



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



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
Level of Higher Education, Field of Knowledge, Specialty, Educational Program	Level of higher education: second (master's) Specialty J2 "Hotel and Restaurant Business and Catering" Field of knowledge J "Transport and Services" Educational program «Hotel and Restaurant Business and Catering» Economic Faculty
Contact Phone Number	+38(095) 19-14-552
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Scope and Characteristics of the Discipline	Compulsory Discipline of General Training Type of control: test Total number of credits – 3, hours – 90, including lectures – 16 hours, practical classes – 16 hours, self-study – 58 hours 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	It is necessary to speak English at the level not lower than B1.

1. The aim and tasks of the discipline

The main aim of teaching the course «Business communication in professional and public activities» is to develop students' competencies in effective communication within professional, organizational, and public spheres, fostering the ability to clearly and persuasively express ideas, interact constructively in various business and social contexts, and apply modern communication strategies, tools, and technologies to ensure successful professional activity and public engagement.

The course focuses on developing skills in planning, creating, and transmitting business information in various professional situations, with an emphasis on effective communication strategies in both national and international business environments.

The tasks of the discipline «Business communication in professional and public activities»: describe and explain the essence of communication; describe and explain the different components of communication (sender, receiver, medium, feedback, etc.); identify potential barriers to effective communication in the public and private sectors and describe the several strategies/techniques for avoiding or overcoming each barrier; identify and describe standard media for communicating in and among organizations; identify and discuss key elements of an organization's communication policy and strategy; describe and apply basic knowledge of how communication units function, including communication planning, implementation, and evaluation; increase the understanding of the communication process, theories, and concepts as applied to business communication through textbook readings and assignments; develop the written business communication skills through successful completion of professional e-mail messages, memos, business letters and reports; improve the interpersonal and group communication skills through active participation in classroom group activities and assignments; develop the understanding of the professional uses of technology in business communication; develop the analytical skills in international and cross cultural business communication and awareness of challenges required for successful communication in global organizations; help them develop an ethical approach for the roles as business communicators through case discussions of business dilemmas and problems; knowledge of the nature of communications, the factors of effective communication, the specifics of communicative behavior, barriers that impede effective communication; knowledge of the specifics and forms of business communication in public sector organizations, methods of effective listening, clear writing, problems in business communication and methods for overcoming them; ability to analyze the audience and / or communication partner and apply adequate methods of attracting and maintaining attention, technology of self-presentation and public speaking, conducting business talks, meeting abroad; skills for applying these techniques and methods in practice.

With a focus on the specialty J2 "Hotel and Restaurant Business and Catering" Field of knowledge J "Transport and Services", the course also emphasizes: mastering communication skills crucial for delivering high-quality service and ensuring client satisfaction in hospitality settings; developing abilities

for effective communication with guests, staff, and business partners in a multilingual and multicultural environment; learning techniques for conflict resolution, guest feedback management, and handling service complaints professionally; applying professional etiquette and standards in face-to-face and digital communication within hotels and restaurants; understanding the role of emotional intelligence and customer-oriented communication in enhancing brand loyalty and reputation in the hospitality industry.

2. Learning Outcomes

As a result of studying the academic discipline, the student of higher education must receive **integral competence**:

Integral Competence: ability to solve complex research and innovation tasks in hotel and restaurant business.

General Competencies (GC):

GC 1. Ability to act based on ethical considerations (motives).

GC 2. Ability to search, process, and analyze information from various sources.

GC 3. Ability to analyze, evaluate, synthesize, and generate new ideas.

GC 4. Ability to work in a team.

GC 5. Ability to use information and communication technologies.

GC 7. Ability to make well-grounded decisions.

GC 8. Ability to work in an international context.

Special Competencies (SC):

SC 2. Ability to systematize and synthesize information to account for cross-cultural features in the operation of hospitality and restaurant businesses.

SC 6. Ability to coordinate and regulate relationships with partners and consumers.

Program Learning Outcomes (PLOs):

PLO 2. Ability to communicate fluently, both orally and in writing, in Ukrainian and English when discussing professional issues, research, and innovations in the hospitality and restaurant industry.

PLO 10. Responsibility for forming an effective human resources policy in hospitality and restaurant businesses, organizational communication, development of professional knowledge, evaluation of the strategic development of the team, recruitment, and motivation of personnel to effectively solve professional tasks.

3. 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.

4. Syllabus of the Academic Discipline

№	Titles of the Topics	Total hours	Tasks
1	Theme 1. Course Content and Objectives	7	1. Independently study the theoretical material. 2. Practical Tasks: - Discussion: “Why Communication Matters in Hospitality” – analyze real examples of successful and poor communication. - Role-Play: Simulate a communication process (identify sender, message, channel, receiver, noise, and feedback). - Case Study: “A Miscommunication in Room Service” – identify the error and propose a better communication strategy. 3. Self-Study Questions. 4. Interactive Assignments: - Matching Exercise - True/False Quiz - Scenario 5. Communication Strategy Simulation: “You’re the Manager!” – create a message for staff before a VIP event.
2	Theme 2. Business Communication and Organization Structure	7	1. Independently study the theoretical material. 2. Practical Tasks: - Discussion: “Communication Breakdowns – Identify the Barrier” – share real examples of failed communication, identify barriers, and suggest improvements using the Seven C’s or other strategies. - Group Role-Play: Act out scenarios with common barriers (e.g., language issues, missing information), then replay them applying solutions such as clearer language or feedback. - Case Analysis: “Hotel International: The Multilingual Staff Meeting” – identify violated Seven C’s, propose clearer communication strategies, and suggest technology-based solutions. 3. Self-Study Questions. 4. Interactive Assignments: - Matching Exercise - True/False Quiz - Scenario

			5. Group Simulation: Create a hotel communication flow map, label types/forms, and propose gateways to overcome barriers.
3	Theme 3. Business Discussions and Negotiations	8	1. Independently study the theoretical material. 2. Practical Tasks: - Discussion: “The Art of Negotiation – Listening vs. Talking” – debate effective negotiator traits, role of listening, and cultural differences in negotiation styles. - Role-Play: “Negotiation Simulation – Banquet Event Deal” – hotel sales manager vs. client; prepare a strategy, negotiate, and get peer feedback on clarity, questioning, and objection handling. - Case Analysis: “Vendor Negotiation Gone Wrong” – identify mistakes (poor listening, aggressive tone, ultimatums) and redesign the negotiation with rapport-building, clear needs, calm tone, and win-win solutions. 3. Self-Study Questions: 4. Interactive Assignments: - Matching Task - Multiple Choice Quiz - Scenario Role-Play: “Negotiating a Catering Contract” – client vs. manager; prepare priorities, negotiate, and reflect on clarity, interest exploration, and outcomes. 5. Conflict Resolution Simulation: Role-play budget disagreement, identify interests, apply de-escalation communication tools, and summarize results.
4	Theme 4. Interpersonal Communication Skills and Non-Verbal Cues	10	1. Independently study the theoretical material. 2. Practical Tasks: - Active Listening Drills: Practice listening without interruptions, paraphrase key points, and give peer feedback. - Non-Verbal Awareness Game: Interpret emotions and attitudes from silent images or videos; suggest improvements in body language. - Role-Play: “Difficult Customer, Calm Response” – use active listening, empathy, and positive non-verbal cues to resolve conflict. - Cultural Etiquette Discussion: Research assigned culture’s communication norms and present one interpersonal communication tip to the class.

			3. Self-Study Questions. 4. Interactive Assignments: - Matching Task - Multiple Choice Quiz - Case Reflection 4. Role-Play Simulation: Handle a frustrated guest with active listening and non-verbal empathy; reflect on effectiveness and areas for improvement.
5	Theme 5. Written Business Communication and Correspondence	10	1. Independently study the theoretical material. 2. Practical Tasks: - Email Makeover: Rewrite a poorly written business email to follow clarity, structure, and tone best practices. - Peer Review Workshop: Write a professional and empathetic reply to a guest complaint, then exchange and critique with a peer using a checklist. - Formatting Challenge – “Polish the Policy”: Reformat a messy company policy into a clear, structured document using headings and bullet points. - Case Scenario – Social Media vs. Formal Letter: Draft two versions of the same message (hotel renovation closure) for different audiences and compare tone and content. 3. Self-Study Questions: 4. Interactive Assignments - Matching Task - Multiple Choice Quiz - Case Reflection – Complaint Resolution: Rewrite a poor email response to a guest complaint, improving structure, tone, and empathy. 5. Hospitality Writing Simulation: Draft a booking confirmation, apology letter, social media post, or SOP with correct tone, structure, and clarity.
6	Theme 6. Digital Communication and Communication Technologies	10	1. Independently study the theoretical material. 2. Practical Tasks: - Tech Demo & Discussion: Explore a hospitality communication app (e.g., Trello, hotel operations system), discuss pros and cons for team efficiency and interaction. - Email vs. Chat Activity:** Match scenarios to the most appropriate communication channel and draft sample messages.

			- Social Media Response Drill:** Write professional replies to positive and negative guest comments, maintaining brand voice. - Virtual Meeting Role-Play:** Simulate an online meeting with focus on video call etiquette, equal participation, and clear communication. - Case Study – Email Overload:** Propose digital communication guidelines to reduce message clutter and improve clarity. 3. Self-Study Questions 4. Interactive Assignments: - Classification Task - Multiple Choice Quiz - Case Reflection 4. Hospitality Simulation: Draft messages for digital channels (chatbot, WhatsApp, LinkedIn, or email) with correct format, tone, and clarity.
7	Theme 7. Intercultural and International Communication	10	1. Independently study the theoretical material. 2. Practical Tasks: - Cultural Simulation – “Lost in Translation”: Perform skits showing cultural misunderstandings, then discuss causes and solutions. - Intercultural Dialogue: Share personal or researched cultural communication norms and how they affect business interactions. - Case Study – “International Conference Mix-up”: Analyze cultural style differences in written communication and propose adaptations. - Role-Play – Multicultural Team Meeting: Manage a culturally diverse meeting, encourage participation from all, and navigate differing communication styles. - Skills Reflection: List one personal action item to improve intercultural competence. 3. Self-Study Questions. 4. Interactive Assignments: - Classification Task - Multiple Choice Quiz - Case Reflection 4. Intercultural Simulation – Writing Task: Create culturally sensitive hospitality communication pieces (letters, memos, emails, signage) with appropriate tone and format.
8	Theme 8. Customer Service Communication and Conflict Resolution	9	1. Independently study the theoretical material. 2. Practical Tasks:

			- Role-Play Drills - HEARD Exercise: - Peer Feedback Circle - Internal Conflict Role-Play - Service Recovery Stories 3. Self-Study Questions: 4. Interactive Assignments: - Classification Task: - Multiple Choice Quiz 5. Case Reflection – Room Complaint: Rewrite a poor late-night complaint response using HEARD, highlighting tone and problem-solving attitude.
9	Theme 9. Team Communication and Leadership in Organizations	6	1. Independently study the theoretical material. 2. Practical Tasks: - Team Briefing Simulation: Act as a shift leader delivering a concise, motivating daily briefing; receive peer feedback on clarity and tone. - Meeting Role-Play: Facilitate a multi-role meeting on menu updates, ensuring balanced participation and a clear decision. - Feedback Practice: Give constructive feedback on a minor performance issue using a supportive, solution-focused approach. - Leader Speech Analysis: Evaluate a real or fictional leadership message for vision, tone, and motivational impact. - Internal Communication Audit: Suggest two improvements for a hotel with poor inter-departmental communication. - Team-Building Game: Participate in a collaborative challenge and reflect on communication dynamics and inclusivity. 3. Self-Study Questions 4. Interactive Assignments: - Classification Task - Multiple Choice Quiz - Case Reflection 5. Mini-Case – Internal Communication Audit: Identify failures and propose measures to improve interdepartmental communication, linking them to service quality.
10	Theme 10. Public Speaking, Presentations, and Public Relations	6	1. Independently study the theoretical material. 2. Practical Tasks: - Impromptu Speaking Drill: Deliver a 2-minute talk on a random hospitality topic

			after 1-minute prep; receive feedback on clarity and structure. - Mini-Presentation: Prepare and present a 3–5 slide pitch to a specific audience (corporate client or executives) focusing on delivery, structure, and visuals. - Press Conference Role-Play: Act as management responding to a hospitality-related incident; answer “press” questions while maintaining composure and brand trust. - Elevator Pitch Practice: Deliver a concise, engaging 30–60 second self/business introduction; rotate partners to simulate networking. - Reflection and Takeaways: Share one communication skill improved during the course and how it will be applied professionally. 3. Self-Study Questions: 4. Interactive Assignments: - Matching Exercise - True/False Quiz - Scenario Challenge 5. Presentation Planning Simulation: Outline and prepare a 5-minute investor pitch for a new themed restaurant, including structure, visuals, and engagement techniques.
11	Theme 11. Communication in Catering Services: Client Interaction, Team Coordination, and Event Delivery	7	1. Independently study the theoretical material. 2. Practical Tasks: - Client Inquiry Role-Play: - Simulate a client–catering manager call and draft a follow-up proposal email. - Team Briefing Simulation: Plan internal communication and delegate roles for a specific catering event scenario. - On-Site Crisis Drill: Communicate an event issue and new plan to both the client and the internal team. - Vendor Communication Task: Write a coordination email to suppliers with delivery, setup, and safety details. - Reflection Activity: Describe one potential communication error in catering and how to prevent it. 3. Self-Study Questions. 4. Interactive Assignments: - Matching Exercise - True/False Quiz - Scenario Challenge – Venue Change

			5. Planning Simulation: create a full catering communication protocol with timeline, roles, tools, sample phrases, and crisis plan.
Total		90	

5. 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.

Table 1

Points distribution scheme by type of work

Types of Work	Maximum Number of Points for One Type of Work	Estimated Number of Tasks Required for the Student to Obtain the Maximum Number of Points	Maximum Number of Points That Can Be Earned During the Semester for	Including Distribution by Midterm Controls, Considering the Points Allocation

		During the Semester	This Type of Work	I	II
Ongoing questioning ("flipped classroom")	5	4 answers	20	10	10
Reports/Presentations in Practical Classes	5	4 reports-presentations	20	10	10
Testing	4,54	11 tests	50	25	25
Preparation of Individual Assignments	5	2 individual assignments	10	5	5
Total			100	50	50

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 0.38 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.

Grading Scale: ECTS, National, and CNTU

ECTS Grade	Definition	National System Grade (Credit)	CNTU Scale
A	EXCELLENT – outstanding performance with only minor errors	Pass	90–100
B	VERY GOOD – above average standard but with some errors	Pass	82–89
C	GOOD – generally correct work with a number of significant errors	Pass	74–81
D	SATISFACTORY – fair but with notable shortcomings	Pass	64–73
E	SUFFICIENT – meets the minimum criteria	Pass	60–63
FX	FAIL – needs improvement before the credit can be awarded	Fail	35–59
F	FAIL – considerable further work is required	Fail	1–34

6. Recommended sources of information:

General

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11. Business communication in professional and public activities : method. instruction and assignments for studying the discipline for specialty J2 «Hotel and restaurant business and catering» field of study J «Transport and services» EPP «Hotel and restaurant business and catering» / [compiled by M. V. Buhaieva] ; Central Ukrainian National Technical University. – Kropyvnytskyi : CUNTU, 2025. - 98 p. URL: <https://dspace.kntu.kr.ua/handle/123456789/16991>
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Additional

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2. Бугаєва М.В. Брендинг через комунікацію: вплив комунікативної політики на сприйняття готельно-ресторанного сервісу. *Центральноукраїнський науковий вісник. Економічні науки*. 2025. Вип. 13 (46), Ч.2. Кропивницький: ЦНТУ. С. 191-2021. URL: [https://economics.kntu.kr.ua/pdf/13\(46\)_II/9.pdf](https://economics.kntu.kr.ua/pdf/13(46)_II/9.pdf)
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Information resources

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| 1. | Business Communications Lab. | URL: | https://walton.uark.edu/business-communication-lab/resources/ |
| 2. | Business Communications Lab. | URL: | https://walton.uark.edu/business-communication-lab/resources/ |
| 3. | Business Communications Lab. | URL: | https://walton.uark.edu/business-communication-lab/resources/ |
| 4. | Дієві комунікації. Практика репутаційного менеджменту. | URL: | https://www.youtube.com/watch?v=ZLKTPQVyx8 |
| 5. | Мистецтво публічного виступу. | URL: | https://www.youtube.com/watch?v=SdpDuECR6z8 |
| 6. | Як підготуватися до виступу на публіці. | URL: | https://www.youtube.com/watch?v=K-ftQPGT2gs |