

Educational Establishment  
«Belarusian State Economic University»

APPROVED

Rector Institution of Education  
«Belarus State Economic University»

  
V. Yu. Shutilin

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**MANAGERIAL COMMUNICATION**

Curriculum for Master's Program students  
1-26 80 03 «Managerial Administration»

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**RECOMMENDED FOR APPROVAL BY:**

Department of Business English, Institution of Education “Belarus State Economic University” (Minutes №<sup>10</sup> of 30.05.19);

Scholarly-methodological council, Institution of Education “Belarus State Economic University” (Minutes №<sup>6</sup> of 25.06.2019)

## EXPLANATORY NOTE

The educational discipline “Business Communication” is an important component of training graduate students of the practice-oriented master’s program in English majoring in Business Administration.

**The relevance** of the discipline follows from the necessity of forming the future specialists’ skills in applying adequate means of communication in the context of the ongoing changes of international business communication in the sphere of business administration.

**The goal** of the course is as follows:

- systemic teaching problem aspects of business communication, as well as mastering major concepts and terminology;
- developing cultural awareness and capability of appropriate interpretation of the communicative behavior in business sphere of various cultures.

**The objectives** of the discipline include the formation of the following master’s program students’ competencies:

- *academic competency*, i.e. knowledge of the main rules of business communication in their own country and abroad, as well as skills to see and take into account intercultural differences in professional communication;

- *socio-personal competencies* that manifest themselves in the feeling of civic responsibility, self-esteem, and responsibility for the decisions made;

- *professional competency* which implies the ability to creatively solve problems in the professional sphere and clearly express ideas both in written and oral forms, as well as carry out information-analytical foreign economic activities within the framework of their profession;

- *communication competency*, i.e. ability to adequately use verbal and nonverbal means of communication in various settings of communication in international business. This, in turn, includes linguistic, strategic, socio-cultural, and discursive competencies, which imply adequate choice and use of language/discourse means and communication strategies in a particular setting, as well as business partners’ cultural awareness in accordance with a specific situation.

**Requirements to the level of the educational discipline acquisition**

As a result of studying the course “Business Communication”, Master’s program students must

**know:**

- specifics of business communication required for business administration actions;
- rules of using communication tactics and specifics of cultural differences in the process of business administration;
- main cross-cultural differences in business communication (verbal and nonverbal business communication, business ethics, business communication and conflict resolution, making decisions in business, business correspondence, various formats of business oral presentations, job application process, etc.);

**be able to:**

- correlate verbal, nonverbal, and paraverbal characteristics of communication with a specific communicative situation;
- apply various discursive practices for the implementation of communicative strategies of events;
- acquire information from international business papers and make it systemic according to the required parameters;
- forecast the development of communication scenario and business event, given the partner’s cultural background;
- substantiate one’s point of view, given business partners’ cultural background.

**Forms of control**

The main forms of control are as follows:

- interactive questions/answers,
- checking practical tasks,
- business presentations of various formats,
- current and final tests.

The discipline “Business Communication” for graduate (Master’s program) students is taught in the form of lectures and seminars in the 3<sup>rd</sup> semester.

The total number of hours is 120, of which:

Classroom hours –60, of which: lectures – 30 and seminars - 30;

Form of control is a credit.

## **Curriculum Content of the discipline “Managerial Communication”**

### ***Theme 1. Essentials of managerial communications***

Elements of communication (People / Messages / Channels / Noise / Context / Feedback / Effect. Barriers to communication. Crucial characteristics of communication (dynamic / unrepeatable and irreversible). Functions of communication (understanding and insight, meaningful relationships, influence and persuasion). Axioms of communication. Models of communication. Communication and self-concept. Developing self-awareness. Improving your effectiveness as a communicator.

### ***Theme 2. Verbal and nonverbal managerial communication.***

Verbal and nonverbal communication (proportion, specifics in business settings). What nonverbal behavior communicates. Functions of nonverbal communication. Guidelines and limitations of nonverbal communication. Classifications of nonverbal business communication by body behavior (body language, kinesics, posture, gestures, facial expressions, eye contact), space and distance, time (M-time, P-time, informal time), paralanguage, silence.

### ***Theme 3. Managerial communication in action. Business Ethics. Steps to success.***

Stereotypes and prejudices as barriers on the way to business communication. Business ethics as a part of business communication. Culture bound business ethics. Case studies: being positive; being thoughtful; being a team player; being interested; being organized; being punctual; being prepared; being polite; being patient; being loyal.

### ***Theme 4. Managerial communication in the process of job application.***

Job seeking process. Job market research. Sources of searching for openings (want-ads, networking, contacting companies directly, executive recruiters and employment agencies, online services). Self-assessment of one’s personality and skills (your selling point in job hunting process, career discovery process – your skills, interests, attributes and results). Résumé formats (chronological, combination, targeted, alternative, creative alternative, resumap), CV. Résumé writing rules. Coverings letters, references and business cards. Handling an interview.

### ***Theme 5. Managerial correspondence. Strategies and planning.***

The importance of planning. A problem-solving approach (considering the reason; assessing the receiver; choosing the sender; consider timing and channel; choose the proper tone and the right level of formality). Structure of a business letter. Letter's contents and style. Types of letters (enquiries, replies, orders, complaints, credit, banking correspondence; transportation/shipping, miscellaneous correspondence). Useful expressions in business correspondence.

***Theme 6. Cross-cultural communication in business, management and negotiations.***

Culture and business setting. Cultural views toward management and managers (North American management culture, European management cultures, Asian management cultures, Latin American management cultures). Culture-specific business practices (business protocol, initial contacts, greeting behaviors, gift giving). Negotiation (negotiation pacing and styles, social trust). Cultural conflicts in the workforce. Case studies.

***Theme 7. Managerial communication and conflict resolution.***

Three approaches to understanding conflict. Conflict as opportunity vs. conflict as destructive. Interpersonal approach to conflict. Types of conflict (affective, conflict of interest, value conflict, cognitive, goal conflict). Strategies and tactics. Styles of managing conflict (dominating, integrating, compromising, obliging and avoiding). Avoiding and resolving conflicts. Cooperative vs. competitive conflict: win-win or win-lose? Managing intercultural conflicts. Dealing with conflict. Mediation.

***Theme 8. Managerial communication in groups (Decision making).***

The role of the group in problem solving. Advantages and disadvantages of the small group. Decision making in groups: reaching goals. Strategies: methods of decision making; personal styles: a decision making grid; questions for decision makers: facts, values and policies; a framework for decision making: reflective thinking; the search for better ideas: brainstorming. Large groups (companies) case studies: Johnson and Johnson, Inc.; Levi Strauss & Co.; Airbus Industrie and Boeing Co.

***Theme 9. Managerial communication in public (Presentations).***

Assessing the reason and the audience. Assessing the occasion and conditions. Considering the subject. Organizing the material and ideas in the process of designing a presentation. Developing your speech: supporting your ideas. Delivering your speech: presenting your ideas in different formats of presentations:

problem-solution speech; explaining visuals; definition speech; speech from your area of studies; summary speech; final speech from your major area of studies.

***Theme 10. Lifelong development of business communication skills.***

Communication and change. Acknowledging change. Change and growth. Communication and your “people environment”. Assessing your confidence. Assessing your communication. Developing the ability to communicate as a life-long task.

**Учебно-методическая карта учебной дисциплины «Управленческие коммуникации» (Managerial Communication) для дневной формы получения высшего образования**

№	Name of the topic	The number of classroom hours					Form of control	
		Lectures	Practical classes	seminars	Lab	Independent work		
1	2	3	4	5	6	7	8	9
1.	Essentials of business communication.	2		2			[1- Part.1, 2- Ch.1]	
2	Verbal and nonverbal business communication.	2		2			[1 – Part 1, Ch. 5; 4 - L7]	
3	Business communication in action. Business Ethics. Steps to success.	4		4			[1 (Section “Ethics and Communication in each chapter); 5 - Ch. 5; 4 - L.5, L.12, L.14]	Test
4	Business communication in the process of job application.	4		4			[3; 5 - P. II]	



5	Business correspondence. Strategies and planning.	4		4			[2–Ch.2 – 9; 2 – P. I]	
6	Cross-cultural communication in business, management and negotiations.	4		4			[4 - L. 12; [5 - Part V]	Test
7	Business communication and conflict resolution.	4		4			[1 – Part 3, Ch. 11; 4 - L. 10, 11]	
8	Business communication in groups (Decision making).	2		2			[1 – Part 3; 5 - Part V]	
9	Business communication in public (Presentations). Assessing the occasion and	2		2			[1 – Part IV; 2 – Ch.10; 5 – Part III]	Test
10	Lifelong development of business communication skills.	2		2			[1 – PartV, Ch. 20]	
	Total number of hours	30		30				

## INFORMATION-METHODOLOGICAL PART

### REFERENCES

#### Main:

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2. Northey, M. *Impact. A Guide to Business Communication.* / M. Northey. – 3<sup>rd</sup> ed. – Prentice-Hall Canada Inc., 1995.
3. Слепович В.С. *Business Communication. Job Hunting in English.* = *Бизнес-коммуникация. Как найти работу с английским языком.* Спецкурс по деловому общению на английском языке./ В.С. Слепович – Минск: ТетраСистемс, 2002.
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5. Слепович В.С. *Деловой английский язык = Business English:* учебное пособие/В.С. Слепович – 7-е изд. – Минск: ТетраСистемс, 2012.


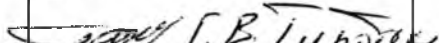
#### Additional:

6. Ashley, A. *A Handbook of Commercial Correspondence*/A. Ashley – 4<sup>th</sup> ed. – Oxford University Press, 2000.
7. Beamer, L. & Varner, I. *Intercultural Communication in the Global Workplace*/ L. Beamer & I. Varner. - McGraw-Hill/Irwin, 2010.
8. Deresky, H. *International Management: Managing across Borders and Cultures*/ H.Deresky. - Reading, Massachusetts: Addison, Wesley, 1999.
9. Elashmawi, F. *Multicultural Management 2000: essential cultural insights for global business success*/F. Elashmawi, P.R. Harris. – Houston: Gulf, 2001.
10. Foster, D.A. *Bargaining Across Borders: How to Negotiate Business Successfully Anywhere in the World* / D.A. Foster - New York: McGraw-Hill. 1992.
11. Harris, P.R. & Moran, R.T. *Managing Cultural Differences: Leadership Strategies for a New World of Business* (4<sup>th</sup>ed.)/P.R. Harris & R.T. Moran - Houston: Gulf Publishing Company, 2006.

12. Martin, J.N. & Nakayama, Th. R. *Intercultural Communication in Contexts*/J.N. Martin & Th.R. Nakayama. - Mountain View, CA: Mayfield Publishing Co., 2005.

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## ПРОТОКОЛ СОГЛАСОВАНИЯ УЧЕБНОЙ ПРОГРАММЫ УВО

Название учебной дисциплины, с которой требуется согласование	Название кафедры	Предложения об изменениях в содержании учебной программы учреждения высшего образования по учебной дисциплине	Решение, принятое кафедрой, разработавшей учебную программу (с указанием даты и номера протокола)
1. Экономика и управление ВЭД	Кафедра международного бизнеса	Нет	Протокол № <u>3</u> от <u>23.05</u> 2019 
Международный бизнес	Кафедра международного бизнеса	Нет	Протокол № <u>9</u> от <u>23.05</u> 2019 

**ДОПОЛНЕНИЯ И ИЗМЕНЕНИЯ К УЧЕБНОЙ ПРОГРАММЕ УВО**  
на \_\_\_\_/\_\_\_\_ учебный год

№ п/п	Дополнения и изменения	Основание

Учебная программа пересмотрена и одобрена на заседании кафедры

\_\_\_\_\_ (протокол № \_\_\_\_ от \_\_\_\_\_ 201\_ г.)  
(название кафедры)

Заведующий кафедрой

\_\_\_\_\_ (ученая степень, ученое звание)

\_\_\_\_\_ (подпись)

\_\_\_\_\_ (И.О.Фамилия)

**УТВЕРЖДАЮ**  
Декан факультета

\_\_\_\_\_ (ученая степень, ученое звание)

\_\_\_\_\_ (подпись)

\_\_\_\_\_ (И.О.Фамилия)