

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
STATE HIGHER EDUCATIONAL INSTITUTION  
«VASYL STEFANYK PRECARPATHIAN NATIONAL UNIVERSITY»**

Faculty of Economics

Department of Management and Marketing

**SYLLABUS OF THE DISCIPLINE**

**BK 57. Communication management**

Educational program    Management of organisations and administranion

Specialty                      073 Management

Field of knowledge        07 Managament and administration

Approved at the conference of the department  
The protocol N 1 on August 27, 2020

Ivano-Frankivsk - 2020

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<b>1. General information</b>	
<b>Title of the discipline</b>	Communication management
<b>Lecturer</b>	Solomiia Matsola Ph.D. in Economics
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<b>Lecturers E-mail</b>	<a href="mailto:solomiia.matsola@pnu.edu.ua">solomiia.matsola@pnu.edu.ua</a>
<b>Discipline format</b>	Full-time, part-time
<b>Amount of credits</b>	3 ECTS
<b>Link to the distance learning site</b>	<a href="https://d-learn.pnu.edu.ua">https://d-learn.pnu.edu.ua</a>
<b>Consultations</b>	Consultations according to the consultation schedule
<b>2. Annotation to the course</b>	
<p>Communication plays an extremely important role in the practical activities of future management professionals, including managers of foreign economic activity. Virtually everything that managers at different levels do in order to address the strategic and tactical challenges of developing their firms requires an effective exchange of information. The main condition for the effectiveness of business communication is the realization that the possibility of achieving the goals of interaction increases if properly organized and achieve an atmosphere of mutual understanding, trust and cooperation. Therefore, in the training of managers cannot do without studying the course "Communicative Management". The results of studying the course "Communication Management" are the development of future professionals' ability to correctly identify and assess the causes of communication difficulties, conduct business conversations, commercial negotiations and business techniques. These skills are formed in this discipline at all stages of study.</p>	
<b>3. The purpose and objectives of the course</b>	
<p>The purpose of the course is to provide students with theoretical knowledge on communications in management, mastering the practical skills of organizing business meetings, negotiation, business communication, the ability to form the image of a business person.</p> <p>As a result of studying the discipline "Communication Management" students should know:</p> <ul style="list-style-type: none"> <li>- the concept of communication and types of communication, the role of communications in management;</li> <li>- elements of the communicative process;</li> <li>- communication difficulties and the main groups of communication errors;</li> <li>- Methods of communicative managerial influence.</li> </ul> <p>Students must be able to apply the following skills in practice:</p> <ul style="list-style-type: none"> <li>- speak, listen and receive messages correctly;</li> <li>- prepare and conduct the negotiation process;</li> <li>- choose an adequate strategy, methods and technology to effectively influence a particular social conflict;</li> <li>- organize and conduct a business reception;</li> </ul>	
<b>4. Competencies</b>	
<p><b>Program competencies</b></p> <p>IR. Ability to solve complex specialized problems and practical problems, which are characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences</p> <p>GC6. Ability to communicate in the state language both orally and in writing.</p> <p>GC7. Ability to communicate in a foreign language.</p> <p>GC6. The ability to act socially responsibly and consciously.</p> <p>GC11. Ability to create and organize effective communications in the management process.</p> <p>GC14. Understand the principles of psychology and use them in professional activities.</p>	

Program learning outcomes						
PRN3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.						
PRN5. Describe the content of the functional areas of the organization.						
PRN8. Apply management methods to ensure the effectiveness of the organization.						
PRN11. Demonstrate skills of situation analysis and communication in various areas of the organization						
PRN13. Communicate orally and in writing in state and foreign languages.						
PRN15. Demonstrate the ability to act socially responsibly and socially consciously on the basis of ethical considerations (motives), respect for diversity and interculturalism.						
5. Organization of course learning						
Total mount – 90 h						
				Total number of hours		
lectures				20		
seminars				20		
Independent work				50		
Course information						
Semester	Specialty	Year of study		Normative / selective		
8	073 Management	4		selective		
Course topics						
Theme, plan		Form of classes	Literature	Task	Weight of the mark	Deadline
<b>Topic 1. Communication</b> Problem and practice of communication. Concept, types, subject of communication. Accumulators of consciousness. Concept and structure of communications. Terms reverse efficiency communication. Efficiency of communication in market conditions. Reasons for the development of communication in business. Multichannel communication.		Lecture, seminars	[1,2,3,6]	Study lecture material, prepare for seminar	5 points	To the next lesson on schedule
<b>Topic 2. Process and types of communications</b> The structure of the communicative process. Elements of the communication process (sender, encoding, message, transmission channels, decoding, receiver, response, feedback). Noise in the communication system. Business conversation. Conversation, discussion, interview. Round table, brainstorming, business team game. Dispute, controversy, discussion. Disputes, debates.		Lecture, seminars	[1,2,3,7]	Study lecture material, prepare for seminar	5 points	To the next lesson on schedule

<p>Auction. Multilateral negotiations ("arbitration court", "division of prey", "simultaneous game session").</p> <p>Types of communication. Forms of communication. Ascending and descending communications. Communication schemes (linear, circular, star, wheel, multiconnected, hierarchical). The structure of communication. Approaches to communication as a process.</p>					
<p><b>Topic 3. Business strategies</b></p> <p>General characteristics of the strategy. Five elements of strategy. Types of strategies. Business strategy. Functional strategy. Strategy as a tactic of choosing tactics. Strategic scenario. Strategic scenario parameters. Types of strategic scenarios. Six principles of goal setting. Laws of managerial communication.</p>	Lecture, seminars	[3,4,5,7]	Study lecture material, prepare for seminar	5 points	To the next lesson on schedule
<p><b>Topic 4. Difficulties and barriers to communication</b></p> <p>Communication difficulties. The main groups of communication errors. Errors of sending a message, receiving a message, personal instructions, collective action, organization. The main causes of poor communication. Incorrect mindset and quality of communication. Interpersonal barriers related to perception, semantic barriers, non-verbal barriers, poor feedback, inability to listen. Mistakes in communication. Barriers to communication.</p>	Lecture, seminars	[5,6,9,11]	Study lecture material, prepare for seminar	5 points	To the next lesson on schedule
<p><b>Topic 5. Language activity: meaning, content, understanding</b></p> <p>Language. Speech. Index signs. Signs-images. Symbols. The concept of understanding. Levels of understanding. Personality thesaurus. Phraseology. Phraseological clusters. Cluster of positive behavior. The cluster of the subject does not have an</p>	Lecture, seminars	[5,6,9,11]	Study lecture material, prepare for seminar	5 points	To the next lesson on schedule

adequate perception of the outside world. Cluster of difficulty of own activity. A cluster of subjective evaluation of one's own behavior. Cluster of violation of purposeful activity. Cluster of immorality. Cluster of lies. Cluster of conformism. Subject identification tests.					
<b>Topic 6. Business style and manners of discussion</b> Business communication. Business style of communication. The difference between these concepts. The concept of principle in essence and principle in form. Wrestling technique. The principle of realization of advantages. Rules to be followed to implement this principle. Cooperation. Factors contributing to rational interaction.	Lecture, seminars	[5,6,7]	Study lecture material, prepare for seminar	5 points	To the next lesson on schedule
<b>Topic 7. Business communication</b> Ethics of business communication. Reasons for unethical behavior. Rules of ethics of official relations. The concept of ethics and etiquette. Business etiquette. The rule of objectivity. Attention to the facts. Order and request. Ethics of punishment. Principles of punishment. Exemption formula. Gratitude and compliment. Communicative principles of optimization of service relations. Rules of oral order. Rules of greetings and farewells. Methods of communicative managerial influence.	Lecture, seminars	[4,6,8]	Study lecture material, prepare for seminar	5 points	To the next lesson on schedule
<b>Topic 8. Commercial negotiations</b> Preparation for negotiations. Choice of time and place of meeting. Preparing the room. Elaboration of the negotiation process. The procedure for conducting the negotiation process. Mutual clarification of interests. Discussion stage. Coordination of positions and development of agreements. Negotiation techniques. The	Lecture, seminars	[3,5,11] [1,2,4,12-16]	Study lecture material, prepare for seminar	5 points	To the next lesson on schedule

essence of the method of position trading. The method of principled negotiations. Negotiation strategy. The "balcony" method. The method of Socrates. Foreign economic contract.					
<b>Topic 9. Features of negotiations with representatives of different cultures</b>  The influence of cultural and mental differences partners for communication and business negotiations. Features of negotiations with representatives of Western Europe, the United States, Asia, Latin America, etc. Body language, its intercultural differences.  Fundamentals of effective intercultural communication	Lecture, seminars	[12-16]	Study lecture material, prepare for seminar	5 points	To the next lesson on schedule
<b>6. Course evaluation system</b>					
General course evaluation system	100 points - 50 points during the semester and 50 points for the exam  "Excellent" - the student demonstrates complete and in-depth knowledge of the material, a reliable level of development of skills, correct and reasonable formulation of practical conclusions, provides a complete reasonable solution of examples and problems, analyzes causal relationships; fluent in scientific terms;  "Good" - the student demonstrates complete knowledge of the material, but allows minor omissions of factual material, is able to apply it to solve specific examples and problems, in some cases vaguely formulates generally correct answers, makes some minor mistakes and inaccuracies in solutions;  "Satisfactory" - the student has most of the factual material, but does not teach it consistently and logically, allows significant gaps in the answer, does not always know how to properly apply the acquired knowledge to solve specific examples and problems, vaguely and sometimes incorrectly formulates basic allegations and causation;  "Unsatisfactory" - the student does not have a sufficient level of necessary knowledge, skills, abilities, scientific terms.				
Requirements for individual work	The student performs individual work, which is to develop and submit their own plan of the negotiation process, which is an admission to the test or provides a certificate of completion of the course, which covers the negotiation process on the platforms <b>Coursera, Prometheus</b> , etc. students in the learning process, identifying the degree of mastery of the theoretical provisions of the course. The individual assignment must be submitted for review 1 week before the end of the semester and defended and evaluated at 10 points (max)				

Seminars	The practical lesson is held in order to form students' skills in the subject, solve problems, check and evaluate them. The purpose and structure of practical classes is a chain that connects theoretical training and teaching practice in the discipline, as well as provides prior control students' knowledge. The grade for the practical lesson is taken into account when setting the final grade for the discipline. This form gives the student the opportunity to receive a maximum of 30 points during the semester
Independent work	Independent work of students is the main means of mastering educational material in free time from classroom classes. The study time allotted for independent work of students is regulated by the working curriculum and is respectively 50 hours. Independent work involves the study of educational, scientific and reference literature. The recommended element of this student work is record keeping (electronic version or presentation is also allowed). This approach promotes better assimilation of the actual material, makes it possible to save it in a user-friendly form. The level of student performance of independent work is taken into account when setting the final grade for the content modules of the discipline and is estimated at 10 points (max)
Conditions of admission to the final control	<ul style="list-style-type: none"> <li>– evaluation for answers and testing during classroom classes (30 points);</li> <li>– assessment for individual (presentation) work (10 points);</li> <li>– score for independent work (10 points).</li> </ul>
<b>7. Course policy</b>	
<ul style="list-style-type: none"> <li>- independent performance of educational tasks, tasks of current and final control of learning outcomes (for persons with special educational needs this requirement is applied taking into account their individual needs and opportunities);</li> <li>- links to sources of information in the case of the use of ideas, developments, statements, information;</li> <li>- providing reliable information about the results of their own educational (scientific, creative) activities, used research methods and sources of information.</li> </ul> <p>Assimilation of the missed topic of the lecture for a good reason is checked during the final control. The omission of the lecture for a disrespectful reason is completed by the student in accordance with the requirements of the department, established at the meeting of the department (interview, abstract, etc.).</p> <p>Missed practical classes, regardless of the reason for the omission, the student works according to the schedule of consultations. Current "2" academic groups.</p>	
<b>8. Recommended literature</b>	
<ol style="list-style-type: none"> <li>1. Васильченко М.І. Комунікативний менеджмент: навчальний посібник / М.І. Васильченко, В.В. Гришко. – Полтава: ПолтНТУ, 2018. – 208 с.</li> <li>2. Осовська Г.В. Комунікації в менеджменті: / Г.В. Осовська. – Київ : Кондор, 2011. – 218 с.</li> <li>3. Жигайло Н. Комунікативний менеджмент: Навч. посіб. / Н. Жигайло. - Львів. : ЛНУ, 2012. - 368с</li> <li>4. Манакін В.М. Мова і міжкультурна комунікація: навчальний посібник / В.М. Манакін. – Київ : ВЦ «Академія», 2012. – 288 с.</li> <li>5. Химиця Н.О. Ділова комунікація: навчальний посібник / Н.О. Химиця, О.О. Морушко. – Львів: Вид-во Львівської політехніки, 2016. – 208 с.</li> </ol>	



6. Холод О.М. Комунікаційні технології: підручник / О.М. Холод. – Київ : Центр учбової літератури, 2013. – 212 с.
7. Стахурська С.А. Сучасна система комунікацій підприємства як чинник успішної діяльності на ринку / С.А. Стахурська, С.В. Ткачук // Формування ринкових відносин в Україні. – 2015. – № 12. – С. 112-114.
8. Антипцева А. Комунікативний менеджмент : навч.-метод. посібник / А. Антипцева. – Харків, 2013. – 53 с.
9. Дахігг. Ч. Сила звички / Чарлз Дахігг ; пер. з англ. Ганни Лелів. – Нью-Йорк : Random House, 2012. – 400 с.
10. Жигайло Н. І. Комунікативний менеджмент: Навчальний посібник / Н. І. Жигайло. – Львів: Львівський національний університет імені Івана Франка, 2012. – 368 с
11. Кушнір Р. О. Великий оратор, або як говорити так щоб вам аплодували стоячи / Р. О. Кушнір. – Дрогобич : Коло, 2013. – 258 с.
12. Трейсі, Брайан. Як керують найкращі. [Як одержати максимум від себе та інших. Секрети, перевірені на практиці] / Б. Трейсі ; пер. з англ. Р. Клочка. – Харків : Клуб сімейного дозвілля, 2017. – 208 с.
13. Феррацці К. Ваш надійний тил. Як налагодити зв'язки, що приведуть до успіху / Кейт Феррацці ; пер. з англ. Дмитра Кушніра. – Нью-Йорк, 2014. – 400 с.
14. Феррацці К. Ніколи не їжте наодинці та інші секрети успіху завдяки широкому колу знайомств / Кейт Феррацці ; пер. з англ. Ірини Грипи. – Нью-Йорк, 2014. – 400 с.
15. Jung, Stefanie; Krebs, Peter (2019). The Essentials of Contract Negotiation. Springer. ISBN 978-3-030-12866-1
16. Sycara, Katia Gelfand, Michele J. Abbe, Allison, eds. (2013). Models for intercultural collaboration and negotiation. Advances in group decision and negotiation. Dordrecht; New York: Springer Verlag
17. Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, Basic Business Communication, 10<sup>th</sup> ed. Tata McGraw-Hill, New Delhi, 2007.
18. Locker, K. O., & Kaczmarek, S. K. (2014). Business Communication: Building Critical Skills (6th ed.). New York, NY: McGraw-Hill Irwin.