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IGOR BRITCHENKO**

# **BUSINESS COMMUNICATIONS**



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**BUSINESS  
COMMUNICATIONS**

book

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The purpose of the book is to form an understanding of the role and place of strategic communications in the management system and leveling stereotypes about the construction of communications; demonstrate key techniques and tools that make communication effective.

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## INTRODUCTION

Communication problems not only every year arouse more and more interest among people of different ages, different professions and education, but, above all, are a necessary component of the professional competence of specialists in all areas of their activity.

In 1941, Fethullah Gülen, an Islamic scholar and Turkish public figure, said that "thanks to advances in communications and transport, one of the driving forces of globalization, the distances between countries and peoples are rapidly blurring". But during communication, a person commits many mistakes and stupidities. Foolishness is visible in those moments when a person should be silent, and he speaks, or when it is necessary to speak, and he is silent, - Zufar Fatkudinov said. The same thing happens in entrepreneurial communications.

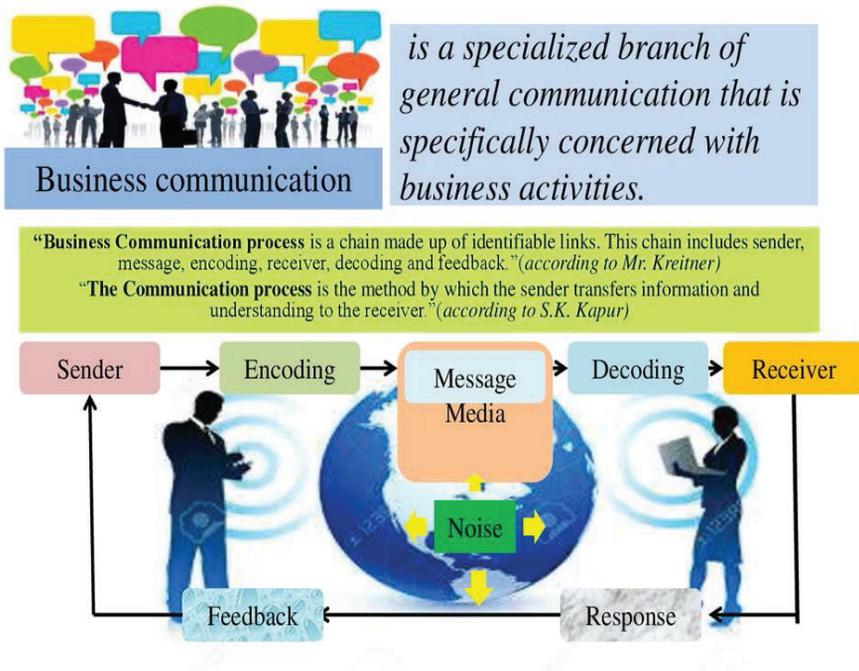
Business communications are a set of contacts in the business environment that each firm establishes and reproduces in the process of carrying out entrepreneurial actions, participation in business relations. Business communications are interfirm or intrafirm in nature. Business communications should be distinguished from ordinary communication. They represent ways of organizing the interaction of business entities with their intra-firm and inter-firm environment, during which all parties of the interaction strive to defend their interests in business.

The materials of this book can be used in the study of the disciplines "Ethics of business relations", "Business communication", "Psychology of business communication", "Psychology of management" in higher and secondary educational institutions.

The textbook is practically oriented: at the end of each chapter there are control questions and tasks, as well as literature for independent study.

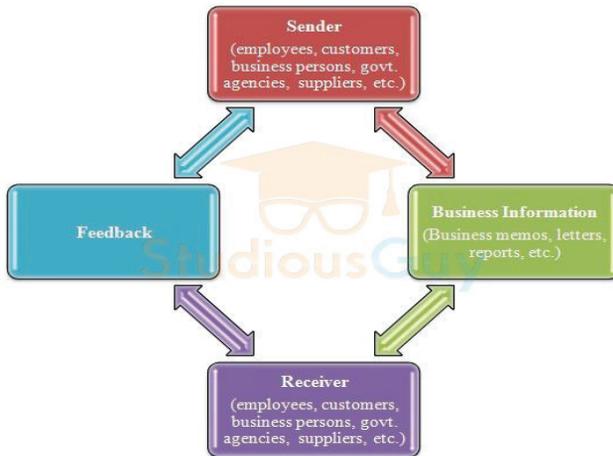
# SECTION 1

## BUSINESS COMMUNICATION AS A PROCESS OF INFORMATION TRANSFER



1. The concept of business communications
2. Stages of business communications and their typology
3. Communication noises and barriers

## 1. The concept of business communications



Information is an abstract concept that has different meanings depending on the context. Derived from the Latin word "informatio", which has several meanings:

- clarification; presentation of facts, events; interpretation;
- representations, concepts;
- acquaintance, education.

Communication - is the process of exchanging information (facts, ideas, views, emotions, etc.) between two or more persons, communication through verbal and nonverbal means to convey and receive information.

Business communications - intergroup and interpersonal communications, the specifics, structure and functions of which are determined by the scope of business relations in which they are used.

In business practice, the ability to communicate has always been quite important. Knowledge of the basics of business communication allows for effective interaction with business partners, implementing comfortable psychological communication and a variety of strategies and tactics focused on achieving compromise and cooperation. And this, in turn, allows for more informed decisions in the negotiation process and reduces the risks of economic activity.

Communication processes, especially business communication, are carried out with certain goals, intentions, so the parties seek to

provide not just data, but, in their opinion, ready-made information, freely or involuntarily processed, composed, formulated in such a way as to obtain the expected result, behavior, reaction. However, one should not expect feedback that will exactly meet expectations - because a person is not able to "turn off" at least for a short period of their uniqueness, individuality and perceive information objectively, both transmitting information and perceiving it - it is the result of the work of the consciousness of the individual, and, consequently, a reflection of his subjectivity.

The information prepared in advance for the expected perception and reaction can be intended for the general public, for a narrow circle of specialists, for a specific person. It can reflect information of a general and confidential nature, can be relevant and outdated, useful and unimportant, interesting and uninteresting, clear and incomprehensible, complete and partial, true and unreliable, and so on. The assessment of the quality of information and data is given by the subject, so his opinion on the quality of information may not coincide with the opinion of another subject of information relations.

The main tasks of business communication are:

- productive and long-term cooperation,
- the desire to converge goals,
- improving partnerships
- creating a positive image and reputation.

It is well known that business communication is a complex and multifaceted process that has objective and subjective aspects and is characterized by different verbal and nonverbal parameters. Business differs from ordinary communication, first of all, by clear determination and regulation, as it is aimed at solving a certain problem. This regulation is carried out through business ethics, business rhetoric, some standards of corporate culture, etc.

It is believed that in interpersonal communication, nonverbal communication transmits 65% of all information. When expressing the attitude of movement conveys 55% of information, voice - 38%, and words - only 7%. This is due to the fact that hand gestures are often carried out unconsciously and therefore have a stronger effect, convey the subtlest shades of emotions.

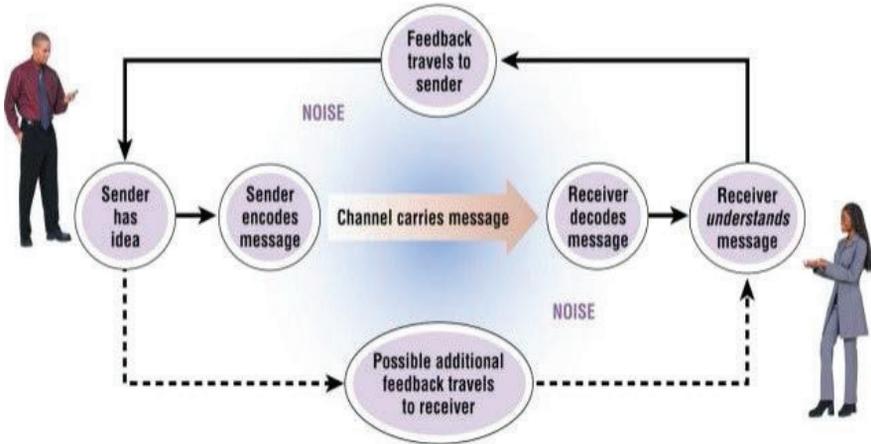
The nonverbal part of communication can be partially differentiated into kinesics (the science of hand gestures), proxemics

(the science of communication space) and oculusics (the science of eye movements in the communicative process). Language, relatively speaking, is a sign system of the conscious. And the symbolic system of nonverbal communication realizes those motives that are in the unconscious. Very often the nonverbal sphere is in dissonance with the verbal sphere and contradicts real language. The role of verbal communication in business discourse is based on the principles of business rhetoric, and the culture of language in business communication plays a dominant role. The culture of discussion is an indicator of professionalism in business discourse.

While it is widely acknowledged that communication is critical to the success of organizations, surveys have shown that 73% of American, 63% of British, and 85% of Japanese executives see communication as a major barrier to the effectiveness of their organizations. According to another survey, for about 250,000 employees from 2,000 different companies, information exchange is one of the most difficult problems in organizations. These surveys show that ineffective communication is one of the main areas of problem. Successful business communication is quite a difficult task. Lack of business communication skills is, of course, a serious training gap and is much more costly than it may seem at first glance. Thus, it is important to increase the efficiency of business communications for the success of any organizational activity.

## 2. Stages of business communications and their typology

# The Process of Communication



Historically, there have been two types of business communication - direct and indirect, which led to the functioning of oral and written communication. Business communications are realized in the dialogue intended for interaction between two or several interlocutors (separate physical persons, legal entities, the enterprises, establishments, the organizations) in oral and written communication.

Written business communication involves the possession of all types of business letters, contracts, agreements and other relevant documents operating in the management field.

Oral business communication is realized in business negotiations, meetings, consultations, etc.

In oral and written forms, monologue business language is realized in the form of meetings, gatherings - specific types of communication.

Common forms of business communication are business conversations, meetings, gatherings, negotiations, press conferences, various business meetings, presentations, briefings, exhibitions, fairs of new products and more. Business professional culture includes the ability to communicate by phone, conduct a business discussion, speak in public. In the traditional genres of business communication

(public speeches, interviews, comments, consultations) are implemented communication strategies of firms or business partners that require not only self-presentation skills, but also the promotion of philosophy, company image, organizational values, corporate culture and consumer knowledge. , financial markets, contact audiences, etc.

In business communication, where language is used, there are three main elements: the subject of verbal communication, the verbal message and the object (recipient) of the message. Qualitative functioning of language is manifested in three aspects:

- a) the formation of language elements;
- b) the formation of the content of the message;
- c) the readiness of the object to receive and process these messages.

The communication process is the interaction of a set of elements. There are four basic elements of the communication process.

1. Sender - a person who generates an idea or collects information and transmits it. Any communication begins with the fact that one of the participants in the communication has a desire to share a thought or feeling.

2. The message is directly information. Human communication is formed by a huge number of different messages, which are often transmitted simultaneously. They can include the following types of data: facts, ideas, thoughts, emotions, motivation. A message is information, or a coded idea, that is sent by the sender to the recipient. Message encoding is the provision of the content of a message of a certain form. The message must be transmitted in words, signs, impulses that will be clear to the recipient, otherwise he will not be able to decrypt / decode the received information.

3. Channel - a means of transmitting information (oral transmission, meetings, telephone conversations, written transmission, memos, reports, e-mail, computer networks).

4. Recipient (addressee) - a person to whom the information is intended and who interprets it.

Decoding includes the perception (received) of the message by the recipient, its interpretation (as understood) and evaluation (what and how received).

When decrypting, the recipient will proceed from his own life experience, which may differ significantly from the experience of the sender of the message.

The effectiveness of communication can be assessed by the reaction of the recipient (feedback).

Effective communication eliminates the reasons for not accepting the message.

The communication process of information exchange includes interrelated stages.

1. Origin of an idea or selection of information.
2. Selection of information transmission channel.
3. Transmission of the message.
4. Interpretation of the message.

For example, the CEO of a trading company decided to discuss with store managers the state and improvement of the quality of trade services at a meeting. In this case, the CEO is the sender who came up with the idea; information on the state and improvement of the quality of trade - messages; a meeting is a channel of information; Recipients are store managers who interpret the message and give feedback to the CEO through the same meeting.

When organizing communication networks at the enterprise it is necessary to take into account the specifics of different types and channels of communication at each stage of the communication process.

The formation of communication processes, as well as the choice of means and channels of communication are carried out at the enterprise after designing its organizational structure in accordance with the chosen field of activity, adopted by the production program and management structure. Communication decisions containing the rules of communication procedures should be established for each hierarchical level of management and communicated to a specific official. Any act of communication consists of several stages:

1. Careful preparation for communication. This stage involves:
  - drawing up a plan for the future act of communication;
  - collection of materials on the subject of communication and their systematization;
  - motivating arguments in favor of their position and counter-arguments of the other party;

- substantiation of the variant of the decision and consideration of reaction of the interlocutor.

2. Orientation in the situation and establishing contact, ie the beginning of communication. At this stage it is important:

- take care to create a friendly atmosphere of communication (it is advisable to talk about common interests, say something nice to the interlocutor);

- do not oppose yourself to the interlocutor;

- to show respect and attention to the interlocutor (a friendly look and a smile will help to establish contact);

- avoid criticism, arrogance and negative evaluations.

3. Discussion of the issue (problem). At this stage, it is advisable to follow these rules.

- concisely and clearly present their information;

- listen carefully to the interlocutor and try to adequately

- perceive what he is talking about;

- remember that communication is characterized by a dialogical nature;

- argue their position: provide convincing evidence.

Argumentation is an important way of persuasion with the help of motivated, substantiated logical evidence.

4. Decision making. To make the right decision, you should offer several options for solving the problem;

- listen carefully to the arguments of the interlocutor regarding a possible solution;

- determine the mood for the end of the meeting according to the mood of the interlocutor and suggest the best decision-making option;

- do not show the slightest irritation, even if the goal has not been achieved, stay confident.

5. Get out of contact. The initiative to end the conversation due to the status asymmetry of the subjects of communication should belong to a female person, a person older, older than social status. At the end of the conversation you should summarize the results of the meeting, say goodbye and express hope for further relations and joint activities.

The purpose of professional communication is to regulate business relations in production and professional activities through the solution of professional tasks.

In order to communicate properly and achieve the goal of communication, the communicator must have communicative professionally oriented competence.

1. You can also identify components of communicative competence of the individual:

1. Knowledge of the rules and regulations of communication (business, everyday, holiday).

2. High level of speech development, which allows a person in the process of communication to freely transmit and receive information.

3. Understanding of nonverbal communication language.

4. Ability to come into contact with people taking into account their gender, age, socio-cultural, status characteristics.

5. Ability to behave adequately to the situation and manage.

6. Ability to influence the interlocutor (skills of argumentation and persuasion).

7. The ability to correctly identify the interlocutor as a person, as a potential competitor or partner, and, depending on this, to choose a further communication strategy.

8. The ability to evoke in the interlocutor a positive perception of his own personality.

Characteristics, parameters of interacting systems, situations, the chosen means in each case, will differ from other act of communication therefore typology of types of business communication can be carried out on various bases, on various criteria.

According to the place of business communication are divided into internal (when the parties to the communication are within the organization) and external (when one of the parties refers to the subjects of the external environment of the organization).

According to the subjects of communication, the types of communication can be associated with various parameters.

According to the criterion of the number of communicators, it is advisable to distinguish between one-way communication, two-way and multilateral.

The separation of one-way communication only at first glance seems to be a contradiction to the very concept of communication. However, since one party has at least the intention to establish

communication, it already leads to appropriate actions, to preparation, to communication, which is considered an integral stage, the beginning of communication at the mental level; in essence, any communication process begins as one-sided.

According to the means of communication can be communication using different methods of communication - verbal and nonverbal - and different ways of transmitting information; in other words, through their communication channels they are oral, written, non-verbal, formal, informal, command, horizontal, technical, electronic, etc.

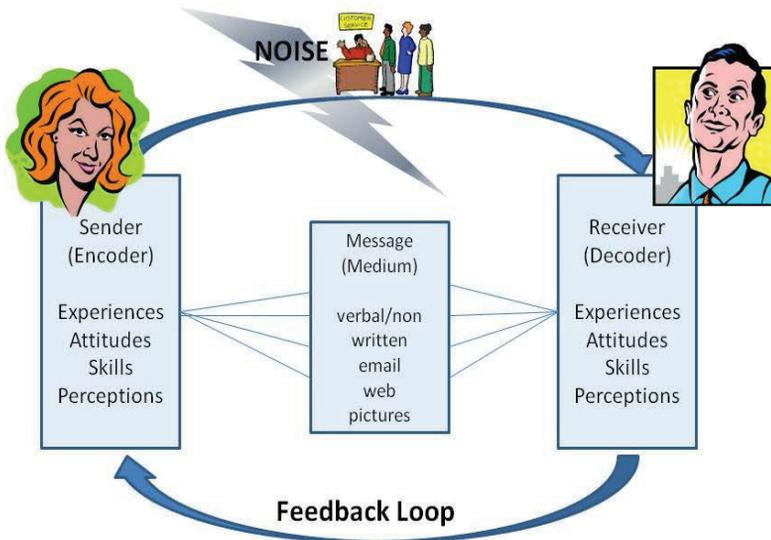
According to the signs of time, communications are long-term, short-term, periodic, episodic; this can be real-time communication (oral communication, telephone, some electronic systems) or delayed (written information, facsimile).

According to the degree of completion of communication - complete, incomplete.

According to the spatial indicator, communications can take place at different distances, with different locations of partners relative to each other, in the office, in the conference hall, in the corridor, in the open air, and so on.

The result of communication necessarily implies a correlation of the interests of its participants. Their interests may coincide or conflict with each other. In the first case, the communicative act requires communicators to have minimal communication skills in choosing and implementing an appropriate strategy. In case of divergence of interests, the result of communication is influenced by both the personal characteristics of communicators and a number of social factors, as well as their communicative competence. The latter is often reduced to the ability to influence the interlocutor in such a way as to convince the validity of their arguments and to achieve their own interests.

### 3. Communication noises and barriers



Communicative noise is anything that distorts the output signal (that is, distorts the meaning of the sent message).

The communication barrier is a misunderstanding of the information received in the process of communication.

There are the following communication barriers: phonetic, physiological, information-deficient, logical, semantic, stylistic, emotional, socio-cultural, psychological barriers to communication.

Physiological - people differ in such characteristics as vision, hearing, attention, perception, memory.

Phonetic - due to errors in the transmission channel noise in the process of information transfer; when speaking softly, quickly, indistinctly and with an accent, speech defects.

Information-deficient - a mechanistic break in information, which distorts the stated and transmitted opinion.

To overcome these three barriers are important: clear, legible and quite loud speech, without patter; accounting for the audience and individual characteristics of people; the presence of feedback from the interlocutor, with the audience.

Personal barriers are communication barriers caused by human emotions, value systems and the inability to listen to the interlocutor. Often they occur due to differences in race, gender, socio-economic status of participants in communications.

The personal barriers include the so-called psychological distance - a sense of emotional incompatibility of people, similar to the real physical distance between the parties.

Emotions act as filters of perception in almost all types of our communications. We see and hear, first of all, what we are emotionally "tuned" to; in fact, our communications are driven by our expectations.

Physical barriers are communication barriers that arise in the material environment of communications. Physical barriers are unexpected distracting noises that temporarily drown out the voice transmitting messages, distances between people, walls, or static interference that occurs while receiving a radio broadcast. Usually, participants in communications become aware of the emergence of such barriers, and they seek to "overcome" obstacles.

Semantic barriers arise from the limitations of the symbols we use in communications. Symbols are usually ambiguous, but we must choose one meaning we need, otherwise there is a misunderstanding. The causes of semantic barriers can be:

- the presence of several meanings in most words;
- discrepancy of lexicons and thesauri near the source and the recipient;
- poor language skills and translation errors;
- different levels of education;
- national features of the language.

The semantic barrier can lead to an emotional barrier, and the ability to continue communication will be blocked. Particularly difficult problems arise when trying to communicate between different cultures. Both parties must not only know the literal meanings of the words of the language used, but also interpret them in the context of use (tone, volume and accompanying nonverbal gestures).

To overcome the semantic barrier it is necessary:

to speak as simply as possible; agree in advance on the same understanding of some key words, concepts, terms, if you need to explain them at the beginning of the conversation.

Communication barriers include:

1. Competition between messages. In situations where the recipient has several sources of information at the same time, the recipient prefers the message that is currently most important to him. Therefore, the sender of information must remember the need to ensure the attention of the recipient and use the most effective channels and means of communication.

2. Perception of the message by the recipient. Perception in communication theory is seen as an individual's view of reality. Management practice shows that communication problems are most often related to perception. No two people are alike who perceive things identically.

When studying the term "perception" consider sensory (physical) and normative (interpretive) reality. When the manager and subordinates exchange information about the physical reality, there are usually no communication problems between them (the parties know and understand what is generally accepted, understandable things, etc.).

Normative reality is a term used when the meaning of a message is not as obvious as in physical reality.

As we move from sensory to normative reality, interpretations become more relative, and in such a situation there is no single correct answer, because each recipient perceives the same information in their own way.

3. Language, logic, abstractions. Language is the basis for most communications. The sender must adapt his messages to the level of the audience that should receive them, skillfully select the dictionary, the design of their messages and suggestions.

In situations where certain aspects of the message remain undisclosed, there is a problem of abstraction, which is often the basis of communication barriers. The formation of the most detailed messages, fully understandable to all recipients without exception, is a difficult and almost unrealistic task. However, with proper wording, recipients can interpret them adequately to the sender's intentions.

4. Status of the person sending the message. Status is a set of characteristics that rank and correlate members of the organization. Management practice confirms that the status of the person sending the information affects the perception of the message by the recipient.

Many years of experience show that a person who has a higher status compared to the addressee, is assessed by the latter as trustworthy. On the other hand, reports from people with lower status are considered less reliable.

5. Resistance to change. Practice has shown that people tend to resist change. The staff of the organization can counteract the changes in various ways, fearing reorganization, dismissal (evasion and refusal to follow instructions, deliberate distortion of the message, etc.). Resistance to change is inevitable, so an important task is to overcome it by explaining the feasibility of planned changes. Communication gaps are exacerbated by the advancement of information (messages) from top to bottom in the hierarchy.



### **Theoretical questions to Section 1**

1. What is information?
2. What is communication?
3. How is communication different from business communication?
4. Business communication is a complex and multifaceted process that has objective and subjective aspects and is characterized by different verbal and nonverbal parameters. Give a brief description.
5. Describe nonverbal communication.
6. Name the stages of business communications.
7. Explain the common forms of business communication.
8. What are the three main elements that function in business communication?
9. Describe the four basic elements of the communication process.
10. In order to communicate properly and achieve the goal of communication, the communicator must have communicative professionally oriented competence. What is this concept?



## Test tasks 1

### ***1. Information is -...***

a) the process of exchanging information (facts, ideas, views, emotions, etc.) between two or more persons, communicating by verbal and non-verbal means to convey and receive information.

b) an abstract concept that has different meanings depending on the context

c) a coded idea, something that the sender transmits to the recipient

d) anything that distorts the output signal.

### ***2. Communication is -...***

a) the process of exchanging information (facts, ideas, views, emotions, etc.) between two or more persons, communicating by verbal and non-verbal means to convey and receive information.

b) a coded idea, something that the sender transmits to the recipient

c) anything that distorts the output signal

d) an abstract concept that has different meanings depending on the context.

### ***3. The message is -...***

a) anything that distorts the output signal

b) an abstract concept that has different meanings depending on the context

c) the process of exchanging information (facts, ideas, views, emotions, etc.) between two or more persons, communicating by verbal and non-verbal means in order to transmit and receive information.

d) something that the sender transmits to the recipient.

#### **4. *Communicative noise is -...***

a) the process of exchanging information (facts, ideas, views, emotions, etc.) between two or more persons, communicating by verbal and non-verbal means to convey and receive information.

b) anything that distorts the output signal

c) an abstract concept that has different meanings depending on the context

d) a coded idea, something that the sender transmits to the recipient.

#### **5. *Communication barriers include:***

a) Competition between messages

b) Language, logic, abstractions

c) Status of the person sending the message

d) All answers are correct.



#### **Recommended literature for section 1**

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# **SECTION 2**

## **ETHICS OF BUSINESS COMMUNICATIONS**



- 1. The concept of business etiquette**
- 2. Business protocol. Codes of ethics and their meaning**
- 3. Basic rules and regulations of business etiquette**

## 1. The concept of business etiquette



We are all constantly in communication situations - at home, at work, on the street, in transport; with loved ones and complete strangers.

And of course, the huge number of contacts that a person enters every day, requires him to comply with a number of conditions and rules that allow him to communicate, while maintaining personal dignity and distance from other people.

Etiquette is a special language of communication that allows, maintaining the sovereignty of each individual, to achieve mutual understanding and mutual respect, and ultimately to form the aura of human culture in which only a person can normally exist and develop.

Business is a tough business. But civilized business differs in that it softens this rigidity by fine-tuning the rules of conduct that do not allow competition to turn into economic robbery, but help to realize the common interest and mutual benefit, find a way out of difficult, conflict situations, while maintaining the honor of the firm and personal dignity. Business requires unwritten laws, rules of the game, moral beliefs and principles of conduct, the most important of

which are nobility, reliability, decency, solidarity, which can be called in short the culture of business.

The specificity of business communication in the communication system is due to the fact that it arises on the basis of and in connection with a certain type of activity related to the production of any product or business effect. At the same time, the parties to business communication act in formal (official) statuses, which determine the necessary norms and standards (including ethical) behavior of people. A distinctive feature of business communications is that they do not have a self-sufficient meaning, are not an end in themselves, but serve as a means to achieve any other goals. In market conditions - this is primarily a profit.

Given the above ethics of business communications can be defined as a set of moral norms of rules and ideas governing the behavior and attitudes of people in their business communication process.

The use of principles and norms of business ethics affects:

- regulation of relations between economic entities of the market on the basis of fulfillment of contractual obligations and observance of law (fulfillment of contractual obligations by parties, compensation of losses in case of damage, prevention of business violations and free competition, advertising, use of trademarks, etc.);

- regulation of business relations with consumers, aimed at honest attitude to the consumer (honesty and reliability of advertising, meeting consumer requirements for quantity, quality, range, novelty, technical characteristics of goods, compliance with standards and requirements for product certification, etc.);

- business relations with society, which involve decisions and actions of entrepreneurs aimed at improving the living standards of both employees of the organization and society as a whole;

- a culture of business partnership based on trust, integrity, honesty, the ability to keep one's word, the exclusion of deception, irresponsibility, abuse of trust of the partner, as well as ensuring the ethical attitude of the entrepreneur to its employees.

## 2. Business protocol. Codes of ethics and their meaning



The success of business contacts between partners, especially representatives of different countries, largely depends on compliance with certain protocol customs and rules.

The protocol is a set of rules of conduct, norms and traditions that govern the order of various ceremonies, formal and informal meetings, uniforms, etc.

Business protocol - rules governing the procedure of meetings and farewells of delegations, meetings and negotiations, organization of receptions, uniforms, business correspondence, signing contracts, agreements, etc.

The protocol helps to create a friendly and relaxed atmosphere during meetings, negotiations, receptions, which promotes mutual understanding and achieving the desired results, helps to resolve business issues.

In international relations, a diplomatic protocol is used - a set of rules, traditions, which are followed in international relations. It is a component of diplomacy and a form that creates appropriate conditions for relations between states and governments on the basis of peace, mutual respect and friendship.

The diplomatic protocol is a model of international communication, to which all organizations and individuals are equal. The rules of the protocol are binding on all participants in international communication. Deviation from diplomatic protocol or violation of its norms is perceived as disrespect to the state and can lead to conflict situations.

Unlike diplomatic, the rules of business protocol are more flexible, they are followed less strictly.

The main ethical principles of business protocol, according to experts, are politeness, tact, mutual respect, dignity, decency.

Adherence to the rules of business protocol makes it possible to maintain the decency and prestige of the company, helps to create a favorable psychological climate in the communication process, which affects the successful resolution of the case and laying the foundation for mutually beneficial business relationships in the future.

Codes of ethics are created to address ethical issues that arise in business relationships. A code of ethics is a set of rules and norms of behavior that are followed by members of a particular group. The code sets certain patterns of behavior and common standards of relationships and joint activities. Codes regulate the behavior of a specialist in complex ethical situations characteristic of a particular profession, increase the status of professional society in society, form trust in the representatives of a profession.

The most important task of a code of professional or corporate ethics is to set priorities for target groups and ways to reconcile their interests.

The Code of Professional Ethics is a normative act aimed at protecting the legal rights and interests of the owner of pension savings and insured persons. Its provisions must be observed by officials and employees of organizations. The Code of Professional Ethics should contain a set of rules and procedures that must be followed by all officials and employees of the relevant organizations, as well as sanctions applied to violators for non-compliance with these rules.

The Code of Corporate Ethics can perform three main functions: reputational, managerial, corporate culture development.

The reputation function of the code is to build trust in the company by reference external groups. The presence of a code of

corporate ethics in the company is becoming a global standard of business.

The managerial function of the code is to regulate behavior in complex ethical situations.

Corporate ethics, moreover, is an integral part of corporate culture. The Code of Corporate Ethics is a special factor in the development of corporate culture. The Code can transmit the company's values to all employees, focus employees on common corporate goals and thus enhance corporate identity.

### 3. Basic rules and regulations of business etiquette



- Professional Etiquette
- Dining Etiquette
- Cocktail Parties
- Correspondence Etiquette
- Office Etiquette
- Office Romance
- Etiquette Abroad

Etiquette always has a specific historical character, as each epoch, each society, individual peoples approved such rules of communication that corresponded to social conditions, specific ideas about the beautiful in the relationship. Etiquette norms provide a certain equality, harmony and external beauty of human relations. Etiquette, regulating the culture of behavior, fixed the respect of one person for another, so it is also called "the art of respect." Etiquette usually presupposes some mannerisms, formalities, "courtesy games", but these "formalities" are compensated by tact, respect, politeness. Etiquette rules have already been verified over time, are practically appropriate.

Modern etiquette is not too "ceremonial", is more free and democratic, provides freedom of variation, established techniques and manners. Etiquette reflects the beauty of human relationships, and therefore its most essential features are expediency and beauty. Etiquette is not intended to restrict human freedom, but only to limit selfishness, rudeness, contempt for others.

Etiquette formulas of courtesy are used in various situations, but are always reduced to politeness and friendliness. Even in conflict situations, in a conversation with a person who for some reason does not deserve respect, brutality and rudeness are unacceptable. The concept of politeness includes such varieties as correctness, delicacy and tact, which include the ability to properly assess the situation and accordingly choose the most appropriate ways of communication. They are based on a sense of proportion, the ability not to cross a certain boundary in specific types of communication, not to create inconvenient situations for the interlocutor. Etiquette necessarily implies restraint and modesty, without which it is impossible to emphasize respect for another person. Modesty protects even an outstanding and extraordinary personality from the contempt of the less bright and outstanding. After all, it is unworthy to emphasize one's own greatness by leveling the value of another. Restraint avoids recklessness, excessive looseness, obscene gestures. Modesty and restraint will help to better reveal yourself, eliminate the need to play a role not peculiar to the person. However, these traits should not turn into familiarity, primitiveness, when a person deliberately lowers his spirituality and simplifies behavior too much by equaling to a lower level of relationships.

Etiquette is also based on the requirement of accuracy, obligation, discipline. They say: "accuracy is a sign of kings". These traits are aimed at keeping the promise and the need to fulfill the responsibilities. Without them, there is no reliability and trust, especially in the field of business relations. Etiquette requires a person to fulfill their obligations in a timely manner, as well as to be able to formulate an opinion, properly assess the circumstances, be able to warn of unforeseen complications and find a way to correct a poorly planned case or breach of agreement. Etiquette obliges a person not to be indifferent to responsibilities and to be able to admit his guilt,

correct mistakes, apologize for the inconvenience due to his own indiscipline.

The following rules should be used when performing the most important etiquette formulas:

1. Show genuine interest in those with whom you communicate. You can become a desirable interlocutor and partner when you are interested in the problems that concern him. The ancient Roman poet Publius Sirus put it this way: "We are interested in others when they are interested in us." The conversation should be about what interests the other, emphasizing what he values most. Even if you need to establish a business relationship, you should inquire about the topics that concern your partner the most before a business meeting.

2. Show kindness and give a smile. A smiling face radiates friendliness and encourages communication. As you know, a big smile is a necessary attribute of the American way of life. Americans actually compose a true hymn to a smile, which they see as the key to opening any door, to overcoming all barriers, to provide psychological comfort for effective communication. They are convinced that "nothing costs us so cheaply and is not valued as dearly as a smile." In our Ukrainian reality, a smile has not yet become a common attribute, gloomy and sad faces are more common, and in business more typical is a somewhat businesslike and impudent image.

3. When addressing the interlocutor, say his name more often. People enjoy remembering their names and addressing them with respect.

4. Be an attentive listener, learn to listen to the interlocutor. While maintaining a conversation, be patient and learn not to interrupt. Do not forget to show interest, ask questions that encourage the interlocutor to talk, direct the dialogue in the direction that concerns common interests and promotes agreement.

5. Avoid conflict situations. Everyone strives to defend their position, has their own opinion, system of ideas and life values, which should always be remembered. For the sake of resolving the case, or maintaining good relations, learn not to resort to categorical judgments. When defending your own opinion, do not necessarily seek to win the dispute. Remember that winning a dispute can offend your partner, especially in business. Therefore, the easiest way to resolve a dispute is to avoid it.

6. Take care of the neatness of your appearance. Neatness and cleanliness are necessary etiquette requirements, therefore carelessness in clothes, a hairdress is perceived as contempt to others. Remember that the emphasized extravagance attracts special attention, is seen as a challenge to others. These rules relate to the formal aspect of communication based on mutual respect. They can be differentiated depending on the specific conditions, situations, cultural level of those who communicate. In essence, all these requirements must comply with the principles of humanity and democracy.

An essential requirement of business etiquette is a flawless appearance, which provides a representative perception of a business person and is a sign of respect for others. The manner of dressing emphasizes the style of behavior, individuality, its inner meaning. Therefore on appearance perceive the person. Sociological research states that in 85 cases out of 100, the first impression of people is based on appearance. This proves the need to pay more attention to creating an external image. Practice confirms that others are more sympathetic to neat and tidy people. Today, fashion is too free and democratic, and this provides freedom of choice. But in the business world there are certain protocol requirements. The clothes of a business person can be varied, but functional, strict and restrained in color. The clothes of a business person should not distract partners from work, business conversations. It is necessary to take into account the shortcomings of the figure in order to mask them as much as possible and align the proportions. Clothing for formal receptions should be different from casual. Cosmetics, which should be used skillfully and moderately, give confidence to a business woman. Care should be taken when choosing perfumes, the smell of which should not be sharp and intrusive. An elegant woman does not wear a lot of jewelry and does not combine both silver and gold, carefully selects jewelry. Business men wear a wedding ring or ring, cufflinks and tie clips. Bracelets and chains around his neck, earrings spoil the image of a solid entrepreneur. The external impression of a person depends on the ability to hold, on posture, gait, gestures. This is an integral part of good manners. Straight and proud posture, confident gait, stingy gestures create the image of a reliable and determined person. Good physical shape helps maintain a sport that needs some time.

Business etiquette also applies to the culture of language, which is the basis of communication. Proper pronunciation, clear diction, pleasant tone of voice, acceptable pace of speech allow you to emphasize the education and professionalism of the businessman. Literature and purity of language do not allow the use of word-parasites, obscene expressions. The language should always correspond to the situation, the cultural and professional level of the listeners. It should be enriched with witty sayings, aphorisms, proverbs, figurative comparisons. Business language implies conciseness, accuracy and clarity of thought. Non-verbal means, ie body language, wordless speech play an important role in business conversation. Scientists claim that facial expressions, postures, gestures, etc. play no less important role than language. Therefore, the "language" of the body should harmonize with verbal speech, complementing and reinforcing it, and not vice versa, harm. Since body language is not realized, it is harder for a person in nonverbal reactions to pretend and fake. This language has an easier effect on the interlocutor, encourages openness and openness. The business person must take this into account and improve the culture of non-verbal communication. According to experts, about 55% of information we learn from nonverbal cues at the time of speech contact - facial expressions, gestures, 38% - voice (pitch, timbre), and only 7% - the content of what is said.

Non-verbal culture of business communication includes such components as:

- distance - distinguish between close - intimate, personal, and far - social and official;
- handshake - when meeting, saying goodbye, reaching an agreement (may be indifferent, sluggish, reluctant, interested, friendly);
- look - reflects the mood - sad, cheerful, attentive, picky, surprised, deep, prickly and so on.

The ethics of business communication requires that the gaze is not too vigilant (no more than 6-7 seconds to linger on the interlocutor). It is indecent to look at a person for a long time, to measure with a look, to show contempt. The business gaze does not fall below the eyes of the interlocutor, but goes to the triangle, the base of which is the line between the eyes, and the top - an imaginary

point in the middle of the forehead. It is important to notice the reaction of the pupils, which reflects the degree of interest, surprise, admiration or lack of interest, indifference. It is not ethical to stare, to look intently, to look forcibly.

Smile - relieves tension, but can be flattering, ironic, contemptuous, as well as pretentious and artistic. It is advised to smile not so much with the lips as with the eyes. It is believed that an unfriendly face is the face of a non-professional or a sign of failure, rudeness.

Facial expressions are facial expressions and movements of his muscles that convey a change of mood: joy, anger, surprise, immediately, fear, suffering. Facial expressions are based on the versatility of the face, the ambiguity of the expressive movements of its muscles. A fixed, "frozen" state of a muscle is called a "mine." It is believed that in the expression of feelings, evaluations, attitudes toward the interlocutor can make up to 20 thousand facial expressions. But even Darwin in the book "Expression of emotions in humans and animals" wrote that "everyone. People are repulsed, in particular, by the "stone" facial expression, the frozen face, the face-mask, as it is difficult to guess what is really hidden behind this calmness.

Hand gestures that betray insecurity, nervousness, fear, anxiety, resentment or poise, confidence, determination, and so on. There are gestures - rhythmic, emotional, pointing, pictorial, symbolic, emotional. Therefore, hand gestures unmistakably reflect the state and mood of the communes. Excessive gestures, which should always be functionally appropriate, are unacceptable. It is said that unexpected gestures should be trusted more than words, but the look can be trusted even more than the gestures, and the reactions of the pupils more than the look.

Posture, which is an involuntary or intentional posture of the body - slender, straight, stooped, stooped, depressed, sad, proud, arrogant. They reflect the inner position of man, his willingness to perceive, contact. Slender posture, raised head, straight shoulders maintain the proper energy level, set up for success. The pose should be kept under the control of consciousness, to train those positions of the figure that give attractiveness and confidence. The image-creating value of non-verbal components of communication should stimulate

future businessmen to achieve complete harmony between verbal speech and body language.

Business etiquette is an integral part of business ethics, which is currently in its infancy in Ukraine. It develops under the direct influence of existing socio-economic relations. An urgent need of our current economy is the need to eliminate those conditions that give rise to moral phenomena in the field of entrepreneurship. If the firm violates the principles of justice, does not adhere to the ethics of cooperation (lies, grounds, concealment of profits), then the interests and rights of citizenship in general suffer. Business culture is based on the ethical culture of business people who value their own reputation as an honest businessman. This pattern is obvious - the higher the cultural potential of the people, the more civilized the economy, the less reason for dishonest business.

Etiquette in business is the basis of equality, a prerequisite for profitable cooperation. Although business operates on its own principles, they are based on culture and morality. The purpose of business is profit, but honesty must be above profit. If money and profit are the ultimate goal for a businessman, it does not mean that "the end justifies the means." For a businessman, profit is a goal, but no less important should be the "business" itself, work. Successful, smart and risky transactions add excitement to further business activities. Success and luck are at reasonable risk. In honest business, work itself is a pleasure, but at the same time it turns into a material reward. Business ethics teaches that business is based on professionalism, prudence, high culture, when "honor precedes profit, like lightning precedes thunder." Ethical evaluation of human activity follows from the unity of subjective and objective, the interdependence of motives, actions and results.



## Theoretical questions to Section 2

1. Explain the concept of "etiquette".
2. What is affected by the use of principles and norms of business ethics?
3. What influences the regulation of relations between economic entities of the market and the regulation of business relations with consumers?
4. Under the influence of what are the relations of business with society and the culture of business partnership?
5. What are the significant differences between the protocol and the business protocol?
6. Describe the diplomatic protocol.
7. Explain the basic ethical principles of business protocol.
8. The Code of Corporate Ethics can perform three main functions: reputational, managerial, corporate culture development. Describe each of them.
9. What rules should be used when performing the most important etiquette formulas?
10. What components does the nonverbal culture of business communication include?



## Test tasks 2

### ***1. Etiquette is...***

a) a special language of communication, which allows, while maintaining the sovereignty of each individual, to achieve mutual understanding and mutual respect, and ultimately to form the aura of human culture in which only a person can normally exist and develop.

b) a set of rules of conduct, norms and traditions governing the order of various ceremonies, formal and informal meetings, uniforms, etc.

c) a normative act aimed at protecting the legal rights and interests of the owner of pension funds and insured persons.

d) a set of rules, traditions, which are followed in international relations.

### ***2. Business protocol is...***

a) a set of rules of conduct, norms and traditions governing the order of various ceremonies, formal and informal meetings, uniforms, etc.

b) a special language of communication, which makes it possible, while maintaining the sovereignty of each individual, to achieve mutual understanding and mutual respect, and ultimately to form the aura of human culture in which only a person can normally exist and develop.

c) a set of rules, traditions, which are followed in international relations.

d) normative act aimed at protecting the legal rights and interests of the owner of pension savings and insured persons.

### ***3. Diplomatic protocol is...***

a) a set of rules of conduct, norms and traditions governing the order of various ceremonies, formal and informal meetings, uniforms, etc.

b) a normative act aimed at protecting the legal rights and interests of the owner of pension funds and insured persons.

c) a special language of communication, which makes it possible, while maintaining the sovereignty of each individual, to achieve mutual understanding and mutual respect, and ultimately to form the aura of human culture in which only a person can normally exist and develop.

d) a set of rules, traditions, which are followed in international relations.

#### ***4. The Code of Professional Ethics is...***

a) a normative act aimed at protecting the legal rights and interests of the owner of pension funds and insured persons.

b) a special language of communication, which makes it possible, while maintaining the sovereignty of each individual, to achieve mutual understanding and mutual respect, and ultimately to form the aura of human culture in which only a person can normally exist and develop.

c) a set of rules of conduct, norms and traditions that govern the order of various ceremonies, formal and informal meetings, uniforms, etc.

d) a set of rules, traditions, which are followed in international relations.

#### ***5. The main ethical principles of business protocol, according to experts, are...***

a) Politeness and tact

b) Mutual respect and dignity

c) Decency

d) All answers are correct.



## Recommended literature for section 2

1. Ethical Communication: The Basic Principles. Available: <https://www.smbadvisors.com/capabilities/knowledge-management/insights/ethical-communication-the-basic-principles>
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4. Ethics in business communication. Available: [https://en.wikipedia.org/wiki/Ethics\\_in\\_business\\_communication](https://en.wikipedia.org/wiki/Ethics_in_business_communication)
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7. Моральна культура спілкування Available: [https://msn.khnu.km.ua/pluginfile.php/246811/mod\\_resource/content/1/тема%206%28ч2%29%20л.pdf](https://msn.khnu.km.ua/pluginfile.php/246811/mod_resource/content/1/тема%206%28ч2%29%20л.pdf)

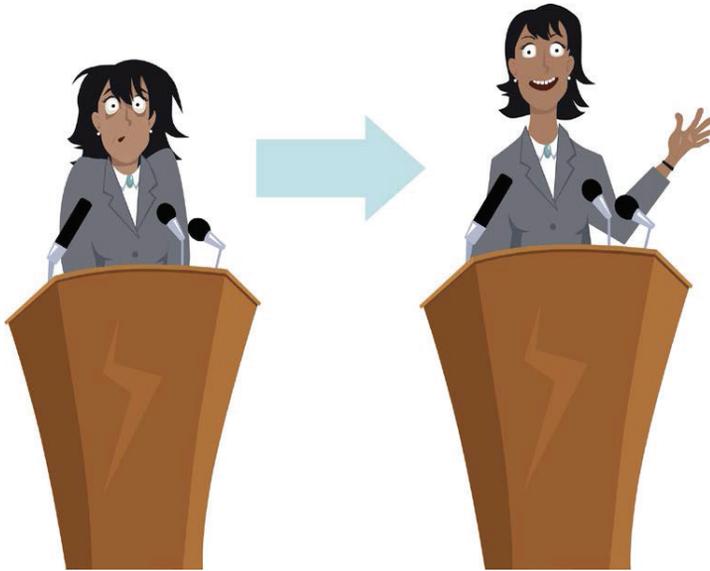
# SECTION 3

## ORAL COMMUNICATIONS



- 1. Public speaking as a type of verbal communication**
- 2. Preparation of a presentation for an oral public speech**
- 3. Methods of conducting the interview**

## 1. Public speaking as a type of verbal communication



An integral part of business communications is a public speech in front of an audience. The advantage of oral speech in comparison with written is the ability to convey the subtlest shades of thought and feeling, to use emotional means of influence, thereby enhancing the effect of suggestion, ie suggestion. During the oral presentation, you can influence the listeners by using speech, intonation, facial expressions and pantomime, and also influence your appearance and manner of behavior.

According to experts, the language should give the impression of improvisation, then its impact will be maximum. No more than one person in a thousand has a natural talent for improvisation, so you should carefully prepare an oral presentation, using the achievements of rhetoric, logic, nonverbalism, communication theory and ethics of business communication.

Bright evidence should be prepared for the rally speech, accurate information, dates, facts, figures, etc. should be prepared for the lecture, impeccably honed wording should be prepared for the public statement, clear definitions of problems, factors that caused them, and ways to solve them should be given. with justifications and calculations.

It is said that an old English sergeant, when training recruits, as well as future sergeants, recommended building a speech in front of the soldiers:

"First tell them what you're going to tell them. Then tell them. Then tell them what you told them." In essence, we are talking about the introduction, the main part and the conclusions.

Features of human attention are such that after 15-20 minutes of speech you need to start using special techniques to attract attention. Techniques of rhetoric, visualization of the proposed material, switching of attention, humor - this can keep the audience in a state of interest and attention to the performance.

The most important stage - introduction - can be as a direct intrusion into the topic (title of the report, formulation of the problem and the transition to evidence), or as a contrasting introduction to the topic based on focusing on contradictions, or as a gradual introduction to the topic through an intriguing story. Admission should not be delayed, you need to clearly articulate their views, demonstrate competence.

In the main part it is useful to use rhetorical methods of attracting attention (questions, metaphors, comparisons, hyperbole, repetitions, gradations, antitheses, exclamations, etc.).

You should try to structure the speech well, summarize the main ideas in a scheme, in a "chain" of arguments ("first, ..., secondly, ..."), put it in an "information framework": the main idea, clearly and summarized, announced at the beginning of the speech and at the end.

The number of theses, conclusions, structural elements of speech must correspond to the well-known in psychology "Miller's Magic Number". A person's short-term memory allows you to remember something over a period of time from a few seconds to a few minutes without repetition. Its capacity is very limited. During his work at Bell Laboratories, George Miller conducted experiments that show that the capacity of short-term memory is  $7 \pm 2$  objects (the title of his famous work is "The Magic Number  $7 \pm 2$ "). Modern estimates of short-term memory capacity are slightly lower, usually 4-5 objects, and it is known that the capacity of short-term memory increases due to a process called Chunking (grouping of objects). This means that depending on the characteristics of brain activity, a person can understand and memorize a maximum of 5 to 9 new information units,

so they should not be in your language more than 9, and preferably - 5 or less.

## 2. Preparation of a presentation for an oral public speech



In order to achieve a greater effect from the public speech, its visual accompaniment is important.

When distributing the information to be delivered to the listener during the presentation, it should be borne in mind that the main focus of the audience is usually focused on the introductory and concluding parts of the presentation. Therefore, the most important information on which the speaker wants to sharpen the audience's attention should be placed in the presentation on both the opening and closing slides. In addition to these recommendations, it should also be borne in mind that the blocks corresponding to the introduction and conclusion should not be too large - each of these blocks can take from 10 to 30% of the total presentation time.

When creating a presentation, you should strive to ensure that the forms of presentation of information on the slides and their sequence support and complement the oral presentation of the speaker. Then the listener will be able to fill in the missing information if it was missed, from what the speaker says, or, conversely, to find on the slides shown what he listened to.

When creating a presentation, which is presented to the audience in the absence of the speaker, you should try to place as fully as possible on the slides all the information necessary to understand its meaning and very carefully build a trajectory of slides. Ideally, any presentation should first involve the possibility of regrouping and rearranging its content depending on the situation, the qualitative and quantitative composition of the audience and the transformation of current goals and objectives. Therefore, flexibility in quantization and design of information content is one of the foundations of a successful presentation.

The great advantage of presenting information in the form of a presentation is the ability to supplement it with new materials. Modern software and hardware make it easy to change the content and store large amounts of information.

The logical sequence of creating a presentation is as follows:

- 1) structuring of the material;
- 2) writing a presentation script;
- 3) development of presentation design;
- 4) preparation of media fragments (audio, video, animation, text);
- 5) check for operability of all elements of the presentation.

The following recommendations can also be used as guidelines for creating multimedia presentations for educational purposes:

1) slides of the presentation should contain only the main points (basic definitions, schemes, animations and video fragments that reflect the essence of the studied phenomena), the texts should be short;

2) the total number of slides should not exceed 20-25. It is necessary to find the right balance between the submitted material and the accompanying multimedia elements, so as not to reduce the effectiveness of the presented material. One of the important points is the preservation of a single style, unified structure and form of presentation of the material;

3) it is not necessary to overload slides with various special effects, differently attention will be focused on them, instead of on information filling of a slide;

4) the level of perception of the material is greatly influenced by the color scheme of the slide, so you need to take care of the correct

color of the presentation. In order for a slide to read well, you need to clearly calculate the time to show a slide, so that the presentation was a supplement to the presentation, and not vice versa. This ensures proper perception of information by listeners;

5) when creating a presentation, it is desirable to limit the use of two or three fonts. The use of templates will help in this.

The main disadvantages of presentation materials are:

- Too much text on one slide;
- low-quality small pictures;
- animated transitions between slides and text animations.

Conversely, a clearer understanding of the content helps:

- graphs and charts;
- bulleted lists;
- clear presentation structure;
- oral explanations of pictures and graphics.

After completing all the work on creating, editing and formatting slides of the presentation, it is necessary to prepare it for full effective integration into the process of public speaking.

The first stage of such preparation is a rehearsal of a speech with a prepared presentation in a situation as close as possible to the real communicative situation. During the rehearsal, free mastery of the material is practiced, the most convenient way of presenting it is chosen (rhythm and tempo of speech, intonation, pause and other parameters of the speech), the reaction of listeners to key information blocks of the presentation is tested.

To practice free mastery of the material, it is very useful to print presentation slides in Slide Notes mode.

To practice the form of the speech, it is useful to make a rehearsal audio recording. The rehearsal of the performance can also be recorded on video and the result can be analyzed in terms of its effectiveness and optimality.

In addition to working with the actual computer presentation, the speaker must also consider the full range of nonverbal elements that may be key to the most effective impact on the audience accompanied by the presentation of the speech. Non-verbal components include appearance, gestures, facial expressions, ways of moving around the room and other characteristics of the image and behavior of the speaker.

### 3. Methods of conducting the interview



There are various recruitment techniques, one of the most common - the following:

1. British - based on obtaining information about the biographical data of the candidate, namely: where and in what family he was born, what traditions and values existed in it, where he lived and studied, etc. The qualification commission conducts the interview. Based on these data and the decision to hire.

2. American - the emphasis is on the candidate's intellectual and creative abilities, which are tested through psychological testing and observation of the applicant in an informal setting (behavior at a presentation, corporate event, lunch, etc.).

3. German - is characterized by increased bureaucracy. Before the candidate gets a personal interview, he goes through many mandatory procedures and collects a large package of documents with recommendations of famous people in the field of education, politics, science, technology (scientists, politicians, managers of well-known companies, etc.). The selection process involves not one responsible

representative of the employer, but an entire expert group that reviews the submitted documents.

4. Chinese - the basic value for employers is the applicant's knowledge of the history and culture of the country, its literary classics, as well as written literacy. To verify this, candidates write relevant works. The final stage of selection is a work on the topic of future work. If the results of these selection stages are positive, the candidate is invited for a personal interview.

Along with the use of various tests, questionnaires and analysis of the recommendations of the interview with the applicant is the most important tool. In order for it not to turn into a normal conversation about life, problems, weather, etc., you need to plan the structure of the interview and think about what questions you can use to assess whether the candidate meets the vacancy profile. There are now many articles on how to behave at the interview, how to answer the questions correctly, so that they are the most desirable for recruiters. Therefore, candidates often come to the interview prepared, having pre-learned answers. Recruiters, in turn, develop new approaches to the structure and conduct of the interview, without giving candidates the opportunity to use the prepared answers to standard questions.

The format of the interview can be:

- structured. It is carried out strictly according to the plan made in advance. During the conversation, pre-prepared questions are discussed and they usually concern only professional competencies. At the same time, the personal characteristics and motivators of the candidate remain virtually unattended;

- unstructured. It is conducted in the form of a free conversation, only the main topics of conversation are noted in advance. The danger of this format is that the casual tone and nature of the interview can take the conversation away from its main topic. The recruiter in this case must be able to correctly stop the interlocutor and return the conversation in a constructive direction;

- combined. The most optimal format, in which, following the plan, the professional qualities of the candidate, his skills are assessed, and in a free conversation the values, priorities and motives are clarified.

Next, consider the most common methods of interviewing candidates.

### Competency interview.

This method is a conversation in which the candidate's behavior is analyzed in real work situations: how he makes decisions, how to get out of conflict situations, whether he can smooth them out, whether he is able to work in often changing conditions, short deadlines, pressure, etc. e. The application of this method is preceded by the development of a model of competencies, ie those characteristics (skills, abilities, personal qualities, behavioral characteristics) that are necessary to perform a particular job. Competences should be measurable and concise, it should be possible to assess them on a scale, not just say "yes" or "no". To do this, each competency must be disclosed and described. For example, "delegation" can be interpreted as "the ability to effectively distribute responsibility for decision-making and responsibilities to appropriate subordinates or colleagues." To assess each competence, behavioral indicators are developed - standards of behavior that are inherent in the actions of a person who has a certain competence. Indicators are: style and manner of behavior, reaction, action in a given situation. Candidates are also asked to share their work experience, asking questions and focusing on those points that are indicators of the presence or absence of competencies, the degree of their development.

Here is an example of assessing the competence of "customer orientation".

Description: identification and ability to meet customer needs.

Behavioral indicators:

- ability to promptly respond to all requirements and requests of customers, adhering to the agreed deadlines;
- knowledge of the client's business, a complete picture of the state of affairs in the market, awareness of competitors;
- the ability to realistically assess customer requests and offer alternatives, creating conditions for successful project implementation;
- the ability to reasonably defend each item of the project budget, to propose solutions that allow you to rationally optimize it;
- ability to hold meetings with clients and consolidate the results (pre-compiled and sent to the client a list of issues for discussion, a list of persons present at the meeting, summed up the meeting, planned next steps, prepared a report on the meeting within 24 hours).

Examples of questions for assessing this competence:

A) Describe the situation when you had to work with a difficult client, what happened and whether a mutually positive result was obtained.

B) Are there any clients with whom you have friendly relations? What do you think contributed to this?

C) Recall a situation where a client refused to work with your company because you personally could not find a common language with him.

D) Describe the situation when you met the wishes of the client contrary to the rules adopted by the company. What was the reason for your decision and what were the consequences?

And other similar questions.

The duration of the interview is on average two hours and depends on the number of competencies considered. This technique is most appropriate for evaluating management staff.

Situational, or case interview. Built on the use of situational tasks. You describe to the candidate a work situation that has already happened or may happen to you in the company / department, and offer to solve it or describe the model of your behavior. With this technique you can assess not only the qualifications of the candidate, but also his potential. That is, the applicant's answers help to determine whether he is able to cope with a situation in which he has not been before, how quickly he will be able to find the best solution, whether this decision will correspond to the company's behavior, what tools he will need and so on. Of course, there is a risk that, being in a real situation, the candidate will behave differently under the influence of excitement from a new project, unfamiliar environment, etc. One way or another, the direction and course of his thoughts will be the same.

The information received by means of the specified technique gives the chance:

- predict the behavior of the candidate;
- assess its strengths, as well as weak areas that require development;
- to determine the moral, ethical, business principles that guide the candidate in making decisions, as well as the presence of leadership and management talents;

- assess whether the applicant is able to analyze and see the cause, not just what is on the surface of the situation.

Projective interview. In this case, the projection is perceived as a person's tendency to transfer their life experiences, values and ideas to explain and justify the actions of other people, fictional characters, the situation. Questions are formulated in a form that involves assessing not yourself personally, but people in general or some characters. Thus, the candidate behaves more relaxed and relaxed in an atmosphere of easy and relaxed communication on remote topics, which, in his opinion, do not relate to the candidate directly. Within this technique, asking the right questions, the recruiter learns about: the motivation of the applicant (tangible or intangible), the relationship "manager - employee", the values of "honesty - loyalty", interaction in the team (features of communication with people), behavior in conflicts, interaction with customers. Questions need to be asked at a fast pace, without giving much time for reflection. The candidate can provide several options, but the first thing he will say will be the main motivating, significant factor. Questions should involve detailed answers. It is also not necessary to ask them in thematic blocks, for example, several questions in a row to assess motivation, they should be alternated.

The advantages of this technique are that it provides the least likelihood of socially desirable answers (the candidate thinks he is not talking about himself, but about the situation in general, so does not try to please the recruiter), allows to correlate the applicant's expectations from work with real activities and analyze motivation future employee.

Stressful interview. Probably the most technically complex technique. Its essence is to create during the interview the most psychologically tense atmosphere and assess the candidate's reaction, self-control, style and manner of behavior in unusual situations. The difficulty for the recruiter is that this technique is very close to tactlessness and rudeness. In communication with the candidate it is very important not to go beyond the correct and appropriate. The necessary atmosphere can be created in different ways, for example:

- you constantly have a phone ring, and you solve work issues in a raised voice or make the candidate wait a long time for the interview to begin;

- you constantly interrupt the applicant with new questions in the middle of his answer to the previous question;
- the interview is attended by a large number of representatives of the employer, which in itself is uncomfortable for the candidate;
- You ask provocative questions, such as: why should we hire you? What makes you better than other candidates? Why do we have to pay you exactly the amount indicated in the resume? What salary do you deserve? Why? Do you consider yourself skilled enough to apply for our position? etc.

The starting point for determining the type of interview is the job profile. Depending on what set of competencies needs to be assessed, the method is chosen, and you can use one technique or combine elements of different methods. The main thing is to conduct an interview so as to determine the suitability of the candidate for the job profile.



### Theoretical questions to Section 3

1. What is the significant advantage of oral speech over written?
2. What stages of oral speech do you know? Explain their contents briefly.
3. What is the "Magic Number  $7 \pm 2$ "?
4. Preparation of a presentation for an oral public speech.
5. What is the logical sequence of creating a presentation?
6. What are the main disadvantages of presentation materials?
7. What recommendations exist when creating presentation material?
8. There are various recruitment techniques. Name the most common.
9. What do you know about the most common methods of interviewing candidates?
10. What is a stressful interview?



### Test tasks 3

***1. An integral part of business communications is...***

- a) public address to the audience.
- b) dress code
- c) prior agreement
- d) there is no correct answer

***2. In order to achieve a greater effect from public speaking, it is important...***

- a) its musical accompaniment
- b) its visual accompaniment
- c) its light support
- d) the area of the hall where the public speech takes place

***3. British recruitment techniques...***

a) based on obtaining information about the biographical data of the candidate, namely: where and in what family he was born, what traditions and values existed in it, where he lived and studied, etc. The qualification commission conducts the interview.

b) emphasis is placed on the candidate's intellectual and creative abilities, which are tested through psychological testing and observation of the applicant in an informal setting (behavior at a presentation, corporate event, lunch, etc.).

c) is characterized by increased bureaucracy. The selection process involves not one responsible representative of the employer, but an entire expert group that reviews the submitted documents.

d) the basic value for employers is the applicant's knowledge of the history and culture of the country, its literary classics, as well as written literacy. To verify this, candidates write relevant works.

***4. American recruitment techniques...***

a) based on obtaining information about the biographical data of the candidate, namely: where and in what family he was born, what traditions and values existed in it, where he lived and studied, etc. The qualification commission conducts the interview.

b) emphasis is placed on the candidate's intellectual and creative abilities, which are tested through psychological testing and observation of the applicant in an informal setting (behavior at a presentation, corporate event, lunch, etc.).

c) is characterized by increased bureaucracy. The selection process involves not one responsible representative of the employer, but an entire expert group that reviews the submitted documents.

d) the basic value for employers is the applicant's knowledge of the history and culture of the country, its literary classics, as well as written literacy. To verify this, candidates write relevant works.

#### ***5. German recruitment technique...***

a) based on obtaining information about the biographical data of the candidate, namely: where and in what family he was born, what traditions and values existed in it, where he lived and studied, etc. The qualification commission conducts the interview.

b) emphasis is placed on the candidate's intellectual and creative abilities, which are tested through psychological testing and observation of the applicant in an informal setting (behavior at a presentation, corporate event, lunch, etc.).

c) is characterized by increased bureaucracy. The selection process involves not one responsible representative of the employer, but an entire expert group that reviews the submitted documents.

d) the basic value for employers is the applicant's knowledge of the history and culture of the country, its literary classics, as well as written literacy. To verify this, candidates write relevant works.

#### ***6. Chinese recruitment techniques...***

a) based on obtaining information about the biographical data of the candidate, namely: where and in what family he was born, what traditions and values existed in it, where he lived and studied, etc. The qualification commission conducts the interview.

b) emphasis is placed on the candidate's intellectual and creative abilities, which are tested through psychological testing and

observation of the applicant in an informal setting (behavior at a presentation, corporate event, lunch, etc.).

c) is characterized by increased bureaucracy. The selection process involves not one responsible representative of the employer, but an entire expert group that reviews the submitted documents.

d) the basic value for employers is the applicant's knowledge of the history and culture of the country, its literary classics, as well as written literacy. To verify this, candidates write relevant works.



### **Recommended literature for section 3**

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<https://www.managementstudyguide.com/oral-communication.htm>

2. Oral Communication: Definition, Types & Advantages. Available: <https://study.com/academy/lesson/oral-communication-definition-types-advantages.html>

3. Oral Communications. Available: [https://www.roanoke.edu/inside/a-z\\_index/academic\\_affairs/faculty\\_information/inq\\_teaching\\_and\\_rubrics/oral\\_communications\\_materials](https://www.roanoke.edu/inside/a-z_index/academic_affairs/faculty_information/inq_teaching_and_rubrics/oral_communications_materials)

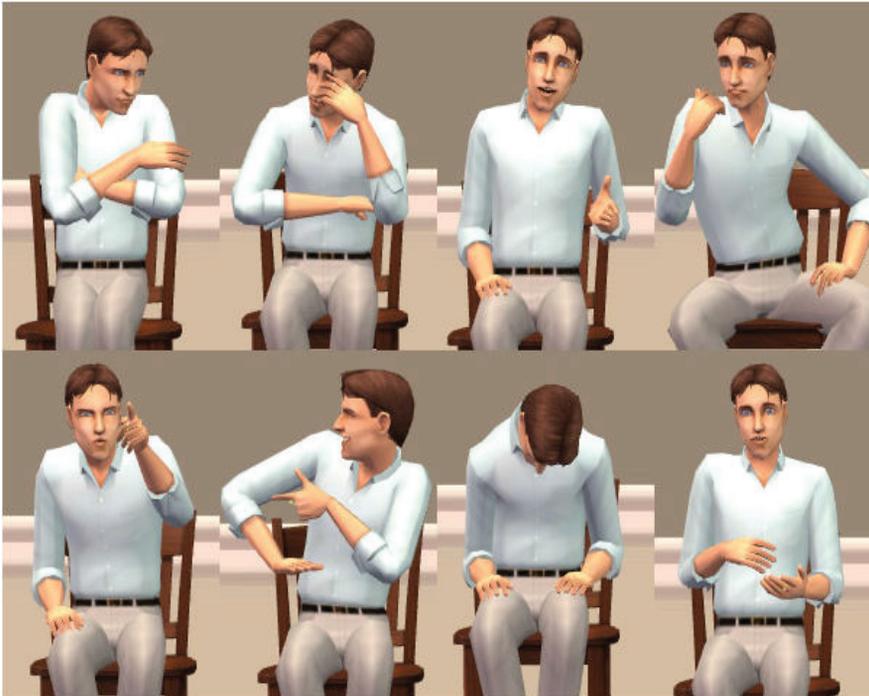
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5. Written and Oral Communication. Available: [https://ag.purdue.edu/oap/Pages/core\\_written-oral.aspx](https://ag.purdue.edu/oap/Pages/core_written-oral.aspx)

6. Техніка і методика проведення співбесіди [Електронний ресурс]. – Режим доступу : [http://n-auditor.com.ua/uk/component/na\\_archive/29?view=material](http://n-auditor.com.ua/uk/component/na_archive/29?view=material)

# SECTION 4

## NON-VERBAL MEANS OF COMMUNICATION



**1. Concepts and forms of nonverbal communication**

**2. The main elements of nonverbal communication**

## 1. Concepts and forms of nonverbal communication



Communication is a complex, multifaceted process in which, in addition to words, various means are used to exchange information - body posture, gestures, facial expressions, intonation, gaze. It is influenced by the spatial placement of partners, even their manner of dressing and so on. All these means of transmitting information belong to non-verbal communication.

Non-verbal communication is the process of exchanging information by using non-verbal (non-verbal) means of communication to transmit messages.

In psychology, there are four forms of nonverbal communication: kinesics, paralinguistics, proxemics, visual communication (oculesics). Each form of communication uses its own sign system. Science, the subject of which is nonverbal communication and, more broadly, nonverbal behavior and interaction of people, is called nonverbal semiotics.

To this section of knowledge G. Kreidlin includes:

1. Paralinguistics (the science of sound codes of nonverbal communication).
2. Kinesics (the science of gestures and gesture movements, gesture processes and gesture systems).

3. Oculistics (the science of eye language and visual behavior of people during communication).

4. Auscultation (the science of auditory perception of sounds and audio behavior of people in the process of communication).

5. Haptik, or takesiku (the science of the language of touch and tactile communication).

6. Gastics (the science of iconic in the communicative functions of food and drink, food intake, cultural and communicative functions of drinks and treats).

7. Olfaction (the science of the language of smells, the meanings conveyed by smells, and the role of smells in communication).

8. Proxemics (the science of communication space, its structure and functions).

9. Chronemics (the science of communication time, its structural, semiotic and cultural functions).

10. Systemology (the science of the systems of objects with which people surround their world, the functions and meanings that these objects express in the process of communication).

Means of nonverbal communication are divided into:

a) paralinguistic (acoustic or sound, ie related to speech - intonation, volume, timbre, tone, rhythm, pitch, speech pauses and their localization in the text); The paralinguistic system is a system of vocalization, ie the quality of the voice, its range, tonality, which together is called prosody.

b) extralinguistic, ie non-verbal means of communication - laughter, crying, coughing, sighing, gnashing of teeth, "sniffing" the nose, etc.

c) tactile-kinesthetic (physical impact - leading the blind man by the hand, contact dance, etc .; takesika - shaking hands, slapping on the shoulder);

d) olfactory (pleasant and unpleasant odors of the environment; natural and artificial human odors).

e) kinetic (gaze, movements, postures).

Most nonverbal forms and means of human communication are innate and allow him to interact, achieving mutual understanding on the behavioral and emotional levels.

There is a certain division of functions between verbal and nonverbal means of communication: pure information is transmitted

through the verbal channel, and non-verbal - the relationship to the communication partner. Non-verbal means of communication are needed in order to:

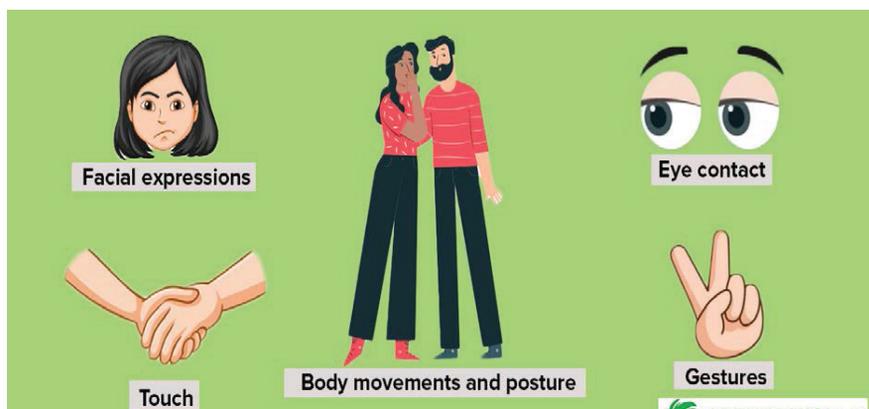
a) to regulate the course of the communication process, to create psychological contact between partners;

b) to enrich the meanings conveyed by words, to direct the understanding of the verbal text;

c) express emotions and reflect understanding of the situation.

In contrast to language, nonverbal means of communication are not fully understood by both the speaker and the listener. No one can fully control their nonverbal communication actions, which often leads to misunderstandings, especially when the communicators belong to different cultures.

## 2. The main elements of nonverbal communication



One of the important parameters that characterize nonverbal communication is interpersonal space - the distance that is unconsciously established in the process of direct communication between people. The closer the relationship between people, the smaller the spatial distance between them in the process of communication. This distance depends on national standards of behavior, social status, age, psychological characteristics. Too close, as well as distant, distance has a negative effect on the effect of communication. "Closest" communicate close acquaintances, relatives. Increasing interpersonal space can cause unpleasant feelings.

Interlocutors interested in each other reduce the distance of communication, mentally anxious try to increase the distance. Women tend to be a little closer to the interlocutor than men.

The average European distance between interlocutors and friends is 0.5-1.2 m (interpersonal space), for informal social and business relations - 1.2-3.7 m (social space); a space larger than 3.7 m makes it possible to refrain from communicating or to translate it into a plane of formal relations.

Interpersonal space affects visual contact (eye contact).

The most informative element of a person's appearance is the face. Therefore, eye contact is extremely important in nonverbal communication. Fixing the gaze on the interlocutor means not only interest but also concentration. But a close look at a person causes him a feeling of embarrassment and can be perceived as a sign of hostility. Mutual eye contact is easier to maintain by discussing pleasant issues. From how people look at each other, you can find out what the relationship is between them. We tend to look longer at those we admire, avoid looking at the situation of rivalry.

Maintaining eye contact helps the partner to feel the attitude of the interlocutor. The gaze can regulate the conversation. When one of the participants of the dialogue finishes speaking, he looks at the interlocutor, waiting for the conversation to continue.

During communication, the informative function is performed by expressive reactions. These include: facial expressions, pantomime, gestures, voice intonation. They characterize the intensity of the manifestation of human experiences. A characteristic feature of facial expressions (expressive movements of facial muscles) is its versatility and specificity for the expression of various emotions. Interpretation of emotions is associated with the dual nature of facial expressions. On the one hand, facial expressions are due to innate factors reflecting universal emotions on the face, such as horror, joy, pain. They are understood by people of different cultures. On the other hand - facial expressions depend on the characteristics of a particular social culture, specific norms, standards. National, ethnic, cultural standards are reflected in facial expressions, determine a certain form of their course. A smile means a positive attitude towards the Other person, tears are a universal sign of grief, but the form of these reactions - when, how long to smile or cry - depends on national, socio-cultural

characteristics. Positive emotions are fairly evenly reflected on both sides of the face, negative emotions - more clearly on the left side. The most expressive are a person's lips, eyebrows, muscle movements in the lower part of the face.

A person's emotional experiences can be determined from his pantomime: gestures, postures, movements. Gestures, facial expressions, intonation help the person who speaks to focus the interlocutor's attention, express your emotional attitude to the information she conveys. The set of gestures that a person uses in communication is very diverse. Common ones are:

1) communicative gestures - replace speech in communication and can be used independently: greetings and farewells; threats, attention, invitations, prohibitions; affirmative, interrogative, sympathetic, grateful; brutal and irritating;

2) emphasizing gestures - accompany human speech and enhance the language context;

3) modal gestures - expressive movements that mean assessment, attitude to the situation. These include gestures of insecurity, suffering, reflection, concentration, despair, disgust, surprise, dissatisfaction, and so on.

Here are common gestures and their interpretation:

- fingers clasped - a sign of frustration and the desire of the interlocutor to hide his negative attitude;

- covering your mouth with your hand - the listener understands that you are telling a lie;

- scratching and rubbing the ear - the interlocutor listened and wants to speak;

- rubbing the temples, chin, covering the face with his hands - the person is not set up to talk at this time;

- the person averts his eyes - confirmation that he is hiding something;

- crossing of arms on the chest - the person is nervous, it is better to end the conversation or move on to another topic;

- crossing your arms and keeping your fingers in your fist - the person is extremely hostile;

- pulling the collar - the person is angry or very excited:

- the index finger is directed perpendicular to the temple, and the thumb supports the chin - a negative or critical attitude to what is heard;

- hands behind his head - confidence, superiority over the interlocutor;

- rubbing the eye - a person is lying;

- keeping your hands behind your back - self-confidence.

The pose also has a communicative meaning and represents not only the mental state of man, but also his intentions, the mood for conversation.

Posture is an involuntary or intentional posture of a person that a person assumes. There are "closed" and "open" poses. It is known that a person interested in communication will focus on the interlocutor, lean towards him, turn to him with his whole body, and if he does not want to listen to him - he will go back, stand half-turned. A person who wants to express himself will stand up straight and all will be tense, if you do not need to emphasize your status - will take a calm casual posture.

Human gait, ie the style of movement, also belongs to the important non-verbal means of communication. Along the way you can recognize the emotional state of the interlocutor - anger, suffering, pride, happiness.

Gait is heavy when a person is angry, light - rejoices, sluggish, depressed - suffers. The greatest stride length is when a person feels proud.

A separate system consists of rhythmic and intonational nonverbal means: intonation, volume, tempo, timbre, key. Joy and distrust are usually conveyed in a high voice, anger and fear - also in a fairly high voice, but in a wider range of pitch, strength and pitch. Grief, sadness, fatigue are conveyed in a soft and muffled voice.

The rate of speech also reproduces a certain state of man: fast - anxiety and worry; slow - depression, grief, arrogance or fatigue.

Toxic means of communication include dynamic touches in the form of a handshake, pat on the shoulders, a kiss. It is proved that dynamic touches are not only a sentimental trifle of communication, but also a biologically necessary means of stimulation. They are due to many factors: the professional status of partners, age, gender, the nature of their acquaintance.

Such a toxic means as a pat on the shoulder is possible under the condition of close relations of communication partners.

The handshake can be of three types: dominant (hand from above, palm turned down), submissive (hand from below, palm turned up) and equal.

The extralinguistic system is the presence of pauses during communication, as well as various imprints in the voice - laughter, crying, coughing, sighing. These tools complement verbal utterances.

Proxemics is not only the distance between communicators, but also the configuration they create. If the communicators are sitting opposite, they are more likely to conflict. In a normal conversation, it is advisable to be at an angle to each other. During a business meeting, sit down on one side of the table. The independent position is determined by the diagonal arrangement.

At crowded events, cards with the names of the guests are usually placed on the tables.

Therefore, to successfully carry out professional activities, you need to know and be able to recognize (read) non-verbal means of communication.



#### **Theoretical questions to Section 4**

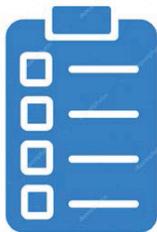
1. What means of transmitting information belong to non-verbal communication?
2. What is nonverbal communication?
3. What is verbal communication?
4. In psychology, there are four forms of nonverbal communication. Explain their content.
5. Why do you need non-verbal means of communication?
6. Interpersonal space affects visual contact. How do you understand this?

7. What general gestures that a person uses in communication do you know?

8. What are "closed" and "open" poses?

9. What types of handshakes can there be?

10. Human gait, ie style of movement, is also an important non-verbal means of communication. Along the way you can recognize the emotional state of the interlocutor. How?



#### Test tasks 4

***1. The process of exchanging information by using non-verbal means of communication to transmit messages is...***

- a) psychology
- b) non-verbal communication
- c) verbal communication
- d) all answers are correct

***2. The verbal channel of information transmission is...***

- a) psychology
- b) non-verbal communication
- c) verbal communication
- d) all answers are correct

***3. Interpersonal space (distance between interlocutors - friends) is (***

- a) 0.5-1.2 m.
- b) 1.2-3.7 m.
- c) greater than 3.7 m.
- d) there is no correct answer.

***4. The distance for informal social and business relations between interlocutors is...***

- a) greater than 3.7 m.
- b) 1.2-3.7 m.
- c) 0.5-1.2 m.
- d) there is no correct answer.

**5. The distance that allows you to refrain from communication or translate it into a plane of formal relations is...**

- a) 0.5-1.2 m.
- b) 1.2-3.7 m.
- c) more than 3.7 m.
- d) there is no correct answer.



**Recommended literature for section 4**

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2. Non-Verbal Communication. Available:  
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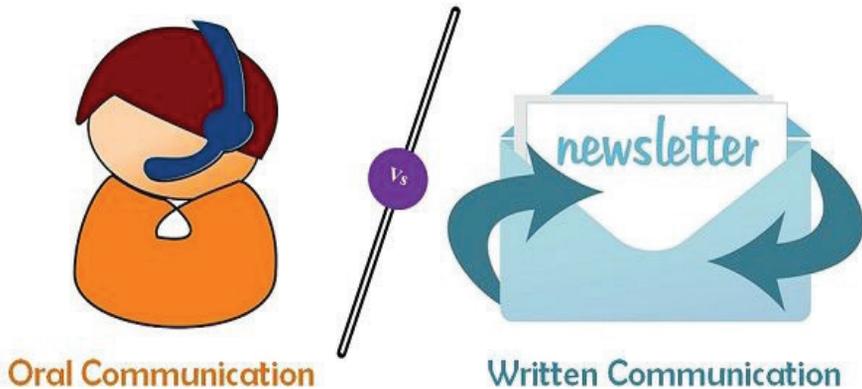
# **SECTION 5**

## **BUSINESS COMMUNICATIONS THROUGH WRITTEN DOCUMENTS**



- 1. The role of written documents in business communication**
- 2. Business correspondence**
- 3. Rules for writing business letters**
- 4. Business card**

## 1. The role of written documents in business communication



Numerous forms and types of documents are the most important information carriers, especially in the business sphere.

Documents are one of the main means of communication. But business documents are not only a means of business communication, but also a legal basis for the rights and responsibilities of business partners. A business letter is also a self-presentation in absentia, an element and indicator of the organization's image, it says a lot about the culture and intentions of partners, demonstrates their focus on business or unilateral success, shows the true nature of the businessman. On the basis of a single business letter, the addressee gets the opportunity to make a preliminary profile of a potential business partner. It is also important when hiring, developing a professional resume, preparing a resume, letters of recommendation, writing a resume, and so on. Of course, the addressee will draw conclusions based on their subjective ideas about what is the norm and what is the deviation from it. However, the content and design of a business document can answer the question of whether to deal with its author. The ability to communicate with the help of business papers, to carry out "correct" office work - one of the factors of business success. Competently and effectively organized office work helps to increase the speed and quality of management decisions, reduce their risk, saves time for managers and employees.

Thus, the ethics of business communication through written language, ie through documents, is the need to know and adhere to the following principles:

1. Know, be able to apply in practice and strictly follow the rules of official correspondence, the rules of creation, execution, registration, storage of documents adopted in the country. To be properly understood, you must speak the language of your communication partner;

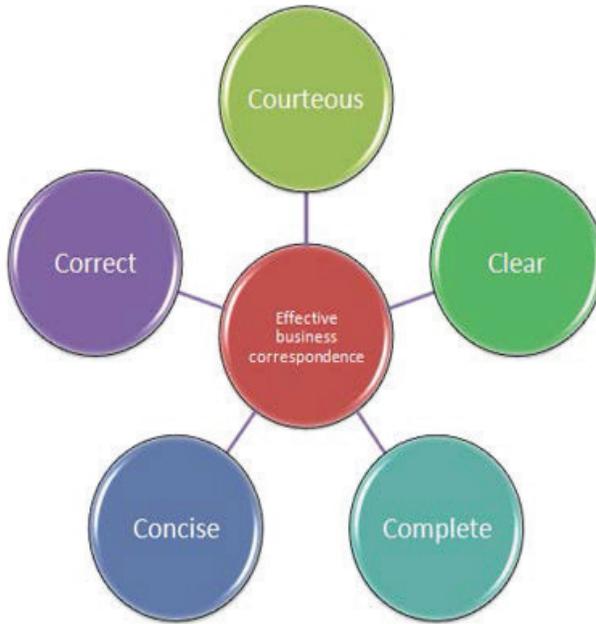
2. To seek to facilitate the partner's work with the documents sent to him, and this again requires knowledge and use of the usual rules of record keeping for the partner;

3. Show modesty in communication, without losing dignity, remember that the document you send to the addressee - this is your correspondence to a potential business partner and the impression made by your document, depends on whether you will develop a business relationship and for how long.

Remember that in a serious business the most valuable is the client, and the most valuable of the clients is a regular client, a partner. Your document is an element of your image. The most valuable thing in the image is the reputation of an honest, reliable business partner.

The organization in the external environment is presented as a whole, a legal entity, so all its documents, regardless of the unit and the official who drew them up, must be the same in terms of form and content of permanent details. One of the ethical principles: try to imagine yourself in the place of the recipient of the letter and make it as easy as possible to perceive and work with the document.

## 2. Business correspondence



Business correspondence takes a long time. Every letter received and written should be taken very seriously, because reputation can depend on correspondence.

Business letters can be formal or informal. Formal letters are sent on behalf of one organization to another and according to their content are divided into: letters of appeal, letters of request, letters of request. Replies to them are made depending on the content of the incoming letter. Informal letters are written by employees of the same level with a proposal for a personal meeting to discuss some issues, exchange information, etc. Structurally, the letter consists of an introduction, statement of the problem and the final part. The introduction formulates the reasons and pretext that became the basis for writing the letter. Then the history of the issue, facts, evidence, references to the legislation are revealed, logical conclusions are made. The final part contains the main idea of the document: request, proposal, consent, refusal, etc.

For business letters use the forms of the organization, where there are already its details. The appearance of the form is a kind of business card of the organization, so its design should be taken seriously. The letter written on the form must have the appropriate official style. In addition to the rules for writing business letters, there are appropriate ethical rules for business correspondence. In business letters, you should be even more careful with the other person, because because of an ill-considered word that will remain on paper and will be read many times, you can ruin the relationship for a long time. Therefore, when transmitting opinions in writing to the addressee, it is necessary to clearly define the content of the letter before sending it.

There are three types of letters that should always be written by hand: letters expressing sympathy, gratitude, invitations, and responses. Other business letters are in printed form.

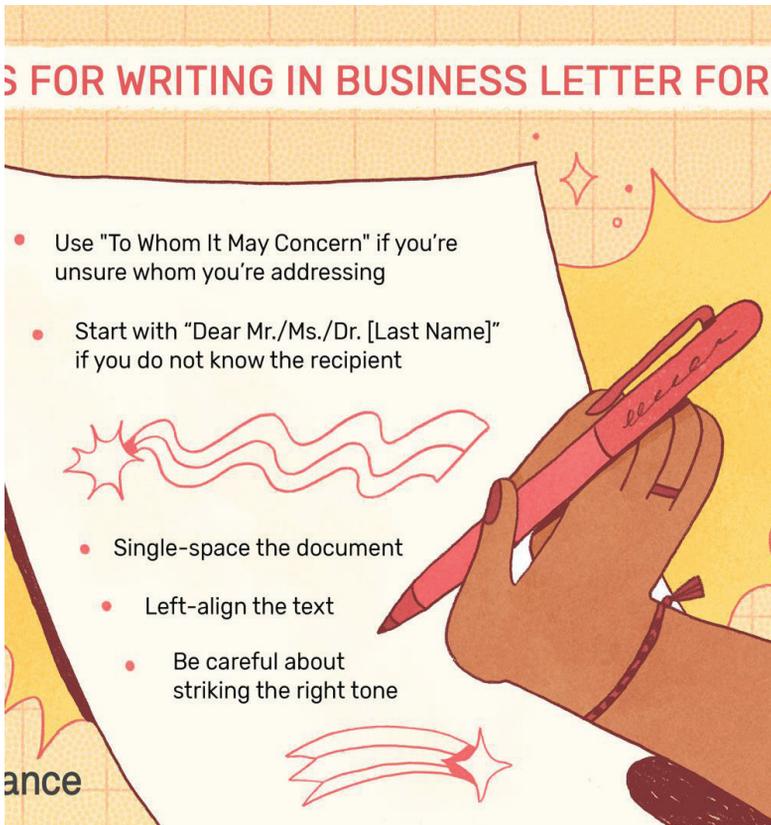
Letters of recommendation play a role in the business world. They can be evidence of the authority of those involved in the negotiations, as well as contain information that one person transmits to another about a third party. Based on this information, decisions can be made, for example, about hiring or granting a loan. According to the rules for writing a letter of recommendation, it should consist of the following sections:

- an introduction in which the author introduces himself to the addressee and briefly describes the conditions under which he met the person to whom he wrote the letter;
- characteristics that provide information about the education, level of training and experience of the person being recommended, traits of his character and abilities that may be appropriate to the addressee;
- a request to the addressee to get acquainted with the relevant documents of the person and make an appointment;
- the final part, which expresses gratitude for the attention to the recommendation.

With the advent of the Internet appeared and its inherent forms of business communication. Chats are the most interactive, e-mail and teleconferences are the least interactive. An essential form of business communication is e-mail. The rules of communication here are in many respects similar to the rules established for writing business

letters in the classic version. However, there are some differences due to the peculiarities of virtual communication. Of course, when writing e-mails, you should follow a certain style and concise form of messages, always be polite, do not make grammatical, spelling and other mistakes. Keep in mind that other people may have access to your mailbox, so such letters should not contain confidential information.

### 3. Rules for writing business letters



Consider the basic rules of writing letters.

Business written communication is significantly different from oral. In the conversation you can present a variety of incomplete ideas. If the opinion is expressed on paper, it is necessary to delve into

specific details. It is much easier to mislead yourself than someone else.

The official business sphere of communication and the functional purpose of business correspondence determine its features.

First of all, it is formality, due, firstly, to communication situations, and secondly - the nature of the relationship between partners. Situational clichés, stereotypical expressions and phrases are widely used in written business language. The standardity of business correspondence is due to the requirements of economy and the need to facilitate the process of processing letters.

The author of the letter must have a clear idea of what to write about, what arguments to achieve a certain goal. In addition, he must be sure that the letter is the most effective means of resolving a particular issue.

Therefore, before writing a letter, you should understand the following points:

- type of letter (cover letter, letter of request, letter of notice, letter of reminder, etc.);
- whether an answer is expected;
- whether the addressee understands the content of the letter unambiguously;
- whether you can be sure that the letter will arrive on time (if not, use your phone or other means of communication).

Depending on the purpose of the letter, its plan is drawn up. All the facts that need to be emphasized are carefully selected.

Each of the sections of the letter (according to the plan) has certain spelling features. Yes, the content of the introductory part depends on the purpose of writing the letter.

If a reply letter is written, the introduction expresses gratitude for the invitation, informs that the addressee is known in his field of knowledge, etc. For example: "Thank you for the brochure with information about your services« ".

If the letter is informative, the introduction reveals the history of the organization, its development and formation, the essence of the activity at the moment, provide statistics, etc. For example: "We announce that our company cooperates with...".

If it is necessary to explain the questions asked by the partner, in addition to the answers to them, there is hope for the possibility of

further cooperation or the absence of such an opportunity, proposals are set out. For example: "In response to your request, we would like to inform you that we could send a team of specialists...".

If the letter is in response to non-compliance, non-compliance with delivery deadlines or other actions affecting the interests of the addressee, the assessment of what happened and the notice of termination should not be harsh. For example: "We were surprised to learn that you did not sign our documents...".

The writing of the main part of the business letter deserves special attention.

The information should be presented concisely, logically, clearly. However, it is not necessary to be too fond of conciseness, as this leads to additional questions, explanations and clarifications, and, consequently, to further correspondence and delays the practical solution of issues.

If the letter contains instructions or recommendations, it is better to determine the time of their implementation. Expressions such as "coming soon" are undesirable.

When writing the final part of the letter, it is also necessary to take into account the features of existing options.

Traditionally, there are hopes for the development of relations and that the information provided in the letter will be mutually beneficial. For example: "We hope to support cooperation and assure you...".

If the letter is addressed to a person with whom no business contact has yet been established, in the final part the addressee can write that he hopes to receive a response quickly and fulfill the order. For example: "We will be grateful for the urgent execution of our order."

In case of future possible severance of business contacts with a partner, the final part of the letter can be reduced to the following phrase: "At the same time, we testify to our openness to business cooperation in the future".

As you can see, even if the content of the letter is negative, the partner is given the opportunity to return to business cooperation in the event of a change in his position. Such a response would be a sign of goodwill rather than a hope for future cooperation, so the rules of etiquette will be followed.

If necessary, the final part of the letter shall include the name, position, address and telephone number of the person who may assist in resolving the issues. This is done in the most friendly tone. For example: "If necessary, please contact our representative and find out any questions that may arise".

The peculiarities of business correspondence with foreign partners should be considered separately.

The main language of international business correspondence is English. A letter in English is understandable to a business person anywhere in the world.

The style of the international letter is constantly changing: every year it becomes simpler, less formal. No need to use outdated phrases. Modern correspondents prefer simple statements. The leader values his time very much, he never reads a lot of unnecessary words. At the same time, the person writing the business letter should make a good impression, so a few words of respect will be appropriate. However, do not exaggerate the compliments, so as not to cause the opposite effect: the partner may feel the insincerity of the addressee.

An important characteristic of international business communication is the tone of the letter. To communicate with a business partner, it is better to use a neutral and positive tone, not to assume irony, brutality, etc.

The result of business communication depends on the construction of phrases. It is known that conducting a business dialogue in a friendly tone is more important than using words correctly and arranging them.

It should be noted that a sign of good manners in business correspondence is the use of certain phrases and tact. When it comes to non-payment of the bill, it is correct to write: "We are convinced that the non-payment occurred for good reasons." Arguing non-payment for non-profit, it is advisable to use the following form: "We will be happy to pay as soon as we receive« ". When the news reported by a partner is negative or unfavorable, you should not hide your dissatisfaction, but it should be done correctly. For example: "We are sorry to learn from your letter that...".

When corresponding with foreign partners, it is important to take into account the features related to the typology of sentences and the use of punctuation. Long sentences that interfere with comprehension

should be avoided. At the same time, excessive conciseness does not contribute to the understanding of the text, and often gives it brutality. Therefore, it is better to alternate short sentences with medium ones.

When doing business correspondence with foreign partners, it is advisable to comply with the requirements related to the peculiarities of the details of the letter. As a rule, the following details are used: title, date, name, addressee's address, introductory address, main text, final form of courtesy, signature, mark on the presence of the application. Details of the letter are placed in accordance with national and cultural traditions and the requirements of the legislation of the addressee.

In the literature on business communication there are certain requirements for the details of the letter when corresponding with foreign partners.

As a rule, the title (name of the company, organization-author) is placed at the top of the form.

Sometimes the title also indicates the address of the organization or company, address for telegrams, telephone numbers, fax numbers, telephone codes, etc. Sometimes these details are placed at the bottom of the form. Under the name of the organization sometimes indicate the nature of its activities. Quite often print the logo of the organization, which symbolically depicts the direction of its activities, or logo. The shape of the title and design, color logo (and sometimes the motto) - all this creates a unique image of the company. Successful placement of the components of the title, its original logo make a good impression on partners.

The peculiarity of the design of the details is also manifested in the fact that in the upper left part of the letter directly below the title is placed an indication of the link. Here you can give the name of the person who wrote it, a letter, numbers or letters to indicate the company or department, case number, etc. Thus at first the reference to the data of the addressee (if they are known), then - to the data of the sender is given.

The date (date, month and year) of sending the letter is placed in the right corner under the header so that the last digit ends the line in the right field of the letter.

When sending letters to European countries, the date is written as follows: first the ordinal number using numbers and endings, then

the month and year. In letters to the United States, the date is written differently: first the month, then the number and - after a comma - the year.

The original number on the forms for foreign recipients is not put. The number will not tell your partner, because such details are not used abroad.

Features of writing the addressee:

- if the letter is addressed to any person, before his name and surname write Mr. - for men, Mrs. - for a married woman, Miss - for an unmarried woman (sometimes they write Ms., which applies to both married and unmarried women);

- if the person to whom the letter is addressed has a title, it is written instead of the name;

- if you know the position of an employee in the company, it is better to indicate it after the name and surname, which is more polite;

- after the name of the organization or the name of the addressee in a separate line write the house number and street name, then also in a separate line - the name of the city (in Anglo-Saxon countries, the house number is placed before the street name);

- sometimes instead of the name of a particular person indicate their position or even the name of the department to which the letter is addressed.

The introductory address is a formula of politeness. It is written on the left side of the letter under the address, always separately.

Turning to the requisite requirements for the main text, the following features should be noted:

- the text of the letter consists of paragraphs, each of which contains a complete thought (in letters to the United States, paragraphs are printed without indentation; to England and domestic - five spaces from the left margin);

- if the letter is very short, it is printed at two intervals;

- for the following pages of the text use ordinary sheets of paper or forms; at the beginning of each page indicate its number;

- in letters it is recommended to use the passive state of verbs;

- when preparing the text of the letter, it is better to use typical phrases. Written in a non-professional (non-business) language, the impression of unprofessionalism of the performer and the company is created;

- there should be no spelling mistakes in the text in any case.

The final form of politeness can be as follows: strictly formal - "with respect"; official - "your heart".

The business letter ends with a signature.

#### 4. Business card



Nowadays, it is difficult to imagine a business person who does not have a business card. Such a card not only represents its owner, but can also transmit a lot of additional information. A business card is a document that, firstly, has a certain standard and, secondly, contains reliable and sufficient information about its owner. Well-known journalist V. Tsvetov, who has worked in Japan for many years, says that a Japanese person, for example, almost despairs if the person who applies to him does not have a business card. Typically, such a card is made of white thin matte cardboard (size 5x9 cm), which clearly indicates the name, surname and other information (name of the organization, position, address, telephone numbers, e-mail number, etc.), which the cardholder wants to report himself. The font should be easy to read, the information should be concise but clear; the card must be of standard size. A business card not only contains the information you would like to present about yourself, but

also helps to preserve the image of the other person that we want to create.

The business card, of course, is printed in the official language of the country represented by its owner. For business relations with foreign partners, on the other side of the business card, you can duplicate the text in their language, which will facilitate the acquaintance and establishment of business relations. However, it is better to have one-sided business cards made in the language of your foreign partners.

Business cards can be sent by mail or courier or delivered in person instead of letters. In the lower left corner with a simple pencil write an abbreviated notation of the corresponding French words, for example:

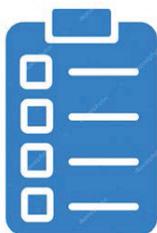
- PF - (pour feter) - congratulations on the holiday;
- PFNA - (pour feter le Nouvel An) - congratulations on the New Year;
- PRF - (pour remercier et pour feter) - thanks for the received greeting and greetings in response;
- PC - (pour condoleances) - expression of sympathy;
- PR - (pour remercier) - gratitude for a greeting, gift, service or expression of condolence;
- PPC - (pour prende conge) - farewell in absentia when leaving for a long time;
- PP - (pour presenter) - correspondence of a third person to a person you know well, in which case a business card is attached. (The answer is given by a business card without inscriptions, which is sent to the address of the person submitting.)



### **Theoretical questions to Section 5**

1. The role of written documents in business communication
2. Business correspondence

3. Rules for writing business letters
4. Business card and its role.
5. The ethics of business communication through written language, ie through documents, is the need for knowledge and adherence to certain principles. Name them.
6. What is the structure of the letter?
7. What is the difference between a paper letter and an electronic one?
8. When correspondence with foreign partners, what features are important to consider?
9. What is the information load of the business card?
10. Describe the standard business card.



### **Test tasks 5**

***1. What are the principles of business communication can be identified?***

a) Know, be able to apply in practice and strictly adhere to the rules of official correspondence, the rules of creation, execution, registration, storage of documents adopted in the country.

b) To strive to make it easier for the partner to work with the documents sent to him, and this again requires knowledge and use of the usual rules of record keeping for the partner

c) Show modesty in communication, without losing dignity, remember that the document sent by you to the addressee is your idea in absentia to a potential business partner and from the impression that makes your document

d) All answers are correct

***2. The main language of international business correspondence is...***

a) Ukrainian

- b) Russian
- c) English
- d) Chinese

**3. *A document that, firstly, has a certain standard and, secondly, contains reliable and sufficient information about its owner - is...***

- a) Official letterhead of the enterprise (institution)
- b) Business card
- c) Business letter
- d) All answers are correct

**4. *Correspondence self-presentation, an element and indicator of the image of the organization, which says a lot about the culture and intentions of partners, demonstrates their focus on business or unilateral success, shows the true nature of the businessman is called...***

- a) Official letterhead of the enterprise (institution)
- b) Business card
- c) Business letter
- d) All answers are correct

**5. *"Try to imagine yourself in the place of the recipient of the letter and make it as easy as possible to perceive and work with the document" – this is...***

- a) Ethical principle
- b) Image
- c) Reputation
- d) There is no correct answer



## Recommended literature for section 5

1. BUSINESS COMMUNICATION THROUGH DOCUMENTATION. Available: <https://ocr.org.uk/Images/139910-business-communication-through-documentation.pdf>

2. Importance of Written Communication in Business. Available: <https://smallbusiness.chron.com/importance-written-communication-business-2936.html>

3. What Is Written Communication in Business? Available: <https://smallbusiness.chron.com/written-communication-business-2935.html>

4. Written Communication: Meaning, Advantages and Limitations. Available: <https://www.yourarticlelibrary.com/business-communication/written-communication/written-communication-meaning-advantages-and-limitations/70195>

5. Навіщо потрібні візитні картки? Available: <http://cikavosti.com/navishho-potribni-vizitni-kartki/>

6. Особливості письмового ділового спілкування Available: <http://www.dilovamova.org.ua/177.html>

7. Співак В. А. Деловые коммуникации. Москва: Юрайт, 2016. 460 с.

8. Чмут Т. К. Етика ділового спілкування: навчальний посібник К. : Вікар, 2004. 224 с.

# SECTION 6

## NEGOTIATION STRATEGIES



- 1. Preparation and negotiation**
- 2. Stages of negotiations**
- 3. Strategy and tactics of negotiations**

## 1. Preparation and negotiation



Negotiation is an important part of our lives, although we do not think about it. We are constantly agreeing on something, communicating, trying to solve certain issues in the family, in the business sphere, and so on. Negotiations determine the position of the parties, reach an agreement and settle disputes.

Negotiation is a method of reaching an agreement through business communication, when both parties have both common and opposing interests.

Negotiations can also be nominated as an organizational form of establishing and legal fixation of production and economic relations between economically independent organizations interested in joint activities. It is a formalization process that sets a specific goal, determines the range of issues and is always implemented in specific conditions, under specific circumstances. The structural elements of the negotiations are as follows:

1. Pre-communication stage:
  - collection of information;
  - problem analysis;
  - definition of goals and objectives;
2. The communicative stage:

- representation of the parties;
- statement of problems and goals;
- dialogue of participants (clarification, discussion, coordination of interests);

### 3. Post-communicative stage:

- analysis of negotiations.

The conditions that allow negotiations are as follows:

- the existence of interdependence of the parties to the conflict;
- lack of significant differences in the capabilities of the parties to the conflict;
- compliance of the stage of conflict development with the possibilities of negotiations;
- participation in negotiations of the parties who can actually make decisions in this situation. Each conflict in its development goes through several stages.

The author of the book "How to survive among the sharks" millionaire Harvey McKay believes that the negotiations will be won by the one who has more information, a better plan and higher skill. Thus, this expert in the negotiation process brings to the forefront careful preparation.

Preparation for negotiations is carried out in two directions: substantive and organizational.

Organizational issues of negotiation preparation are:

- determination of time (negotiation experts believe that the best time for a meeting is long before or half an hour after lunch; on Wednesday or Thursday, ie in the middle of the working week, and not at the beginning or end);
- negotiation regulations (usually 1.5-2 hours);
- meeting place (this can be a room of each party in turn or a neutral territory; the office should be prepared for the meeting: a table (preferably round), notebooks, pencils, glasses, water, ashtrays);
- composition of the delegation (head and staff competent in the issues to be discussed).

The importance of the preparatory stage of negotiations is emphasized in the book by R. Fischer and D. Ertel "Preparation for negotiations". According to the authors, the most effective is a systematic approach in preparation for negotiations, which is the need

to "cover" the entire negotiation process. A good outcome of negotiations can be considered as the sum of seven elements.

- **Interests.** In the negotiation process, we want to achieve a result that meets our interests - what we need or value. The more we think about our interests in advance, the more likely we are to be able to satisfy them.

- **Options.** Options mean possible variants of the contract or part of a possible contract. The more options we are able to put on the negotiating table, the more likely you are to be able to reconcile our different interests.

- **Alternatives.** A good result should be better than any alternative available outside the negotiating table. Before you sign the agreement (or reject it), you need to have a full idea of what we can do.

- **Legitimacy.** We don't want to be treated unfairly, and other people don't want to be treated. Therefore, it will be useful to find external standards that could be used as a sword to convince others that they are being treated fairly, and as a shield to protect themselves from the wrong behavior of the other party.

- **Communication.** Under equal conditions, the outcome of negotiations will be better if it is achieved skillfully, which requires good two-way communication, because each party to the negotiations wants to influence the other. We need to think in advance what we can hear and what we need to say.

- **Relationships.** A good outcome of the negotiations will lead to our working relationship improving rather than deteriorating. Training makes it possible to take into account the factor of human interaction - to think about people at the negotiating table. We need to have at least some vision of how to build a relationship that facilitates, not hinders, an agreement.

- **Commitments.** The quality of the outcome of the negotiations is assessed, in addition, by the content and reality of the promises that will be given to them. These commitments will obviously be easier to keep if we think in advance of specific promises that we can actually make and expect from the other party during the negotiations or at the end of the negotiations.

## 2. Stages of negotiations



Stages of negotiations:

1. Preparation for negotiations (before the opening of negotiations);
  2. Preliminary choice of position (initial statements of participants about their positions in these negotiations);
  3. Search for a mutually agreed solution (psychological struggle, establishing the real position of opponents);
  4. Completion (exit from the crisis or negotiation impasse).
- Consider these stages in more detail.

The first stage. Preparation for negotiations. Before starting any negotiations, it is important to prepare well for them - to diagnose the state of affairs, to identify the strengths and weaknesses of the parties

to the conflict, to find out who will negotiate and the interests of which group they represent.

In addition to gathering information, at this stage it is necessary to clearly articulate their goals in the negotiations.

Procedural issues to be addressed at this stage:

1. Where better to negotiate?
2. What is the atmosphere expected at the talks?
3. Is good relations with the opponent important in the future?

Questions to determine the purpose of participation in the negotiations:

- What is the main purpose of the negotiations?
- what are the alternatives? In reality, negotiations are held to achieve results that would be most desirable and acceptable;
- If no agreement is reached, how will it affect the interests of both parties?
- what is the interdependence of opponents and how it is expressed externally?

Experienced experts believe that the success of all further activities depends on this stage, if it is properly organized.

The second stage of negotiations is the initial choice of position (official statements of the negotiators). This stage allows you to realize two goals of the participants in the negotiation process: to show opponents that their interests are known to you and you take them into account; identify a field for maneuver and try to leave as much room for yourself as possible.

Negotiations usually begin with statements from both sides about their wishes and interests. With the help of facts and principled arguments, the parties are trying to strengthen their positions.

If the negotiations take place with the participation of a mediator (lead negotiator), he must give each party the opportunity to speak and do everything in his power so that opponents do not interrupt each other.

Functions of the leading negotiator (leader):

- identifies the factors of restraint of the parties and manages them;
- determines the allowable time for the issues under discussion;

- determines the consequences of the inability to reach a compromise;
- offers ways to make decisions: simple majority, consensus;
- identifies procedural issues.

The third stage of negotiations is to find a mutually acceptable solution, a psychological struggle. At this stage, the parties determine each other's capabilities, whether the real requirements of each party and how their implementation may affect the interests of the other participant. Opponents present facts that are beneficial only to them, claim that they have all sorts of alternatives. Here various manipulations and psychological pressure on the chairman, capture of the initiative in all possible ways are possible. The goal of each participant is to achieve balance or a little dominance.

The task of the mediator at this stage is to launch possible combinations of interests of the participants, to facilitate the introduction of a large number of solutions, to direct negotiations in the direction of finding specific proposals. In the event that the negotiations begin to become abrupt, affecting one of the parties, the chairman must find a way out of the situation.

The fourth stage is the conclusion of negotiations or a way out of the impasse.

By this stage, there are already a large number of different options and proposals, but an agreement on them has not yet been reached. Time passes, the tension increases, there is an urgent need to make a decision. The last few concessions made by both sides could save the day.

General recommendations for resolving the conflict situation in negotiations:

1. Recognize the existence of the conflict, ie recognize the existence of opposite goals, methods of opponents, to determine the participants themselves.

2. Determine the possibility of negotiations. After acknowledging the conflict and the impossibility of resolving it "on the fly", it is advisable to agree on the possibility of negotiations and specify which ones: with or without a mediator and who can be one, so that it suits both parties equally.

3. Agree on the negotiation procedure. Determine where, when and how the negotiations will begin, ie discuss the timing, place, procedure for their conduct, the beginning of joint activities.

4. Identify the range of issues that are the subject of the conflict. The main challenge is to identify in commonly used terms what is the subject of the conflict.

5. Develop solutions. During the joint work, the parties propose several solutions with the calculation of costs for each of them and taking into account the possible consequences.

6. Make an agreed decision. After consideration of possible options, in mutual discussion and provided that the parties have agreed, it is advisable to present this general decision in writing: communiqués, resolutions, cooperation agreements, etc. In particularly difficult or responsible cases, written documents are drawn up after each stage of the negotiations.

7. Implement the decision in practice. If joint action ends only with the adoption of an elaborate and agreed decision, and then nothing happens or changes, it can become a detonator of other, stronger and longer-lasting conflicts. The causes of the first conflict have not disappeared, but only intensified by unfulfilled promises. Repeat negotiations will be much more difficult.

### 3. Strategy and tactics of negotiations



In order to achieve the desired results, the parties to the negotiation process choose the appropriate strategic and tactical approaches to negotiations.

There are different strategic approaches to negotiation.

**Tough** - when both sides, taking opposing positions, stubbornly defend them, using tactics to mislead the enemy about the true goal, and make small concessions necessary to continue negotiations. In the course of negotiations, the dispute may turn into a contest of will and agreement may not be reached.

**Mild** - when each side considers the other side friendly. Instead of betting on victory, they emphasize the need to reach at least agreement. The strategy of a soft approach is to make offers and make concessions, trust the other party, be friendly and give in to avoid

confrontation where necessary. With this approach, the parties may come to unclear and unwise decisions.

Principled (Harvard) - an alternative to the above, focused on the main interests of the parties, mutually beneficial options and fair standards, leads to a reasonable result.

American experts in the negotiation process, Roger Fisher and William Yuri, described the method of principled negotiation. They contrast their invented method of principled negotiation with a standard negotiation strategy - positional bargaining - which often leaves "negotiators" with feelings of dissatisfaction, exhaustion, and alienation. After all, people are faced with a dilemma: to be "soft" and make concessions, or to be "tough", to declare war and win, spoiling relations with the opposite party.

The peculiarity of the method of principled negotiations is the requirement to solve problems based on the substance of the case, rather than the positions of the negotiating partners. Partners try to find mutual benefits where possible. And where interests do not coincide, to achieve a result based on fair standards.

As a result of applying the principled approach:

- negotiations should lead to an agreement that would best satisfy the interests of each party, fairly regulate conflicts, be long-term and take into account the interests of society;
- Negotiations must be effective, without losses, which are usually accompanied by agreements related to the desire not to give up their positions;
- The relationship between the parties must improve or at least not deteriorate.

Fundamental negotiations are characterized by four basic rules - recommendations, which are the basic elements of negotiations.

Rule number one: Distinguish negotiators from the problem.

You need to focus on the essence of the problem, not on the relationship between the parties. You can not transfer your attitude to the interlocutor for discussion, to criticize the personal qualities of the opponent. Better put yourself in their place. Remember, "your problem is not the fault of others." R. Fischer and W. Yuri suggest ways to implement this rule:

- construct working relationships;
- maintain working relationships;

- separate the relationship from the discussion on the merits;
- do not conduct position trading;
- deal not with problems, but with people.

Rule number two: Focus on interests, not positions.

Instead of arguing about positions, one should explore each other's interests. Imagine a situation: in one kitchen - two cooks, and both at the same time needed an orange. And he is only one! If you focus on the positions - then, at best, both will get half an orange. But if you show interest, it turns out that one cook needs peel and another - juice. So, as recommended by R. Fischer and W. Yuri, before dividing the orange, try to increase it.

To understand the interests of the parties in relation to their positions, the following steps must be taken:

- explain your interests;
- identify the interests of the other party;
- discuss a common topic;
- be specific but flexible;
- be resilient, defending your interests;

Rule number three: Develop mutually beneficial options.

The reason for misunderstandings is the refusal to creatively consider mutually beneficial options. In order to solve common problems, you need to follow these rules:

- separate judgments from decisions;
- expand the range of approaches;
- seek mutual benefit;
- help your partner make decisions.

Rule number four: Insist on the use of objective criteria and procedures.

To reach a reasonable agreement, regardless of the wishes of the parties, you can use:

- fair criteria on the merits of the issue;
- fair procedures for regulating conflicting interests.

In order for the talks to be fair, independent experts, observers and mediators are invited.

Appropriate tactics can be used during negotiations.

• Avoidance of struggle - used when they touch on issues that are undesirable to discuss, or when they do not want to give a partner accurate information, an unambiguous answer.

- Procrastination or waiting - a measure close in content to evasion, it is used when you want to prolong the negotiation process to clarify the situation, get more information from the partner, to further study the problem.

- Packaging - is that not one question or proposal is proposed for discussion, but several. This solves double problems. In one case, the "package" combines attractive and not very acceptable for the partner proposals. It is assumed that a partner interested in one or more proposals will accept the disadvantages. Otherwise, the so-called size of concessions is assumed, ie by making concessions in insignificant proposals seek the acceptance of the main proposals.

- Maximum overstatement - is to include in the issues under discussion items that can then be painlessly removed. By pretending that this is a concession, you can demand similar steps from your partner instead. Moreover, some items may contain clearly unacceptable for the partner proposals.

- Putting the wrong accents in one's own position - to show the partner an extraordinary interest in solving an issue that is really secondary. Sometimes this is done in order to remove this issue from the agenda, to obtain the necessary decisions on another, more important issue.

- Salami - means providing information about your interests, assessments, etc. in very small portions, similar to thin slices of salami. The technique is used to prolong negotiations, the need to find out more information from the partner, to force him to "open the cards" in order to gain an advantage, a field for maneuver.

- Ultimatum of requirements - used when one party declares its intention to withdraw from the negotiations, if their position is not agreed.

Last-minute demands - the essence of this event is that at the end of the negotiations, as soon as it remains to sign a contract, one of the partners makes new demands. If the other party is interested in the contract, it will accept these requirements, although the signing of the contract for this reason may "fail". While one party agrees with the requirements, the other puts forward more and more.

The main methods of perception of the partner in negotiations

The reason for the lack of mutual understanding between the negotiators in many cases is not the objective reality, but the inability

to correctly interpret people's thoughts and actions. Appropriate techniques are proposed to achieve mutual understanding. Necessary:

- put yourself in the place of a partner;
- compare your points of view;
- not to draw conclusions about the intentions of others on the basis of personal concerns;
- not to shift responsibility for their problems to the partner;
- discuss each other's perceptions;
- create a sense of involvement in the partner's decision-making;
- to coordinate decisions with the principles and image of communication participants;
- manage emotions.



### **Theoretical questions to Section 6**

1. Preparation and negotiation.
2. Stages of negotiations.
3. Strategy and tactics of negotiations.
4. Describe the method of reaching an agreement through business communication, when both parties have both common and opposing interests.
5. What structural elements of the negotiations can you name?
6. What is a rigid strategic approach to negotiation and how does it differ from others?
7. What is a soft strategic approach to negotiation and how does it differ from others?
8. What is the basic strategic approach to negotiation and how does it differ from others?
9. Who are R. Fisher and W. Yuri? What did they offer?
10. A good outcome of negotiations can be considered as the sum of seven elements. Name them.



## Test tasks 6

### ***1. Negotiations are...***

a) the process of exchanging information (facts, ideas, views, emotions, etc.) between two or more persons, communicating by verbal and non-verbal means to convey and receive information.

b) a coded idea, something that the sender transmits to the recipient

c) an abstract concept that has different meanings depending on the context

d) the method of reaching an agreement through business communication, when both parties have both common and opposing interests.

### ***2. How many stages of negotiations exist?***

a) 2

b) 3

c) 4

d) 5

***3. From which stage (according to experienced experts), if it is properly organized, 50% depends on the success of all further activities?***

a) 1

b) 2

c) 3

d) 4

### ***4. Tactical method of "avoidance of struggle" ...***

a) applies when they touch on issues that are undesirable for discussion or when they do not want to give the partner accurate information, an unambiguous answer.

b) is to include in the issues under discussion items that can then be painlessly removed.

c) means providing information about one's interests, assessments, etc. in very small portions, similar to thin slices of salami.

d) used when they want to prolong the negotiation process to clarify the situation, get more information from the partner, to further study the problem.

### ***5. Tactical technique of "procrastination or waiting"...***

a) used when they want to prolong the negotiation process to clarify the situation, get more information from the partner, to further study the problem.

b) applies when they touch on issues that are undesirable for discussion or when they do not want to give the partner accurate information, an unambiguous answer.

c) is to include in the issues under discussion items that can then be painlessly removed.

d) means providing information about one's interests, assessments, etc. in very small portions, similar to thin slices of salami.



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# **SECTION 7**

## **MANIPULATIONS IN BUSINESS COMMUNICATION**



- 1. Methods of manipulation in business communications**
- 2. The use of neurolinguistic programming in business**



## 1. Methods of manipulation in business communications



Manipulation is a type of psychological influence, the masterful realization of which leads to the hidden arousal of another person's intentions, which do not coincide with his real desires. Based on these considerations, you can also identify the main components of the process of manipulation:

The object of manipulation is the human consciousness and mass consciousness, which are exerted a certain influence in order to achieve the desired result.

The victim of manipulation is a person, a group of people, a society (object of manipulation), which have been used or in some way contributed to the achievement of the established goal.

The subject of manipulation is a person (group of people) who initiated the manipulation of consciousness to achieve a certain goal.

Tools of manipulation are ideas, receptions, forms, ways, methods which use allows to influence consciousness of the person for achievement of the certain purpose.

Targets of manipulative influence should be divided into five groups:

1. Pathogens of human activity: needs, interests, inclinations.

2. Regulators of human activity: group norms; self-esteem (self-esteem, self-esteem, pride); subjective relations; outlook; belief; belief; semantic, target, operational settings, etc.

Cognitive (Information) structures (including information-oriented basis of human behavior in general) - knowledge of the world around us, people and other various information that is the information support of human activity.

4. Operational structure of activity: way of thinking, style of behavior and communication, habits, abilities, skills, etc.

5. Mental states: background, functional, emotional.

It is obvious that manipulations in business and personal life are used very often. There are many communication formats suitable for business manipulation. This can be: the impact of advertising on the consciousness of the recipient, business negotiations, meetings, interviews, etc. In the process of business negotiations, for example, manipulations can occur in both verbal and nonverbal formats. Non-verbal manipulations are adjustment to the posture of the interlocutor, the pace of his speech, violation of permissible etiquette of proximal zones (finding closer to permissible), gaze. Verbal manipulations can include too good awareness of the facts of your personal and work history, mention of status subordination, constant emphasis on your dependent position. The manipulator often consciously chooses a time and place inconvenient for you to negotiate. In his team there are often clearly diametrically opposed roles: "provocateur-ally", "good-evil", etc.

Manipulations in business are used not only in relations with competitors, but also within the team, and in individual communication. For example, to motivate team members to solve a complex and cumbersome task, you can draw them pictures of a bright future and success, if the project. In most cases, it works.

As a rule, such manipulative influence in business communication is carried out by means of the following receptions:

1) offensive: in fact, this technique involves a series of actions aimed at destroying the "defense" of the partner by pressure of any force; often the blow is inflicted on a weak spot;

2) weakening the position of opponents;

3) demonstration of friendliness;

4) stuffing the price;

- 5) waste and evasion of negotiations and confrontations, waiting;
- 6) demonstration of weakness;
- 7) demonstration concessions;
- 8) all sorts of logical tricks.

There are several techniques for resisting manipulation.

1. Information dialogue. Clarification of one's own position and the partner's position using question-and-answer technology: questions about the substance of the case, about goals, limitation of the discussion area ("what exactly are we talking about now?"), Refusal or postponement of the answer, apparent lack of reaction.

2. "Psychological sambo". Question to question; vague confusing answer, cold politeness, endless clarification ("what do you mean?").

3. Civilized confrontation. Open opposition and confrontation of the partner, sustained within the framework of politeness and business etiquette. This can be a logical confrontation, controversy, hard opposition, "soft" but reasonable refusal, etc.

4. Counter manipulation. Using identical communication technology against a partner.

E. Shostom also identified four types of manipulative schemes (manipulative scheme can be defined as a behavioral or game stereotype):

Active manipulator - tries to control others with active methods. He will not show his weakness in the relationship, but will play the role of a man full of strength. In doing so, he uses his social position, as well as applies a system of rights and responsibilities, orders and requests, etc., managing people like puppets.

Passive manipulator - is the opposite of active. This type of person decides that because he can not control life, he will give up the effort and allow himself to dispose of an active manipulator. The passive manipulator pretends to be helpless and plays the role of "oppressed". He wins with his lethargy and passivity, allowing himself to work for himself.

A manipulator who competes - treats life as a state that requires constant vigilance, because here you can win or lose - there is no third option. For this type of person, life is a battle where all other people are rivals or enemies. This person oscillates between the methods of

"oppressor" and "oppressed", so is the middle link between the active and passive manipulator.

Indifferent manipulator - tries to move away from contacts, pretends that he does not care. However, in reality, his behavior is related to the possibility of beating his partner.

The manipulator tries to influence so that the subject does not notice it. The objects of influence can be such features of the human psyche as: needs, attitudes, value orientations of the individual, stereotypes, fear, anxiety.

## **2. The use of neurolinguistic programming in business**



Neurolinguistic programming is now firmly entrenched in everyday life. Areas where this science has found successful application, many - from relationships between people and ending with many social areas that require large and small audiences. These include medicine, education, television, advertising and, of course, business.

The very concept of neurolinguistic programming is deciphered as a field of knowledge that studies the experience of successful

people who have achieved high results in life. On the other hand, these are ways to teach other people the methods, techniques and techniques that will ultimately help achieve the same high results. In business, neurolinguistic programming has many positive characteristics:

- increases motivation and self-motivation;
- allows you to successfully apply effective communication technologies;
- gives the opportunity to find such skills as the ability to persuade, set goals and organize your life;
- changes the way of thinking in order to achieve goals;
- provides an opportunity to rethink the experience of the past and competently restructure plans for the future.

There are several types of neurolinguistic programming. The most common and effective in business are the following:

1. NLP as a set of techniques for manipulation. With the help of short extracts from psycho-correctional techniques, you can manipulate anyone. However, the effect of this process is quite short.

2. As one of the areas of cognitive psychology, when the simulated strategies of people have already succeeded and are used as ideas to teach the success of others.

3. As a means of improving the effectiveness of communication of different groups of people on whom the success of the business depends. This version of NLP is implemented in companies in several ways:

- development of various communication skills (negotiation, successful conclusion of agreements, etc.);
- increasing the effectiveness of managers' thinking;
- increase the efficiency of internal and external communication of all employees of a particular company.

The use of NLP in management, business, advertising and other "engines" of trade has many positive aspects:

1. The uniqueness of the techniques used to achieve high results in the work of the company, as well as for its development.

2. Systematic, which appears due to the logic of building control levels of various objects and processes.

3. Versatility of a set of tools for the development of corporate relations, as well as for personal and team use.

4. The long-term relationship established with the help of NLP techniques between customers, contractors and partners, which in general has a positive impact on business development.

If we consider the combination of neurolinguistic programming techniques in business, then here, as they say, all tools are good. Conditionally, we can distinguish two groups of NLP techniques depending on the degree of their orientation.

Personal - anchoring, technique "Wave", hypnosis.

Interpersonal - the same anchoring and hypnosis, plus the method of calibration and language strategies.

The following techniques are most often used to increase the efficiency of services:

- subtext (another meaning of what was said);
- synesthesia (mixing or switching information channels);
- use of humor;
- marking;
- metaphors;
- adjustment by values.

In essence, all NLP is based on the following principles.

The world is an infinite variety of all kinds of sensory manifestations, but we are able to perceive through our senses only a very small part of this diversity. And the part we perceive is "filtered" by our unique experience, culture, language, beliefs, values, interests and assumptions. Each of us lives in a unique reality, built from our sensory impressions and individual life experiences, and we act based on what we perceive - our model of the world or "reality map". That is, ***the map of reality*** is a unique idea of the world of each person, built on his individual perception and individual experience.

The processes that take place in man himself and in his interaction with the environment are systemic. Our bodies, our communities and our universe form a single whole of complex systems and subsystems that constantly interact and interact with each other. It is impossible to completely isolate any part of the rest of the system, which is based on a certain "self-organization" and strives for a natural optimal state of balance or stability.

All NLP models and techniques are based on a combination of these two principles. The NLP belief system believes that people cannot know reality. The most effective people who have a map of the

world that allows them to comprehend the largest number of possible choices and prospects.

### *Strategy of effective communication*

According to Joseph O'Connor, in order to be a successful communicator, you need to remember that the meaning of communication is the reaction: "Communication is a vicious cycle: what you do affects another person, and what he does, affects you. you can take responsibility for your part in this cycle. you are already making an impact on other people, the only choice is to realize or not realize the effect you are having".

### *Installing a report*

Rapport (or empathy) is needed to interact freely and establish an atmosphere of trust, confidentiality and participation. "Report - the process of building and maintaining a relationship of mutual trust and understanding between two or more people, which creates an opportunity to provoke a reaction from another person." What we say may build or destroy a report, but that is only 7% of communication. It is like a dance in which each partner responds and "reflects" the movements of the other with their own movements. They are involved in a dance of mutual sensitivity. "To establish rapport means to join the" dance "of another person, adapting to his body language sensitively and respectfully. It builds a bridge between yours and his model of the world".

### *Adjustment technique*

Adjustment is not imitation, which is noticeably exaggerated and indiscriminately copies the movements of another person, which is often considered offensive. You can adjust to the movements of the hand with weak movements of the brush, to the movements of the body - the corresponding movements of the head. This is called "cross-reflection". You can also adjust to the distribution of body weight and the main posture. Adjusting to breathing is a very powerful way to establish a report. "Thus, rapport is the general context around a verbal message. If the meaning of communication is the reaction it elicits, then the construction of the report is the ability to elicit reactions".

### *Connection and maintenance technique*

The report allows you to build a "bridge" to another person: we get some fulcrum for understanding and contact. In NLP it is called at

connection and conducting. Joining is a change in one's behavior so that another person can emotionally "follow" us. Management will not work without rapport. We join constantly to adapt to different social situations, we join other cultures, respecting other people's traditions. Joining and leading is the basic idea of NLP, which implies positive intentions and is a powerful tool to promote consent or shared results. To join and lead successfully, you should closely monitor the behavior of the interlocutor, constantly adjusting (it is impossible to adjust once and for all). In addition, you should constantly calibrate the reactions of the interlocutor and be quite flexible in their own behavior.

#### *Calibration technique*

Calibration is the ability to recognize another person's condition by nonverbal "signals." A person may notice subtle differences in how another person experiences different memories and different states. For example, if a person remembers a frightening experience, his lips may become thinner, his skin pale, and his breathing may become shallow. While remembering the pleasant events, it is likely to look different: the lips will become fuller, the face will turn pink, it will relax the muscles, breathing will become deeper and smoother. Given these simple patterns of human behavior, in the process of communication can predict the reactions of the interlocutor and "keep" him in a certain state.



#### **Theoretical questions to Section 7**

1. What is manipulation? What are the objects of manipulation?
2. Methods of manipulation in business communications.
3. The use of neurolinguistic programming in business.
4. What are the techniques of resistance to manipulation?
5. There are four types of manipulative schemes. List them.
6. NLP as a set of techniques for manipulation. Discover the essence.

7. NLP as one of the areas of cognitive psychology. Discover the essence.

8. NLP as a means of improving the effectiveness of communication of different groups of people. Discover the essence.

9. What is a reality map?

10. NLP is based on principles. Name them.



### Test tasks 7

***1. The type of psychological influence, the masterful realization of which leads to the hidden arousal of another person's intentions, which do not coincide with his real desires - is...***

- a) Manipulation tools
- b) Manipulation
- c) The subject of manipulation
- d) Victim of manipulation

***2. A person, a group of people, a society (object of manipulation), which have been used or in some way contributed to the achievement of the set goal - is ...***

- a) Manipulation tools
- b) Manipulation
- c) The subject of manipulation
- d) Victim of manipulation

***3. Ideas, techniques, forms, methods, methods, the use of which allows to influence the human consciousness to achieve a certain goal - is...***

- a) Manipulation tools
- b) Manipulation
- c) The subject of manipulation
- d) Victim of manipulation

**4. What is a reality map?**

- a) A unique view of the world of each person, built on his individual perception and individual experience.
- b) Open opposition and confrontation of the partner, sustained within the framework of politeness and business etiquette.
- c) Clarification of your own position and the position of a partner using question-and-answer technology
- d) A picture of a bright future and success, if the project is successful

**5. The field of knowledge that studies the experience of successful people who have achieved high results in life, ways to teach other people the methods, techniques and techniques that will ultimately help achieve the same high results is called...**

- a) Neurolinguistic programming
- b) Civilized confrontation
- c) Information dialogue
- d) There is no correct answer



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# SECTION 8

## FUNDAMENTALS OF INTERCULTURAL COMMUNICATION



1. Tolerance
2. Intolerance
3. The principle of dialogue in intercultural communication

## 1. Tolerance



The great diversity of the world's cultures, the increase of the population under the conditions of limited natural and energy resources of the Earth, the growth of poverty, moral impoverishment, tensions in relations - all this makes tolerance the most important condition for peaceful coexistence. The concept of tolerance means respect, acceptance and correct understanding of the diversity of cultures of our world, forms of self-expression and manifestation of human individuality. This is what makes peace possible and leads from an ideology of violence and war to a culture of peace.

Tolerance is not progress, not relief or indulgence. This is, above all, an active attitude, formed on the basis of recognition of universal human rights and freedoms. Under no circumstances can tolerance be an excuse for encroaching on core values.

Tolerance must be shown by individuals, groups and states. The principle of tolerance in intercultural communication implies respect for the right of each person to preserve his or her individuality and cultural identity. Intercultural communication can be successful only with tolerance, respect for the right to communicate to preserve and affirm the identity of their culture.

Intercultural tolerance begins with tolerant communicative behavior, which is associated with the formation of politeness, language etiquette, political correctness and communication culture.

This means use of formulas of polite behavior, namely the ability to give an emotional assessment (to express joy, satisfaction, sympathy, location, satisfaction, interest, approval, ability to calm someone), the ability to agree, encourage action, offer help, accept invitations and more.

The formation of tolerance is due to the development of such qualities as resistance to increased psychological stress, long-term emotional stress, the ability to quickly and skillfully resolve personal and group conflicts, high morality, which allows you to be an example to follow.

Three "T" -Patience, Tolerance, Tolerance - this is the formula for intercultural communication. Almost everyone is able to intuitively distinguish good behavior from bad, but this quality of man is not innate, it is formed in the process of practical communication between people and expresses the historical experience of collective and individual ideas, feelings and attitudes. In this regard, tolerance is formed in intercultural communication, which is the education of respect for other peoples, their traditions, values and achievements, awareness of differences and acceptance of all ethnic and cultural diversity of the world. In this context, the model of tolerant relations is a society in which freedom and tolerance for any opinion prevail.

Tolerance is a mutual freedom that people use to believe and say what seems true to them, so that everyone's expression of their beliefs and thoughts does not carry any violence. Tolerance as an imperative for the interaction of peoples and cultures is the existence of cultural differences, ethnic, racial, social, and others. -in human communities and respect for those differences that are the result of natural and historical development, and does not imply unconditional tolerance for social inequality in its extreme manifestations. Where group affiliation coincides with class (ie social inequality), "tolerance is definitely excluded", and where cultural differences coincide with class differences (social inequality), intolerance becomes "particularly fierce". Tolerant approach in intercultural communication means that certain cultural features of an individual or group -these are just some of the many features and they can not subordinate all others, and acts

as a condition for maintaining differences, as the right to difference, dissimilarity, difference. In this approach, the perception of another's culture is based on the comparison of elements of another's culture with similar elements of one's own culture on both a rational and sensory-emotional basis. A person's feelings of understanding or hinder him, set his boundaries. In the course of this comparison, another culture is introduced into the world. The essence of man is revealed in social interaction, which gives the opportunity to show respect for others, maintain open, positive relationships with others, learn communication skills of emotion and emotion management culture, mastery of practical skills of conflict management.

There are the following:

1. tolerant-cognitive stage involves the process of thinking and cognition, understanding of information and perception of guidelines, phenomena and events, taking into account their tolerant nature;
2. tolerant-emotional stage encourages the formation of feelings of national equality, mutual respect of cultures, the creation of a comfortable climate through the achievement of friendly relations;
3. tolerant-motivational stage activates tolerant motivation of behavior, affirming the diversity and uniqueness of cultures and nationalities;
4. tolerant-behavioral stage is realized through practical skills of moral guidelines of peaceful behavior in the process of interaction of all subjects of communication.

A positive understanding of tolerance is achieved by clarifying its opposite - intolerance, or intolerance, which is based on the belief that your group, your system of views, your way of life are above all others.

## 2. Intolerance



At the heart of intolerance is the rejection of the other for what he looks, thinks, comes differently. Intolerance breeds the desire for domination and destruction, for the denial of the right to exist of those who adhere to other norms of life. Practically intolerance is expressed in a wide range of forms of behavior - from ordinary rudeness, contempt for people of other nationalities and cultures to ethnic cleansing and genocide, deliberate and deliberate destruction of people.

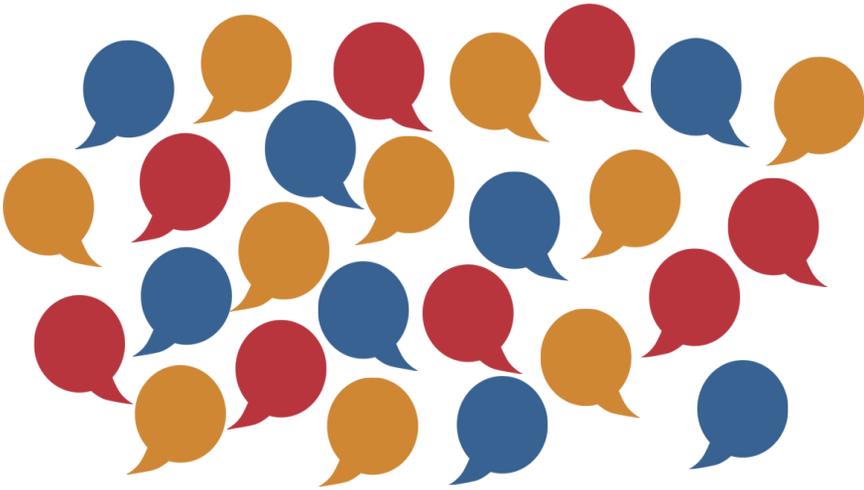
The main forms of intolerance are:

1. insults, ridicule, expressions of contempt;
2. negative stereotypes, prejudices, superstitions based on negative traits and qualities; ethnocentrism;
3. discrimination on various grounds in the form of deprivation of social benefits, restriction of human rights, artificial isolation in society;

4. racism, nationalism, exploitation, fascism;
5. xenophobia in the form of ethnophobia, migrantophobia;
6. desecration of religious and cultural monuments;
7. expulsion, segregation, repression;
8. religious persecution.

The most widespread and terrible example of ethnic intolerance is the genocide of Jews in Nazi Germany. The German government's sense of superiority of Aryan origin over others led to the mass extermination of not only Jews but also Russians, Ukrainians, Poles, and others. Concentration camps, gas chambers, repressions, and deportations — all these components of the fascist regime became a manifestation of the German nation's own sense of superiority over the "lower" ethnic groups. Another example of intolerance on this basis is the genocide of Armenians by the Turks in 1915, which led to a large number of civilian casualties. In the conditions of polyethnicity, multilingualism, multiculturalism, education of tolerance is multifaceted and often has the character of multicultural education, the main goals of which are: deep and comprehensive mastery of the culture of one's own people as a prerequisite for integration into other cultures; formation of ideas about the diversity of cultures in the world and the education of a positive attitude to cultural differences; formation and development of skills and abilities of effective interaction with representatives of different cultures; education in the spirit of peace, tolerance, humane interethnic communication.

### 3. The principle of dialogue in intercultural communication



The main educational principle in achieving these goals can be the principle of dialogue, which allows you to combine in the thinking and activities of people different, non-reducible cultures, forms of behavior and activities, values. This significance of dialogue is due to the fact that: dialogue is considered not only as a heuristic method of assimilation of any knowledge, but also as a factor that determines the essence and meaning of the transmitted information; it gives a real practical meaning to the interaction of cultures that communicate with each other, and becomes a permanent basis in the development and interaction of cultures.

"Tolerance" -a term that is not everywhere and not everyone is perceived in a positive light. For many it is reluctance, cowardice, lack of strict moral principles that are worth fighting for. As a result, there is a situation where tolerance and tolerance shows only one side. But the second actively imposes its rules of the game. Modern Europe has faced a similar problem. The large number of migrants from the Muslim East and from Africa has led to significant cultural shifts. The migrants themselves do not want to assimilate at all, which is quite understandable. They live as they are used to, as they see fit. And tolerant Europeans, of course, can not force them - because it violates

the rights of the individual. It seems that the behavior is absolutely correct. But is it possible to harmonize interethnic relations in a situation where there is essentially no dialogue?



### Theoretical questions to Section 8

1. What makes peace possible and leads from the ideology of violence and war to a culture of peace
2. Three "T" -Patience, Tolerance, Tolerance - this is the formula for intercultural communication. Describe it.
3. Through the development of such qualities is the formation of tolerance?
4. What is tolerance? What is the difference between tolerance and intolerance?
5. What is the basis of intolerance?
6. What is the most widespread and terrible example of ethnic intolerance?
7. What are the main forms of intolerance?
8. What is the basic educational principle in achieving goals, which allows you to combine in the thinking and activities of people different, non-reducible cultures, forms of behavior and activities, values?



## Test tasks 8

**1. This concept means respect, acceptance and correct understanding of the diversity of cultures of our world, forms of self-expression and manifestation of human individuality.**

- a) Tolerance
- b) Intolerance
- c) Intercultural communication
- d) There is no correct answer

**2. The formula for intercultural communication is called...**

- a) Tolerance
- b) Patience, Tolerance
- c) Patience, Tolerance, Tolerance
- d) There is no correct answer

**3. The concept of intolerance is based on...**

- a) rejection of another for what he thinks, thinks, does otherwise
- b) the desire for domination and destruction, for the denial of the right to exist of one who adheres to other norms of life
- c) rudeness, contempt for people of other nationalities and cultures, desire for ethnic cleansing and genocide, deliberate and deliberate destruction of people
- d) all answers are correct

**4. An example of the most widespread and terrible manifestation of intolerance on ethnic grounds is...**

- a) the genocide of the Jews of Nazi Germany
- b) the First World War
- c) World War II
- d) the Revolution of Dignity

**5. The main forms of intolerance are:**

- a) insults, ridicule, expressions of contempt
- b) negative stereotypes, prejudices, prejudices based on negative traits and qualities; ethnocentrism
- c) discrimination on various grounds in the form of deprivation of social benefits, restriction of human rights, artificial isolation in society
- d) all answers are correct



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## VOCABULARY

***A business letter*** is a type of document whose function is to regulate business relations between organizations and business partners.

***A document*** is a text that controls the actions of people and has legal force.

***A normal temperament*** is a character with no distinct personality traits.

***A sanguine person*** is a type of temperament characterized by high psychological activity, energy, high performance, quick reaction, variety and richness of facial expressions, fast speech rate.

***A summit*** is a form of international communication that allows a meeting of leaders or representatives of states, territories, organizations, and is implemented as a type of international conference.

***Accentuation*** is a vivid expression of personality traits.

***Act*** - a document drawn up to confirm established facts, events, actions.

***Agreement*** - a document that secures the legal relationship of partners.

***An image*** is a purposefully created image that endows an object (personality, organization, etc.) with additional social and political values that enhance its emotional perception.

***An order*** is a legal act issued by the head of an organization acting on the basis of a single decision-making in order to resolve the main and operational tasks facing the organization.

***Application*** - a document addressed to an official and containing a request from the employee.

***Argumentation*** - giving reasons or arguments in order to change the position or beliefs of the communication partner.

***Authority*** is the generally recognized influence of a person or organization in various spheres of social life, based on knowledge, moral merit, and experience.

***Business communication*** is the exchange of information of intellectual and emotional content that is significant for communication participants in order to achieve the goals of joint activities.

**Business Communications** is an applied discipline that studies the problems of communications in the business sphere in their organizational, psychological and moral aspects.

**Business conversation** - oral speech contact between mutually interested people which have the necessary authority to establish business relationships and resolve business problems.

**Character** is a set of stable individual personality traits that emerge manifested in activity and communication, defining her typical ways of behaving and responding to life circumstances.

**Choleric** is a type of temperament characterized by a high level of mental activity, vigor of actions, sharpness, impetuosity of movements, their fast pace, impetuosity.

**Communication barriers** are objective and subjective obstacles that prevent adequate perception and understanding of information.

**Communication** is a complex multidimensional process of establishing connections between people, involving the exchange of thoughts, feelings, actions.

**Communication** is a complex multidimensional process of establishing and developing contacts between people (interpersonal communication) and groups (intergroup communication), generated by the needs of joint activities.

**Communication** is the exchange of thoughts, information, ideas, etc., as well as the transfer of one or another content from one consciousness (collective or individual) to another by means of signs fixed on material carriers.

**Communication theory** is a science that studies communication, its structure, place and role in society, means of communication and communication processes.

**Communicative competence** is a complex personal characteristic, including communicative abilities and skills, psychological knowledge in the field of communication, personality traits, psychological states accompanying the communication process.

**Competition** is one of the forms of social interaction between people, which consists in achieving goals in the face of their confrontation.

**Compromise** is a strategy of behavior in a conflict, focused on certain concessions in exchange for concessions on the part of the opponent.

**Conflict** is the highest form of development of contradictions that arise in the process of interaction between the parties and manifests itself in an open clash of opinions, positions and forces.

**Conflicting behavior** is behavior that generates conflict.

**Conflictology** is an applied science about the laws of origin, origin, development, resolution and completion of conflicts of any level.

**Confrontation** is a confrontation, a clash of sides.

**Cooperation** is a strategy of behavior in a conflict, which consists in an orientation towards a joint search for a solution that satisfies the interests of all parties.

**Documentation support of management** - an activity that provides documentation and organization of work with official documents.

**Documentation system** - classification of documents interconnected according to the characteristics of origin, purpose, type, field of activity, uniform requirements for their registration.

**Documenting** is a regulated process of recording information on various media, ensuring its legal force.

**Downstream communications** - messages sent by senior management to lower-level leaders who bring information to subordinates.

**Emotions** are physiological states of the body, which have a pronounced subjective color and cover all types of feelings and experiences of a person.

**Explanatory note** - a document explaining the reasons for any action, fact, incident, drawn up by an employee of the organization and presented to a higher official.

**External business communications** are communications between the organization and the environment.

**Extraversion** is a characteristic property of a person, manifested in the direction of his perception, feelings, interests in the world around him.

**Feedback** is the expression of thoughts and feelings about the speech and behavior of the communication partner.

**Formal communications** are communications that are established using the rules enshrined in job descriptions and internal

regulatory documents, on the basis of which the interaction of employees and organizational units is built.

**Forum** is a major event held to identify or solve any global problems.

**Help** - a document drawn up with the aim of describing the facts of the basis of the organization's activities or confirmation of information of a biographical or official nature.

**Horizontal communications** are various forms of communication between colleagues, i.e. hierarchically equal individuals within one unit or between units.

**Imageology** is an applied science about the patterns of image formation, its structure, the means and methods used in this.

**Informal communication** is a type of intra-organizational communication in which information exchange takes place between employees of an organization outside of their connection with production responsibilities and place in the organizational hierarchy. "

**Internal business communications** are any communications within an organization carried out between different levels and departments.

**Interpersonal perception** - the formation of a holistic image of a communication partner and his understanding.

**Introversion** (English introversion; from Lat. Intro - inward + versae, versie - turn) is a characteristic personality trait, manifested in absorption in one's own problems and experiences and a weakening of attention to the world around.

**Language** is a system of signs that serves as a means of human communication and mental activity.

**Literary speech** is speech focused on a specific form of speech samples, which is recorded in dictionaries, grammar, textbooks.

**Meeting** is a form of collegial discussion of issues with the aim of informing about the current situation and making decisions on them.

**Melancholic** is a type of temperament characterized by a low level of mental activity, slow reactions to acting stimuli, restraint of motor skills and speech, and rapid fatigue.

**Memorandum** - a document addressed to the head of the organization, containing a detailed statement of any issue with the conclusions and proposals of the author.

**Message** - information encoded using symbols.

**Minutes** - a document containing a record of the course of discussion of issues and decision-making at meetings, meetings, sessions, conferences, business meetings.

**Negotiation** is a form of interaction between business partners to reach an agreement with coinciding or opposite interests.

**Non-reflective listening** is the maximum concentration on the content of the interlocutor's speech without interfering with it with your remarks and remarks.

**Organizational and legal documentation** is a set of legal documents that establish the status of an organization, its structure and scope of activity.

**Personality** is a concept denoting a set of stable social and psychological qualities of a person that make up his individuality.

**Personality trait** is a stable personality trait that determines the thinking and behavior characteristic of it.

**Phlegmatic** is a type of temperament characterized by slowness, weak expression of emotions and, in general, mental activity.

**Plan** - a document that establishes a list of activities planned for implementation, their sequence, volume (in one form or another), terms, responsible executors.

**Planning documentation** is a set of documents regulating the activities of an organization in the time perspective.

**Reference and information documentation** - a set of documents containing information about the actual behavior of cases.

**Reflexive listening** is the process of deciphering the meaning of messages and establishing active feedback with the interlocutor.

**Regulatory documentation** - a set of documents regulating the current activities of an organization.

**Reporting documentation** - a set of documents on the results of the activities of an organization or an entrepreneur for a certain period.

**Requisites** are mandatory elements of documentation.

**Rhetoric** is the science of public speaking.

**Rivalry** is a strategy of the opponent's behavior in a conflict, which consists in focusing on one's own interests, imposing on the other side a preferred solution for oneself in an open struggle.

**Social conflicts** are conflicts derived from social and social relations in which people participate.

***Social perception*** is a holistic perception of the subjects of communication, which can be both individuals and groups of people.

***Speech communication*** is an activity that includes the transmission and perception of information through language.

***Speech*** is a form of communication (communication) between people through language.

***Synthon*** is a sign of sincere acceptance of another person.

***Temperament*** is a characteristic of a person in terms of the dynamic characteristics of his mental activity.

***The agenda*** is a rigorous plan for a series of social interactions between the meeting participants in order to work out a collective solution.

***The dynamics of the conflict*** is the course of the development of the conflict under the influence of objective and subjective factors.

***The orientation of the personality*** is such a leading psychological property of the personality, in which the system of its impulses to life and activity is presented.

***The psychological structure of the personality*** is an integral model, within which the interconnection and interaction of relatively stable components (sides) of the personality is expressed.

***The psychological type of personality*** is such a combination of personality traits in a person that allows him to be attributed to one of the groups conditionally distinguished according to a certain criterion.

***The type of listening*** is the peculiarities of listening to the interlocutor, due to the mental properties of the one who listens and his attitude towards the communication partner.

***Upstream communications*** are messages sent from a lower level of an organization to a higher one.

***Verbal communication*** is the transfer of information through speech.

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