **11** \_\_\_\_\_

However, students will gain no formal qualifications or credits on successful completion of the course. **12** \_\_\_\_\_

It insisted that all modules had been made as academically rigorous as those taught on the university grounds. One lecturer in social science stated that the university already used contemporary media examples to make theories more relevant to students, and this course was merely taking this concept one step further. ‘The curriculum is very real,’ says Josh Coates, head of Infrastructure and designer of the online platform. **13** \_\_\_\_\_

‘The fact that the context is this fictional world of an apocalypse is incidental. This course gives us the opportunity to educate people about the science of disasters.’

The market for massive open online courses, or MOOCs, is rapidly expanding. **14** \_\_\_\_\_

However, millions fail to complete the courses, suggesting that they pose a real challenge to online learners. Part of this experiment is to find out whether the power of television can reduce the high drop-out rate characteristic of MOOCs.



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The university is taking this opportunity to hone the way it delivers online courses. 15 \_\_\_\_\_

With the increasing demand for online courses, these are issues that universities looking to invest in online learning are increasingly having to face.

**Task III.** *You are going to read an article in which four people comment on a book they have read recently. For questions 16-30, choose from the people A-D. The people may be chosen more than once. (total 15 points)*

Like most companies in an increasingly globalised world, our firm does business with other firms abroad. Company cultures vary worldwide, and it is important for delegates from our company to recognise how company culture overseas might be different from our own. This document will give you a brief guide to company culture in the countries we associate with.

### **Russia**

Until recently, people and businesses were oppressed by the state and this has affected people's attitudes. It is not uncommon for laws to be ignored and taxes to go unpaid. In some cases, only contracts between close personal friends are acknowledged. Therefore, networking is vital for successful business. Presently, the legal situation in Russia is in a state of flux, with laws constantly being rewritten. Those that exist are often unenforceable. Most agreements are therefore made on a trust basis, so it is vital that personal relationships do not break down. The management style is centralised and directive. Too much debate can indicate a lack of decisiveness. Subordinates take orders from the 'big boss'. Many westerners see this as a lack of initiative on the part of middle managers, but in actual fact, middle managers have little power. Most delays occur because the question has not been presented to actual decision-maker. However, things are changing in Russia. The old regime is gradually being replaced by western business style, and younger managers will have a much more modern approach than their older counterparts.

### **South Korea**

South Korea is one of the world's most successful economies, having seen five consecutive decades of high economic growth. When faced with adversity, South Koreans change direction quickly and effectively. Despite the frantic economic growth, South Korean society is still very conservative and conformist due to the influence of Confucian values. Companies are hierarchical and regimented and 'face' is very much valued. Consequently, change can sometimes be slow and painful. Managers are paternalistic, authoritative figures who expect their instructions to be carried out obediently and respectfully. In return, they give their subordinates support and help, not only in work issues but in home issues as well. Group harmony is important, so South Koreans avoid confrontation and blame, especially among people of equal rank. Friendship is therefore vital to business success. The Korean saying 'make a friend first and a client second' sums this up exactly.



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### **Australia**

Australia has a relatively small population in relation to its vast size. Its geographic isolation and its small domestic market mean that international trade is essential to guarantee future prosperity. Increasingly, this is done in countries in Asia rather than Commonwealth countries. Australian managers are not considered to have superior status to other workers. Their jobs are just different. Authoritative management styles are not appreciated among Australians workers. Instead, managers adopt a more consultative and inclusive style which encourages open debate. Challenging superiors is acceptable, indeed it is a sign of commitment and professionalism. Outsiders may consider such dialogues confrontational, but Australians regard them as effective ways to communicate ideas. Australian managers like to be seen as 'one of the boys' and they are more likely to socialise with their team than segregate themselves and just mix with other managers.

### **UK**

In the last half century, Britain, like many industrialised countries, has moved away from heavy engineering towards service and high-tech industries. With this has come a major shift in management style. Hierarchical systems have been swept aside and replaced by modern business models, heavily influenced by the US. The 'job for life' is rare. Neither managers nor junior workers expect to climb the corporate ladder within one company; rather, they manage their own career paths by progressing from company to company. Such short-termism can be frustrating for outsiders. British managers tend to be generalists rather than specialists, and are not necessarily the most technically competent person in the team. Instead, they are expected to have the necessary interpersonal skills to ensure the team works together effectively. They cultivate a close and humorous relationship with subordinates, which may be considered too soft. Giving direct orders can be seen as impolite, so managers often make indirect requests rather than explicit instructions, which is sometimes confusing for non-British people.

***Which country is being referred to in the statements below?***

16. "The people I deal with keep moving on to new jobs." \_\_\_\_\_
17. "Unless you're friends, they may not honour your agreement." \_\_\_\_\_
18. "It's frustrating because the official regulations keep changing." \_\_\_\_\_
19. "Disagreements between colleagues are frowned upon." \_\_\_\_\_
20. "I thought the manager had the authority to make a decision, but it turned out that he didn't." \_\_\_\_\_





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21. "The manager and another member of staff had a huge disagreement in the meeting, and no-one seemed to care." \_\_\_\_\_
22. "They weren't terribly charming – they just wanted to get on with making the deal." \_\_\_\_\_
23. "I expected the manager to have more technical knowledge than he actually did." \_\_\_\_\_
24. "I dealt with two companies in this country last year. One was really hierarchical, but the other was really modern." \_\_\_\_\_
25. "The manager kept asking me about my wife and children. I don't know why it was so important to him." \_\_\_\_\_
26. "He has a PhD but he never refers to himself as a doctor." \_\_\_\_\_
27. "I thought that there'd be tariffs to pay, but the firm seemed quite content to overlook them." \_\_\_\_\_
28. "I didn't realise I was expected to do it this way. I thought the manager was just offering a tip." \_\_\_\_\_
29. "The managers sat with the junior workers at lunch. I expected them to have their own table." \_\_\_\_\_
30. "I hoped the senior manager would be prepared to discuss the matter with me, but he refused to engage in any form of debate." \_\_\_\_\_

**Task IV. Choose the best word to fill the spaces. (Total 12 points)**

1. a - moving; b - trembling; c- jumping; d- ratting;
2. a - corridor; b- path; c- lane; d - aisle
3. a- with; b- on; c- to; d - at
4. a - was; b - appeared; c- sat; d - showed
5. a- at b - for c - with d- by
6. a - conversing b - discussing c - debating d - negotiating
7. a- young b - youths c - juvenile d- youngster
8. a- too b - extremely c - so d- absolutely



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9. a- got on                      b - were                      c - got to                      d- got so
10. a- disembarked                      b - took off                      c - left                      d- boarded
11. a- well                      b - good                      c - great                      d- fantastic
12. a- bumping into                      b - catching up with                      c - getting on with                      d- keeping up with

**A first time for everybody**

Joe stepped onto the aero-plane and was met by one of the cabin crew who showed him to his seat. This was his first flight and he was feeling quite nervous. His hands were (31) \_\_\_\_\_ slightly and he was breathing deeply. He walked along the (32) \_\_\_\_\_ of the plane and found his seat. Joe had spent a lot of time (33) \_\_\_\_\_ planning his holiday; given this was the first time he had been abroad. Sitting next to him was an 8 year-old-boy who also (34) \_\_\_\_\_ to be quite nervous. Joe knew he was quite good (35) \_\_\_\_\_ children, so he decided to try to calm the boy. After (36) \_\_\_\_\_ with the boy for a few minutes, Joe produced some chocolate and gave it to him. The (37) \_\_\_\_\_ then became quite cheerful as he explained that he loved chocolate (38) \_\_\_\_\_ much.

The man and the boy found that they (39) \_\_\_\_\_ well together as they chatted for the whole flight. Joe discovered that they were on the same return flight the following week, which pleased them both. When they (40) \_\_\_\_\_ at the terminal, Joe commented about what a very (41) \_\_\_\_\_ flight he'd had. The young boy agreed, saying that he was looking forward to (42) \_\_\_\_\_ Joe again on the return flight.

**Task V. Use the word given in capitals to form a word that fits in the gap in the same line.**  
**The first one is id done (o). (Total 10 points)**

**Beavers**

After the recent floods, (0) **conservationists** (CONSERVE) are calling for beavers to be reintroduced to Britain. You may wonder how animals that build dams prevent floods when (43) \_\_\_\_\_ (SURE) the opposite is true.

However, beavers construct dams in upland areas, creating small pools and (44) \_\_\_\_\_ (DIVERT) that retain water and release water to lowland areas much more (45) \_\_\_\_\_ (GRADUAL)

Until the 16th century, Beavers lived wild in parts of Britain, but they were hunted to (46) \_\_\_\_\_ (EXTINCT) for their fur. However, recently (47) \_\_\_\_\_ (VARY) British wildlife organizations have applied to reintroduce beavers to the countryside. Along with



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their potential value in flood (48) \_\_\_\_\_ (PREVENT), they would create wetland habitats and promote (49) \_\_\_\_\_ (TOUR) .

But such measures are (50) \_\_\_\_\_ (CONTROVERSY). Beavers recently reintroduced to Estonia have flooded large areas of forest and (51) \_\_\_\_\_ (AGRICULTURE) land, and this, in turn, has damaged crops. As a result, it has been necessary to cull beavers when the population becomes too large. Many people think it (52) \_\_\_\_\_ (ETHIC) to reintroduce a species which will then be killed.

**Task VI. Read the text and fill the gaps with one of the following: an article, a preposition, a conjunction or a relative pronoun. (total 10 points)**

**The first woman scientist**

Hypatia, the daughter of the mathematician and philosopher Theon, was born in Alexandria, Egypt in 370 AD. For many centuries Hypatia was \_\_\_\_\_ (53) only woman scientist to have a place in history books.

Hypatia's father was the director \_\_\_\_\_ (54) Alexandria University and he made sure his daughter had

the best education available. This was unusual as most women in those days had few opportunities to study. After studying in Athens and Rome, Hypatia returned to Alexandria, the place \_\_\_\_\_ (55) she began teaching mathematics. She became the head of the Platonist school at Alexandria and soon became very famous \_\_\_\_\_ (56) her scientific ideas. We have no copies of her books \_\_\_\_\_ (57) we know that she wrote several important mathematical works. Hypatia was also interested \_\_\_\_\_ (58) technology and invented several scientific tools to help with her work. At that time many rulers were afraid of science, and anyone connected \_\_\_\_\_ (59) it was in danger. One day, in March of 415 AD, Hypatia was attacked

in the street \_\_\_\_\_ (60) was killed. The name of the man \_\_\_\_\_ (61) attacked her is not known. It is believed that her death was the starting point of \_\_\_\_\_ (62) downfall of Alexandrian intellectual life.

**Task VII. Read the text and put the verbs in brackets in the correct form. (total 14 points)**

Dear Sophia,

It has been quite some time since I wrote to you last. That's because I quit my job a month ago and I was so depressed that I \_\_\_\_\_ (63. not/want) to see or talk to anybody. Now after some time

\_\_\_\_\_ (64. pass) I can tell you what happened. About a month ago I \_\_\_\_\_ (65. feel) really fed up with my job: nothing was going right, and I hated going to work. I

\_\_\_\_\_ (66. give) all sorts of boring tasks and in addition my boss didn't like anything that I \_\_\_\_\_ (67. do). I started to hate the work that I used to like so much. I \_\_\_\_\_

(68. get) no enjoyment out of it any more.



სსიპ იაკობ გოგებაშვილის სახელობის თელავის  
სახელმწიფო უნივერსიტეტი

Then one day my boss \_\_\_\_\_ (69. complain) to me that I was late for work all the time. I couldn't believe it! I \_\_\_\_\_ (70. be) late only once that month, while he \_\_\_\_\_ (71. always/arrive) quite late. I asked him who told him that I was regularly late for work and he said that one of the secretaries \_\_\_\_\_ (72. tell) him about it. I said that it wasn't true. Anyway, I got really annoyed and stormed out, slamming the door behind me. And now I still \_\_\_\_\_ (73. not/regret) it. I wake up whenever I want, walk a lot in the nearby park and write sketches. I met an interesting person. He is a publisher. When he read my sketches, he said 'If I were you, I \_\_\_\_\_ (74. do) nothing but write sketches'. And to my surprise he offered to publish some of my sketches. Most probably they \_\_\_\_\_ (75. publish) next month. I \_\_\_\_\_ (76. send) you a copy of my sketches as soon as they are published.

Take care,  
Pamela

**Task VIII. Write one of the following compositions using 120-180 words (24 points; 12 structure/12 spelling).**

I. Some people think that they can learn better by themselves than with a teacher. Others think that it is always better to have a teacher. Which do you prefer? Use specific reasons to develop your essay.

II. Many teachers assign homework to students every day. Do you think that daily homework is necessary for students? Use specific reasons and details to support your answer.