

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

ЗАТВЕРДЖЕНО

на засіданні кафедри
міжнародних економічних відносин
Протокол № 1 від 22.08.2025 р.

ПОГОДЖЕНО

Проректор з навчально-методичної
роботи



Каріна НЕМАШКАЛО

ДІЛОВІ КОМУНІКАЦІЇ

робоча програма навчальної дисципліни (РПНД)

Галузь знань **всі**
Спеціальність **всі**
Освітній рівень **перший (бакалаврський)**
Освітня програма **всі**

Статус дисципліни **вибіркова**
Мова викладання, навчання та оцінювання **англійська**

Розробник:
к.е.н., доцент

Олександра ГРОНЬ

Завідувач кафедри
міжнародних
економічних відносин та
безпеки бізнесу

Ірина ОТЕНКО

**Харків
2025**

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF
ECONOMICS**

APPROVED

at the meeting of the department of
international economic relations and
business security

Protocol № 1 of 22.08.2025

AGREED

Vice-rector for educational and
methodical work



Karina NEMASHKALO

BUSINESS COMMUNICATIONS

Program of the course

Field of knowledge	All
Specialty	All
Study cycle	first (bachelor)
Study programme	All

Course status	Elective
Language	English

Developer

PhD (Economics), Associate
Professor

Oleksandra GRON

Head of International Economic
Relations and Business Security
Department

Iryna OTENKO

**Kharkiv
2025**

INTRODUCTION

The relevance of studying the academic discipline “Business Communications” is determined by the fact that a modern specialist in economics, management, marketing, international business, or entrepreneurship must not only possess professional knowledge but also be able to interact effectively with colleagues, partners, clients, investors, and representatives of various organizations.

In a dynamic business environment characterized by digitalization, the development of international cooperation, and increasing competition, particular importance is attached to negotiation skills, preparation of business documentation, public speaking, presentation of ideas, teamwork, conflict resolution, and the development of a professional reputation. Communication is often the factor that determines the success of managerial decisions, the effectiveness of cooperation, and a specialist’s ability to convincingly represent the interests of a company or project.

The discipline “Business Communications” is an important component of professional training, as it develops the ability to communicate information clearly, convincingly, and ethically; to adapt one’s communication style to different business situations; and to consider the cultural and organizational specifics of communication. Mastering this discipline contributes to the development of communicative competence, critical thinking, emotional intelligence, and leadership qualities necessary for successful professional activity in the modern economy.

The purpose of the academic discipline is to form in students a system of knowledge and practical skills for effective professional interaction in the business environment, as well as to develop their ability to carry out oral and written communication competently, persuasively, and ethically; conduct negotiations; present ideas; work in teams; and build constructive business relationships.

The objectives of studying the academic discipline are:

- to master the theoretical foundations of business communication, its types, forms, principles, and functions in the professional environment;

- to develop skills in effective oral and written business communication, including the preparation of business letters, official documents, messages, reports, and presentations;

- to develop the ability to communicate professionally with colleagues, managers, partners, clients, and other stakeholders;

- to master techniques for preparing and conducting business meetings, negotiations, conferences, and public speeches;

- to develop the ability to express one’s position in a reasoned manner, present ideas, justify decisions, and communicate information convincingly to the target audience;

- to develop skills in teamwork, active listening, constructive feedback, and overcoming communication barriers;

- to master methods of conflict management and the establishment of constructive interaction in the professional environment;

- to develop an ethical culture of business communication, adherence to the norms of professional ethics, business etiquette, and responsible communicative behavior;

to develop intercultural communication skills necessary for interaction in the international business environment;

to develop the ability to use modern digital communication tools for professional interaction, work organization, and the presentation of activity results.

The object of the academic discipline is the process of professional communicative interaction in the business environment that arises among employees, managers, partners, clients, and other participants in economic and managerial relations.

The subject of the academic discipline comprises the theoretical foundations and practical mechanisms of oral, written, interpersonal, group, and organizational business communication in the professional environment, particularly in the processes of preparing business documentation, conducting negotiations, presenting information, managing conflicts, making managerial decisions, establishing cooperation, and achieving organizational goals.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
To demonstrate skills of independent work, flexible thinking, and openness to new knowledge; to be critical and self-critical	Ability to think abstractly, analyse, and synthesize.
	Ability to apply knowledge in practical situations.
	Ability to generate new ideas / creativity.
To communicate orally and in writing in the state language	Ability to communicate in the state language, both orally and in writing.
To demonstrate skills of interaction, leadership, and teamwork.	Ability to create and organize effective communications in the management process.
To demonstrate skills in analysing situations and carrying out communication in various areas of an organization's activities.	Ability to work in a team and establish interpersonal interaction when solving professional tasks.
To demonstrate the ability to act in a socially responsible and civic-minded manner based on ethical considerations/motives, with respect for diversity and interculturality.	Appreciation of and respect for diversity and multiculturalism.

COURSE CONTENT

Topic 1. Fundamentals of Business Communication

The concept of communication and its significance in modern society. Communication as a process of exchanging information, ideas, emotions, values, and managerial decisions. Functions of communication: informational, regulatory, motivational, integrative, socializing, and managerial.

The role of communication in business and in the professional activities of economists, managers, marketers, and entrepreneurs. Communication as a tool for coordinating activities, making decisions, building trust, managing stakeholder relations, and representing the interests of an organization.

Main models of communication: linear, interactive, and transactional. Components of the modern communication model: sender, receiver, message, channel, context, noise, encoding, decoding, and feedback. Communication barriers and ways to overcome them. Planning the communication process: defining the purpose, audience, message content, communication channel, expected response, and criteria of effectiveness.

Topic 2. Development of Emotional Intelligence and Interpersonal Interaction

The concept of emotional intelligence and its significance for professional communication. The main components of emotional intelligence: self-awareness, self-regulation, motivation, empathy, and social skills. The role of emotional intelligence in managing business relationships, decision-making, conflict prevention, and building trust.

Interpersonal interaction in the professional environment. Active listening as the basis of effective communication. Techniques of clarification, paraphrasing, summarizing, and using open and closed questions. Development of empathy and constructive feedback skills.

Personal communication styles. Specific features of interaction with different types of interlocutors. Assertive, passive, aggressive, and passive-aggressive behaviour in business communication. Development of self-presentation, self-control, and constructive behaviour skills in emotionally challenging situations.

Topic 3. Non-Verbal Communication

The concept of non-verbal communication and its role in business communication. The main elements of non-verbal behaviour: facial expressions, gestures, posture, eye contact, distance, intonation, speech tempo, pauses, and appearance.

The relationship between verbal and non-verbal communication. Consistency between words, tone, and behaviour as a condition for trust in the message. Typical mistakes in non-verbal communication in the business environment. The importance of non-verbal signals during negotiations, public speaking, interviews, business meetings, and presentations.

Intercultural differences in non-verbal communication. Specific features of interpreting gestures, distance, eye contact, and emotional expression in different cultures. Development of observation skills, self-control, and the ability to adapt non-verbal behaviour to a business situation.

Topic 4. Communication within an Organization

The essence of internal organizational communication and its importance for the effective performance of a company. Formal and informal communication within an organization. Vertical, horizontal, and diagonal communication flows. Communication among managers, employees, teams, and structural units.

Main channels of internal communication: email, corporate messengers, meetings, internal portals, newsletters, reports, presentations, and corporate events. Advantages and limitations of different communication channels.

Communication in the context of organizational change. Informing employees, reducing uncertainty, and building trust in managerial decisions. Communication

barriers within an organization: information overload, distortion of messages, hierarchical distance, and insufficient feedback. Principles of building an effective internal communication system.

Topic 5. Team Performance Management

A team as a form of organizing joint activity. The difference between a group and a team. Main characteristics of an effective team: a common goal, role distribution, trust, responsibility, communication, mutual support, and result orientation.

Stages of team development. Team roles and their impact on the effectiveness of interaction. Communication within a team: setting tasks, coordinating actions, exchanging information, making decisions, and discussing results.

Feedback in teamwork. Methods of maintaining engagement and motivation among team members. Communicative reasons for ineffective teamwork: unclear roles, lack of trust, hidden conflicts, weak coordination, and avoidance of responsibility. Tools for improving team effectiveness in face-to-face, remote, and hybrid work formats.

Topic 6. Development of Negotiation Skills and Conflict Management Behaviour

The concept of negotiations and their role in business practice. Stages of the negotiation process: preparation, establishing contact, exchange of positions, identification of interests, argumentation, search for solutions, reaching agreements, and recording results.

Positions and interests in negotiations. Negotiation strategies: competition, cooperation, compromise, avoidance, and accommodation. Argumentation and counterargumentation. Techniques for asking questions, active listening, handling objections, and achieving mutually beneficial solutions.

Conflict as a form of communicative interaction. Causes of conflicts in the business environment. Types of conflicts: interpersonal, group, organizational, value-based, role-based, and resource-related conflicts. Behaviour in conflict situations. Methods of preventing, de-escalating, and constructively resolving conflicts.

Topic 7. Effective Business Writing

The concept of a business text and its role in professional communication. Main requirements for business writing: clarity, logic, accuracy, conciseness, structure, appropriateness of style, and literacy. Differences between business, academic, journalistic, and conversational styles.

Structure of an effective written message. Formulating the purpose of the text, identifying the addressee, selecting arguments, and ensuring the logic of presentation. Business letters, emails, memoranda, informational messages, invitations, letters of appreciation, responses to inquiries, and short reports.

Specific features of electronic business communication. Email etiquette. Subject line, salutation, message structure, tone, closing, signature, and attachments. Typical mistakes in business texts: excessive complexity, bureaucratic language, unclear wording, lack of logic, excessive emotionality, and mismatch with the audience. Editing and improving business texts.

Topic 8. Analysis and Presentation of Research Data

The role of data in business communication and managerial decision-making.

Types of data in business: quantitative, qualitative, primary, secondary, internal, and external. Main sources of data for economic analysis, marketing research, managerial decisions, and communication tasks.

Preparing data for presentation: selecting key information, grouping, comparison, generalization, and identifying trends. Principles of correct data interpretation. The difference between a fact, a conclusion, an assumption, and a recommendation.

Data visualization in business communication. Tables, charts, graphs, infographics, and dashboards. Choosing the form of visualization depending on the purpose of the message. Explaining research results to different audiences: management, clients, partners, colleagues, and the public. Typical mistakes in data presentation: overloaded slides, incorrect scales, lack of conclusions, and manipulative presentation of information.

Topic 9. Public Speaking and Presentations

Public speaking as a form of professional communication. Types of public speeches: informational, persuasive, motivational, reporting, and presentation speeches. Preparation for a speech: defining the purpose, analysing the audience, formulating the key message, selecting arguments, and building the structure.

Structure of an effective speech: introduction, main body, conclusions, and call to action. Techniques for attracting the audience's attention. Storytelling in business presentations. Argumentation and examples as means of strengthening persuasiveness.

Visual support for a presentation. Principles of slide design: simplicity, logic, visual hierarchy, focus on key ideas, and alignment of design with content. Verbal and non-verbal behaviour of the speaker. Managing anxiety, voice, pauses, and contact with the audience. Answering questions and working with a challenging audience.

Topic 10. Public Relations

The concept of public relations and their role in shaping an organization's reputation. The difference between PR and advertising, marketing, propaganda, and corporate communications. Main objectives of PR: informing, building trust, maintaining reputation, managing public opinion, and communicating in crisis situations.

Target audiences and stakeholders of an organization. Communication with the public, media, partners, local communities, public authorities, employees, and clients. Main PR tools: press release, news item, comment, interview, press conference, public event, social media, and corporate website.

Reputational risks and crisis communications. Principles of communication during a crisis: promptness, truthfulness, consistency, responsibility, and empathy. Preparation of key messages for external audiences. Evaluation of the effectiveness of PR communications.

Topic 11. Communication with Customers

Customer-oriented communication as a component of an organization's competitiveness. The role of communication in building trust, loyalty, and long-term relationships with customers. Main principles of interaction with customers: attentiveness, respect, clarity, responsiveness, responsibility, and consistency.

Channels of communication with customers: face-to-face communication,

telephone, email, messengers, social media, chatbots, websites, and CRM systems. Specific features of communication at different stages of customer interaction: first contact, identification of needs, presentation of an offer, handling objections, transaction support, and after-sales service.

Handling complaints, claims, and negative feedback. Techniques for providing a constructive response to customers. Communication with difficult customers. The importance of tone of voice in customer communication. Mistakes that lead to a loss of customer trust.

Topic 12. Ethics of Business Communication

The concept of ethics in business communication. Moral principles of professional interaction: honesty, responsibility, respect, fairness, confidentiality, integrity, and non-discrimination. The importance of ethical communication for the reputation of a specialist and an organization.

Business etiquette in the professional environment. Rules of conduct during business meetings, negotiations, presentations, correspondence, and online communication. Ethical aspects of using digital communication channels and social media.

Ethical dilemmas in business communication: manipulation of information, concealment of facts, conflict of interest, breach of confidentiality, dishonest argumentation, and pressure on the interlocutor. Codes of ethics of organizations as a tool for regulating business behaviour. Formation of a culture of responsible, transparent, and ethical communication.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

The list of practical (seminar) studies

Name of the topic and/or task	Content
Topic 1 Practical lesson 1	To analyze a business situation and determine the purpose of communication, the target audience, the message delivery channel, possible barriers, and ways to overcome them. To prepare a brief communication plan for a specific business situation.
Topic 2 Practical lesson 2	To conduct a self-assessment of one’s own communication style and emotional reactions in professional situations. To analyze a case of interpersonal interaction and propose options for constructive feedback.
Topic 3 Practical lesson 3	To analyze a fragment of a business meeting, speech, or negotiation from the perspective of non-verbal behaviour: gestures, facial expressions, eye contact, posture, and intonation. To determine how non-verbal signals influence the perception of the message.

Name of the topic and/or task	Content
Topic 4 Practical lesson 4	To develop a scheme of internal communication within an organization for a specific managerial situation: a change in the work schedule, the launch of a new project, or the introduction of new rules. To identify communication channels, recipients, responsible persons, and message formats.
Topic 5 Practical lesson 5	To analyze a team situation and identify the causes of ineffective interaction. To propose ways to improve team communication, role distribution, work coordination, and feedback provision.
Topic 6 Practical lesson 6	To prepare for a negotiation role-play: to define the positions of the parties, their interests, possible concessions, arguments, and the desired outcome. For a conflict situation, to choose a behaviour strategy and justify its appropriateness.
Topic 7 Practical lesson 7	To write or edit a business letter, official message, invitation, response to an inquiry, or reply to a complaint. To evaluate the text according to the criteria of clarity, logic, conciseness, appropriateness of tone, and relevance to the addressee.
Topic 8 Practical lesson 8	Based on a small dataset or survey results, to prepare a brief analytical conclusion. To choose an appropriate form of data visualization and explain the key results for a managerial audience.
Topic 9 Practical lesson 9	To prepare a short business presentation on a given topic: to formulate the purpose of the speech, the key message, structure, and conclusions. To deliver a mini-presentation and receive feedback on the content, structure, visual support, and the speaker's behaviour.
Topic 10 Practical lesson 10	To develop a short PR message, press release, or social media post about a company's activities, an educational project, or an event. To identify the target audience, key message, and desired communication effect.
Topic 11 Practical lesson 11	To analyze a situation of interaction with a customer: an inquiry, complaint, negative feedback, or consultation. To prepare a response to the customer, taking into account the principles of customer orientation, politeness, clarity, and responsibility.
Topic 12 Practical lesson 12	To analyze an ethical dilemma in business communication, such as concealment of information, conflict of interest, inappropriate advertising, manipulation, or breach of confidentiality. To propose an ethically justified solution and rules for preventing similar situations.

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1	Studying lecture material, preparing for the class, and reviewing theoretical material on the following questions: The role and significance of communication in the modern world. New technologies and their impact on business communication. Completing the homework assignment: a model of the communication process.

	To prepare a brief summary of the main communication models and provide an example of their application in a business situation.
Topic 2	Studying lecture material, preparing for the class, and reviewing theoretical material. To conduct a self-assessment of one's own communication strengths and areas for development; to formulate 3–5 recommendations for improving interpersonal interaction.
Topic 3	Studying lecture material, preparing for the class, and reviewing theoretical material on the relevant questions. To watch a fragment of a public speech or business interview and describe how non-verbal behaviour influences the perception of the speaker.
Topic 4	Studying lecture material, preparing for the class, and reviewing theoretical material. To analyze an example of an internal message from a company or university and evaluate its clarity, structure, tone, and appropriateness of the communication channel.
Topic 5	Studying lecture material, preparing for the class, and reviewing theoretical material. To prepare a mini-essay on the factors of effective teamwork and the role of communication in achieving a common result.
Topic 6	Studying lecture material, preparing for the class, and reviewing theoretical material. To analyze a conflict-related business situation and propose possible strategies for resolving it, taking into account the interests of the parties involved
Topic 7	Studying lecture material, preparing for the class, and reviewing theoretical material. To prepare a sample business letter, response to an inquiry, invitation, or official message; to edit it according to the criteria of clarity, conciseness, and professional tone.
Topic 8	Studying lecture material, preparing for the class, and reviewing theoretical material. Based on the provided or independently found data, to prepare a brief analytical conclusion and propose an appropriate form of visualization for presenting the results.
Topic 9	Studying lecture material, preparing for the class, and reviewing theoretical material. To develop the structure of a short presentation on a professional topic, define the key message, target audience, and expected outcome of the speech.
Topic 10	Studying lecture material, preparing for the class, and reviewing theoretical material. To prepare a short press release or informational message about an event, project, or initiative of an organization.
Topic 11	Studying lecture material, preparing for the class, and reviewing theoretical material.
Topic 12	Вивчення лекційного матеріалу, підготовка до заняття, огляд теоретичного Studying lecture material, preparing for the class, and reviewing theoretical material. To analyze the code of ethics of one company or organization and identify which rules relate to business communication, confidentiality, respect, and responsibility.

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal (lecture (Topic 1, 4 – 8, 10-11), Lecture-discussion (Topic 2, 3, Topic 9, 12)).

Visual (demonstration (Topic 1 – 12)).

Practical (practical work (Topic 1-12), seminar-discussion (Topic 1, 5), case studies (Topic 7), brainstorming (Topic 2), business game (Topic 6), presentation of results (Теми 8-10, 12).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical, laboratory and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes current control and assessment of the student .

The final grade in the course is determined:

– for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

During the teaching of the course, the following control measures are used:

Current control: colloquium (20 points), presentations (20 points), creative homework assignment (20 points), and practical assignments (40 points).

Semester control: Grading

More detailed information on the assessment system is provided in technological card of the course.

RECOMMENDED LITERATURE

Main

1. Бистрицький Є., Зимовець Р., Пролєєв С. Комунікація і культура в глобальному світі. - К.: Дух і Літера, 2020. - 416 с.

2. Ерін Меєр. Культурна карта. Бар'єри міжкультурного спілкування в бізнесі. – Київ : Наш Формат, 2020. – 224 с.

3. Сумець О. М. Комунікативний менеджмент: навчальний посібник. Київ: Університет економіки та права «КРОК», 2024. 178 с.

4. Почепцов Г. Г. Від покемонів до гібридних війн: нові комунікативні технології XXI століття / Г. Г. Почепцов. – Київ : Києво-Могилянська академія, 2017. – 257 с.

5. Річ Лі. Міфи про PR. Видавництво: Фабула, 2020. – 170 с.

6. Саврасова-В'юн Тетяна. Комунікативний практикум : навч.-метод. посібн. - Київ: Київ. стол. ун-т ім. Б. Грінченка, 2024. - 184 с.

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

8. Холод О.М. Комунікаційні технології. Видавництво. Центр навчальної літератури, 2019. – 211 с.

Additional

9. Amy Rosenberg. A Modern Guide to Public Relations: Unveiling the Mystery of PR: Including: Content Marketing, SEO, Social Media & PR Best Practices. - Veracity Marketing, 2021. – 188 p.

10. Anthony Cuellar. Harnessing Visual Communications to Build Trust and Connections // Harvard business review, April 9, 2021. [Electronic resource] - Access mode: <https://hbr.org/sponsored/2021/04/harnessing-visual-communications-to-build-trust-and-connections>

11. John Wild, Kenneth Wild. International Business: The Challenges of Globalization (What's New in Management). Pearson, 2021. – 448 p.

12. Гронь О.В. Сучасні технології комунікацій в міжнародному бізнесі // Моделювання регіональної економіки. 2019. Вип. 2(34). С. 86-97 Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/26113>

13. Гронь О. В. Концепція зацікавлених сторін в міжнародному бізнесі // Міжнародний науковий журнал "Інтернаука". Серія: "Економічні науки". - 2021. - №5. Режим доступу: <http://www.inter-nauka.com/issues/economic2021/5/>

Information resources

14. Сайт персональних навчальних систем ХНЕУ ім. С. Кузнеця. Дисципліна “Ділові комунікації” - Електронний ресурс. - Режим доступу: <https://pns.hneu.edu.ua/course/view.php?id=11380>

15. The International Public Relations Association Code of Conduct [Electronic resource] - Access mode: <https://www.ipra.org/member-services/code-of-conduct/>

16. Global Principles of Ethical Practice in Public Relations and Communication Management / [Electronic resource] - Access mode: <https://www.globalalliancepr.org/code-of-ethics>

17. Marketing Media Review [Electronic resource] – Режим доступу: <https://mmr.ua/>