


MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
CENTRAL UKRAINIAN NATIONAL TECHNICAL
UNIVERSITY
ECONOMIC FACULTY
DEPARTMENT OF ECONOMY, ENTREPRENEURSHIP AND
HOTEL AND RESTAURANT BUSINESS

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SYLLABUS OF THE ACADEMIC DISCIPLINE

Course title	BUSINESS COMMUNICATION IN PROFESSIONAL AND PUBLIC ACTIVITIES
Teacher 	Buhaieva Mariia Viktorivna, Candidate of Economic Sciences, Associate Professor, Professor at the Department of Economics, Entrepreneurship, and Hotel and Restaurant Business
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Scope and Characteristics of the Discipline	Total number of credits – 3, hours – 90. Format: full-time (offline / face-to-face) / distance (online). Language of instruction: English
Consultations	Consultations are held according to the Schedule posted on the information resource moodle.kntu.kr.ua; via Zoom video conferences, by email, Viber, or Telegram by prior arrangement.
Prerequisites	<p>The successful study of the discipline requires students to have a solid foundational knowledge base obtained through the prior study of such courses as: Microeconomics, Macroeconomics, International Economics, Economic Theory, Management, Foreign Language (English).</p> <p>Since the discipline emphasizes professional and international communication, students must be able to speak English at a level not lower than B1, ensuring the ability to read academic and professional literature, engage in international discussions, and prepare analytical materials in the context of economics and international economic relations.</p>

1. The aim and tasks of the discipline

This course provides an in-depth exploration of business communication principles and practices.

Emphasis is placed on both professional communication (within and between enterprises, institutions, and organizations, including international economic entities) and public communication (external, stakeholder, intercultural, and societal interactions). Students will examine advanced theories of communication, engage in practical skill-building, and analyze real-world national and international cases to develop effective strategies of interaction under conditions of global uncertainty, market volatility, and socio-economic risk.

Business communication in the professional and international economic environment is held to higher standards than everyday communication, since misunderstandings carry significant consequences for enterprises, international partnerships, and state-level economic relations. Therefore, the course focuses on developing the competencies needed to communicate clearly, ethically, and persuasively in complex international business contexts.

Credits / Hours: 3 ECTS credits (90 hours total, including class contact and independent study).

Course Objective

By the end of the course, students will be able to:

Integrate theory and practice: understand advanced concepts, models, and processes of business and international communication and apply them to solve complex problems in economics and international relations (aligning with the integral competence of solving complex tasks through research and innovation under conditions of uncertainty).

Adaptation and flexibility: adjust communication styles and strategies to dynamic conditions of global markets, intercultural environments, and international negotiations.

Cross-disciplinary and cross-cultural communication: effectively communicate and collaborate with professionals from different countries, disciplines, and organizational levels, using appropriate terminology, digital tools, and multilingual skills.

Ethical and accountable communication: demonstrate determination, responsibility, and adherence to ethical standards in all professional and international communications, upholding agreements and international commitments.

Managerial and diplomatic communication skills: utilize communication as a tool for effective management of economic entities, international projects, and partnerships; resolve problems and make informed decisions in cross-border economic relations.

Practical outcomes:

show initiative and independence in national and international communication scenarios;

design and apply communication-based incentives to motivate employees, partners, and international stakeholders;

use modern business communication techniques to interact with diverse professional and cultural groups;

execute professional tasks in economics and international relations with competence, creativity, and strategic foresight;

make decisions that enhance organizational effectiveness through the use of strategic communication and negotiation;

resolve complex, uncertain, and intercultural situations in global economics and trade via effective communication, mediation, and conflict resolution.

2. Course Policy and Academic Integrity

It is expected that higher education students will adhere to the principles of academic integrity and be aware of the consequences of its violation.

In organizing the educational process at the Central Ukrainian National Technical University, students, faculty, and administration act in accordance with the Regulations on the Organization of the Educational Process, the Regulations on the Organization of Elective Academic Disciplines and the Formation of the Individual Study Plan of a Higher Education Student, and the Code of Academic Integrity of CUNTU.

3. Syllabus of the Academic Discipline

№	Titles of the Topics	Total hours	Tasks
1	<p>Theme 1. Foundations of Business Communication</p>	9	<p>1. Independently study the theoretical material.</p> <p>2. Practical Session:</p> <ul style="list-style-type: none"> - Discussion Topic: “Communication as a Strategic Tool in Hospitality, Trade, and Entrepreneurship” - Practical Assignment: Analyze the Communication Process in a Business Setting - Case Study: “The Lost Order – Miscommunication in a Catering Request” <p>3. Self-Study Questions</p> <p>4. Interactive Assignments:</p> <ul style="list-style-type: none"> - Matching Exercise - True or False Quiz <p>5. Scenario-Based Challenge – “Email Gone Wrong”</p> <p>6. Communication Strategy Simulation – “You’re the Catering Coordinator!”</p>
2	<p>Theme 2. Ethical and Cross-Cultural Aspects of Business Communication</p>	7	<p>1. Independently study the theoretical material.</p> <p>2. Practical Session:</p> <ul style="list-style-type: none"> - Discussion Topic: “When Ethics and Culture Collide in Business”. - Case Study: “The Misread Gesture”. <p>2. Self-Study Questions:</p> <p>3. Interactive Assignments for Theme 2</p> <ul style="list-style-type: none"> - Matching Exercise – Ethics and Culture in Business Communication - True or False Quiz – Ethics and Cross-Cultural Concepts - Scenario-Based Challenge – “Email Across Cultures” <p>4. Ethical Decision-Making Simulation – “You’re the Export Manager!”</p>
3	<p>Theme 3. Psychology of Business Communication</p>	8	<p>1. Independently study the theoretical material.</p> <p>2. Practical Session:</p> <ul style="list-style-type: none"> - Discussion Topic: “Why Don’t They Hear Me?” Psychological Barriers to Communication - Practical Assignment: Communication Style Role-Play - Case Study: “The Silent Employee” <p>3. Self-Study Questions</p> <p>4. Interactive Assignments:</p> <ul style="list-style-type: none"> - Matching Exercise – Psychology in Business Communication

			<ul style="list-style-type: none"> - True or False Quiz – Psychological Communication Concepts - Scenario-Based Challenge – “The Overreaction” <p>5. Communication Strategy Simulation – “You’re the Front Desk Team Leader!”</p>
4	Theme 4. Negotiation Skills and Strategies	10	<p>1. Independently study the theoretical material.</p> <p>2. Practical Session:</p> <ul style="list-style-type: none"> - Discussion Topic: “What Makes a Negotiation Successful?” - Practical Assignment: Negotiation Role-Play - Case Study: “The Discount Dilemma” <p>3. Self-Study Questions</p> <p>4. Interactive Assignments for Theme 4</p> <ul style="list-style-type: none"> - Matching Exercise – Key Negotiation Terms - True or False Quiz – Negotiation Strategy Concepts - Scenario-Based Challenge – “Supplier Showdown” <p>5. Negotiation Simulation – “You’re the Logistics Account Manager!”</p>
5	Theme 5. Advanced Negotiation Techniques and Influence	10	<p>1. Independently study the theoretical material.</p> <p>2. Practical Session:</p> <ul style="list-style-type: none"> - Discussion Topic: “Ethics and Strategy in Tough Negotiations” - Practical Assignment: Advanced Negotiation Simulation - Case Study: “The Broken Trust Deal” <p>3. Self-Study Questions</p> <p>4. Interactive Assignments:</p> <ul style="list-style-type: none"> - Matching Exercise – Negotiation and Influence Concepts - True or False Quiz – Influence and Persuasion - Scenario-Based Challenge – “The Persuasion Puzzle” <p>5. Influence Simulation – “You’re the Sales Director!”</p>
6	Theme 6. Conflict Resolution and Difficult Conversations	10	<p>1. Independently study the theoretical material.</p> <p>2. Practical Session:</p> <ul style="list-style-type: none"> - Discussion Topic: “When Communication Escalates Conflict” - Practical Assignment: Conflict Management Role-Play - Case Study: “The Burned Bridge Between Partners” <p>3. Self-Study Questions</p>

			<p>4. Interactive Assignments:</p> <ul style="list-style-type: none"> - Matching Exercise – Conflict Communication Terms - True or False Quiz – Conflict Resolution Essentials - Scenario-Based Challenge – “The Angry Guest Review” <p>5. Simulation – “You’re the HR Lead”</p>
7	Theme 7. Internal Communications and Leadership	10	<p>1. Independently study the theoretical material.</p> <p>2. Practical Session:</p> <ul style="list-style-type: none"> - Discussion Topic: “What Makes Internal Communication Motivating or Demotivating?” - Practical Assignment: Internal Communication Scenario Role-Play - Practical Assignment: Internal Communication Scenario Role-Play <p>3. Self-Study Questions</p> <p>4. Interactive Assignments:</p> <ul style="list-style-type: none"> - Matching Exercise – Internal Communication Terms - True or False Quiz – Internal Communication Concepts - Scenario-Based Challenge – “The Mysterious Change” <p>5. Simulation – “You’re the Team Leader!”</p>
8	Theme 8. Written Business Communication	10	<p>1. Independently study the theoretical material.</p> <p>2. Practical Session:</p> <ul style="list-style-type: none"> - Discussion Topic: “When Writing Helps - or Hurts - Business Relationships” - Practical Assignment: Email Writing Simulation - Case Study: “The Unopened Proposal” <p>3. Self-Study Questions</p> <p>4. Interactive Assignments for Theme 8</p> <ul style="list-style-type: none"> - Matching Exercise – Elements of Effective Writing - True or False Quiz – Business Writing Essentials - Scenario-Based Challenge – “Lost in Translation” <p>5. Simulation – “You’re the Sales Assistant!”</p>
9	Theme 9. Public Speaking and Business Presentations	8	<p>1. Independently study the theoretical material.</p> <p>2. Practical Session:</p> <ul style="list-style-type: none"> - Discussion Topic: “What Makes a Business Presentation Memorable?” - Practical Assignment: Mini-Presentation Simulation

			- Case Study: “The Boring Pitch” 3. Self-Study Questions 4. Interactive Assignments: - Matching Exercise – Presentation Concepts - True or False Quiz – Public Speaking Essentials - Scenario-Based Challenge – “Investor or Intern?” 5. Simulation – “You’re the Speaker!”
10	Theme 10. Communication in Crisis and Uncertain Situations	8	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “When Crisis Hits: What Should Leaders Say First?” - Practical Assignment: Crisis Simulation Role-Play - Case Study: “The Mishandled Statement” 3. Self-Study Questions 4. Interactive Assignments: - Matching Exercise – Crisis Communication Concepts - True or False Quiz – Crisis Communication - Scenario-Based Challenge – “The Supply Chain Breakdown” 5. Simulation – “You’re the Crisis Spokesperson!”
Total		90	

4. Assessment System and Requirements

Types of Assessment: ongoing and final.

Form of Final Assessment: pass/fail test (credit).

During the semester, a student can earn a maximum of 100 points, including:
 First midterm control – 50 points. Second midterm control – 50 points

For ongoing assessment, students can earn points for: Active participation in lectures and practical classes; Demonstrating preparedness on the topic during oral questioning; Solving calculation-based practical tasks; Completing tests; Preparing reports, presentations, and individual assignments.

The number of points earned during the semester, combined with the points for the final credit work, constitutes the overall grade for the academic discipline according to: The 100-point scale; The two-level scale (“pass” / “fail”); The ECTS grading scale of learning outcomes.

Learning outcomes acquired through non-formal and informal education are recognized according to the Regulations on the Procedure for Recognizing Learning Outcomes Obtained through Non-Formal and/or Informal Education at the Central Ukrainian National Technical University.

In-class assessment criteria include:

Oral responses:

- Completeness of the answer;
- Logical structure and clarity of expression;
- Persuasiveness and expressiveness;
- Use of primary and additional literature;
- Analytical reasoning, ability to compare, and draw conclusions.

Written tasks:

- Completeness of the answer;
- Integrity, coherence, logical sequence, and ability to formulate conclusions;
- Independence in task execution;
- Neatness of presentation and formatting.

Participation in ongoing questioning, reports-presentations in practical classes, and preparation of individual assignments are evaluated at 5 points for:

A complete, detailed, and comprehensive explanation of the assigned question or problem;

A full list of the terms, categories, and provisions necessary to address the question;

Demonstration of creative abilities in understanding, presenting, and applying course material;

Ability to perform comparative analysis of different theories, concepts, and approaches, and to make independent logical conclusions and generalizations;

Ability to use methods of scientific analysis and synthesis when discussing course material;

Demonstration of the ability to express and justify one's own stance toward alternative views on the issue;

Use of relevant factual and statistical data supporting the answer's statements;

Mastery of the course topics according to both main and additional literature.

The score is reduced by 1 point if two of the above requirements for the highest score are not met.

A score of 0 points is given for lack of preparation for the class.

Testing: The student completes test tasks from the course topic, consisting of Self-Study Questions with 12 test questions, each worth 0.42 points.

Solving practical tasks:

5 points – task solved correctly;

4 points – minor mistakes in the solution;

3 points – at least 50% of the task completed correctly;

2 points – less than half of the task completed correctly;

1 point – at least 25% of the task completed correctly;

0 points – task not completed or completed incorrectly.

5. Recommended sources of information:

General

1. Бізнес-комунікації в міжнародному менеджменті: навч. посіб. / Батченко Л.В., Бондар І.С., Русавська В.А. Київ: Видавництво Ліра-К, 2017. 304 с.
2. Етика ділового спілкування : навчальний посібник / Т.Б. Грищенко, С.П. Грищенко, Т.Д. Іщенко та ін. К.: Центр учбової літератури, 2017. 344 с.
3. Креол Флемінг. Говорити легко та невимушено. Як стати приємним співрозмовником. Київ: Клуб сімейного дозвілля. 2020. 240 с.
4. Кріс Восс, Тал Рез. Ніколи не йдіть на компроміс. Техніка ефективних переговорів. Київ: Наш формат. 2019. 288 с.
5. Ларі Кінг, Білл Гілберт. Як розмовляти будь з ким, будь-коли і будь-де. Секрети успішного спілкування. Київ: Моноліт-Bizz. 2023. 204 с.
6. Попова О.В. Формування вмінь ділового спілкування фахівців технічного профілю: монографія. Харківський національний університет педагогічний університет ім. Г.С. Сковороди. 2016. 233 с.
7. Рахліс В., Павленко О. Переговори і медіація. Підручник для підготовки професійного переговорника. Дніпро: Гудвін. 2021. 344 с.
8. Снітинський В., Завальницька Н., Брух О. Діловий етикет у міжнародному бізнесі. Львів.: Магнолія. 2017. 287 с.
9. Сторожук О., Немченко Т., Заярнюк О. Ефективні бізнес-комунікації як стратегічна складова управління ризиками підприємства. *Економіка та суспільство*, 2023. (58). <https://doi.org/10.32782/2524-0072/2023-58-5>
10. Bovee C.L., Thill, J.V. Business Communication Today. (15th ed.). Pearson. 2021. URL: <https://www.pearsonhighered.com/assets/preface/0/1/3/5/0135891809.pdf>
11. Cardon P.W. Business Communication: Developing Leaders for a Networked World (4th ed.). McGraw-Hill. 2020. 608 p.
12. Dewey J. Introduction to Business Communications. Clanrye international, 2018. 249 p.
13. Lewicki, R. J., Barry B., Saunders D.M. *Essentials of Negotiation* (7th ed.). McGraw-Hill. 2020. 336 p.
14. Moran R.T., Abramson N.R., Moran, S.V. Managing Cultural Differences: Global Leadership Skills and Knowledge for the 21st Century (10th ed.). Routledge. 2023. 568 p.
15. McKay M., Davis M., Fanning P. The Communication Skills Book (3rd ed.). New Harbinger Publications. 2018.
16. Levchenko Y., Britchenko I. Business communications. Sofia: Prof. Marin Drinov Publishing House of Bulgarian Academy of Sciences, 2021. 124 p.

Additional

1. Бугаєва М.В., Запирченко Л.Д., Малихін О.В. Бізнес-комунікації як інструмент діагностики та аналізу ефективності підприємницької діяльності.

Вісник НТУ ХПІ Економічні науки. 2025. №2. С. 10-16. URL: <http://es.khpi.edu.ua/article/view/326076/315948>

2. Воронкова В.Г., Беліченко А.Г., Мельник В.В. Етика ділового спілкування. Львів: Магнолія. 2025. 311. ЦНТУ, Читальний зал №2. [174 (075.8)/E88].

3. Германюк Н.В. Роль комунікацій в управлінні організаційним процесом. *Ефективна економіка*. 2021. No 10. URL: <http://www.economy.nayka.com.ua/?op=1&z=9408>

4. Глінковська Б., Чеботарьов Є., Чеботарьов В. Крос-культурні підприємницькі комунікації. Старобільськ, 2018. 120 с.

5. Кравчук І.І., Лавриненко С.О. Управління знаннями та бізнес-комунікаціями – актуальні тренди інноваційного розвитку сучасних організацій. *Ефективна економіка*. 2022. No 1. URL: <http://www.economy.nayka.com.ua/?op=1&z=9868>

6. Креол Флемінг. Говорити легко та невимушено. Як стати приємним співрозмовником. Київ: Клуб сімейного дозвілля. 2020. 240 с.

7. Лавриненко С., Зелінська А., Бездітко О. Бізнес-комунікації та їх інноваційність в системі менеджменту підприємства. *Економіка та суспільство*. 2023. No 48. DOI: <https://doi.org/10.32782/2524-0072/2023-48-41>

8. Ларі Кінг, Білл Гілберт. Як розмовляти будь з ким, будь-коли і будь-де. Секрети успішного спілкування. Київ: Моноліт-Bizz. 2023. 204 с.

9. Мова тіла. Експерименти Альберта Маграбяна. URL: <https://masterlev.com.ua/mova-tila-eksperimenti-alberta-magrabyana/>

10. Назаренко С., Матюшенко Н. Вплив внутрішніх комунікацій на ефективність діяльності підприємств. *Економіка та суспільство* 2023. No 56. DOI: <https://doi.org/10.32782/2524-0072/2023-56-92>

11. Петропавловська С.Є., Ковтун К.Ю. Маркетингові комунікації в мережі інтернет як іноваційний інструмент стратегії просування. *Науковий вісник Полтавського університету економіки і торгівлі. Серія «Економічні науки»*. 2021. No 2–2 (104). С. 78–83. DOI: <https://doi.org/10.37734/2409-6873-2021-2-2-11>

12. Печериця В.А. Теорія міжкультурної комунікації у сфері бізнесу. Культурно зумовлені стилі ведення ділових переговорів. *Молодий вчений*. 2023. № 25 (472). С. 299–301.

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14. Снітинський В.В., Завальницька Н.Б., Брух О.О. Діловий етикет у міжнародному бізнесі: навч.посіб. Магнолія, 2024. 288 с. ЦНТУ. Читальний зал №2. [395 (075.8)/C53]

15. Шульгіна Л.М. Бізнес-комунікації. Київ : КПП ім. Ігоря Сікорського, 2023. 151 с

16. Business Communications Lab. URL: <https://bizcomm.uark.edu/>

17. Buhaieva M., Zapirchenko L., Hrynko Y. Informal communications as a component of the information and analytical system for ensuring effective business performance. *Innovations and technologies in the service sphere and food industry*. 2025. No 2 (16). URL: <https://dspace.kntu.kr.ua/handle/123456789/16481>

Information resources

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|----|--|---|
| 1. | Business Communications Lab. | URL: |
| | | https://walton.uark.edu/business-communication-lab/resources/ |
| 2. | Дієві комунікації. Практика репутаційного менеджменту. | URL: |
| | | https://www.youtube.com/watch?v=ZLKTPQVyr8 |
| 3. | Мистецтво публічного виступу. | URL: |
| | | https://www.youtube.com/watch?v=SdpDuECR6z8 |
| 4. | Як підготуватися до виступу на публіці. | URL: |
| | | https://www.youtube.com/watch?v=K-ftQPGT2gs |