

Central Ukrainian National Technical University

Economic Faculty

Department of Economy, Entrepreneurship and Hotel and Restaurant Business



“Approved by”

Vice-rector for scientific pedagogical
activities Andrii Kyrychenko

27 ” 08 2015 year

**WORKING PROGRAM OF THE EDUCATIONAL DISCIPLINE
BUSINESS COMMUNICATION IN PROFESSIONAL AND
PUBLIC ACTIVITIES**

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

2025 - 2026 academic year

Developer: Buhaieva M.V., Candidate of Economic Sciences, Associate Professor,
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Working program was approved at the meeting of the department of economy, entrepreneurship
and Hotel and Restaurant Business

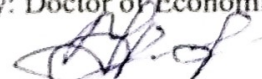
Protocol No. 1 from " 22 " August 2025

Head of the department: Professor, Doctor of Economics Zaichenko V.V.


(signature)

(Zaichenko V.V.)

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(Shalimova N.S.)

1. Description of the teaching discipline

Name of indicators	Field of knowledge, direction of training, educational and qualification level	Characteristic of the teaching discipline	
		full-time education	part-time education
Number of credits ECTS – 3	Field of knowledge J "Transport and Services"	Professional training	
		Year of preparation:	
Total hours - 90	Specialty: J2 "Hotel and Restaurant Business and Catering" Educational and professional: «Hotel and Restaurant Business and Catering»	1st	1st
		Semester	
		1st	1st
		Lectures	
Weekly hours of teaching: classrooms – 1 Individual student work – 5,4	Level of higher education: second (master's)	16 hours	2 hours
		Practical, seminar	
		16 hours	2 hours
		Laboratory	
		-	-
		Individual work	
		58	86
Type of control: test			

Language of learning: English

2. 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 the 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", 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.

Prerequisites for studying the discipline (structural and logical scheme of specialist training): the successful study of the discipline requires students to have a foundational knowledge base obtained through the prior study of such courses as «Economics of Hotel and Restaurant Enterprises», «Management in the Hotel and Restaurant Industry», «Organization of Hotel and Restaurant Service», and «Foreign Language (English)». It is necessary to speak English at the level not lower than B1.

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. Program of educational discipline

Theme 1. Course Content and Objectives

1. The role of business communication in professional and public activities.

Understanding why effective communication is critical for managers and professionals in any field, especially in service-oriented industries. Discuss how communication drives workplace efficiency, team cohesion, and public engagement.

2. Definitions of communication and business communication. Key terms and concepts – what constitutes «communication» and how «business communication» extends to purposeful exchange of information in organizational contexts.

3. The purpose of communication. Exploring various purposes (informing, persuading, instructing, motivating, building relationships) and how clarity of purpose guides the communication strategy.

4. The communication process. Elements of the communication process (sender, message, encoding, channel, receiver, decoding, feedback, noise) and how meaning is transmitted and potentially distorted. Introduction to basic communication models (e.g. Shannon-Weaver linear model and the feedback loop model).

5. Business communication in the professional activity of specialists and managers in the hotel and restaurant sector. Specific examples of how hotel and restaurant managers use communication in their daily work – from briefing staff and interacting with guests to networking with partners and handling public events.

Theme 2. Business Communication and Organization Structure

1. Forms of communication. An overview of the forms and directions of communication in organizations – *verbal vs. non-verbal, oral vs. written, formal vs. informal*, and *internal vs. external* communications. Discussion of vertical communication (top-down and bottom-up within the hierarchy) and horizontal communication (peer-to-peer or across departments) in a company.

2. Barriers of business communication. Common obstacles that hinder effective communication, such as language differences, cultural misunderstandings, psychological biases, emotional factors, physical noise, information overload, and organizational silos. Special emphasis on barriers prevalent in hospitality (e.g. multilingual staff/guests, noisy environments in restaurants).

3. Principles of effective business communication. Core principles or “laws” that improve communication, including clarity, conciseness, coherence, correctness, completeness, courtesy, and consideration. Introduction to the Seven C’s of communication (Clear, Concise, Concrete, Correct, Coherent, Complete, Courteous) as a checklist for crafting messages.

4. Gateways to effective business communication. Strategies to overcome communication barriers and enhance understanding. For example, active listening, simplifying language, using visuals, confirming understanding (feedback),

emotional intelligence, and establishing open communication channels.

5. Gateways to effective communication in the Hotel and Restaurant sector. Application of barrier-reduction strategies in hospitality. Discuss tactics like multilingual signage or translation tools to overcome language barriers, cultural sensitivity training for staff to handle diverse guest expectations, and using technology (e.g., guest messaging apps) to facilitate clear communication with customers.

6. Seven C's of communication. In-depth look at each of the 7 C's with examples relevant to business and hospitality. For instance, "Courtesy" – using a polite tone with guests, or "Conciseness" – being brief yet complete when giving staff instructions so as not to overwhelm or confuse.

Theme 3. Business Discussions and Negotiations

1. The concept of a business conversation, business talk, and business negotiation. Defining different types of business dialogues – from informal conversations and interviews to formal negotiations. Understanding what makes a negotiation distinct (usually goal-oriented, involving two or more parties with potentially differing interests seeking a mutually acceptable agreement).

2. Preparation for a business talk. The steps to prepare for an important business discussion or negotiation. This includes researching your audience or counterpart, setting clear objectives, determining your BATNA (Best Alternative to a Negotiated Agreement) for negotiations, and preparing key messages or data to support your position. Emphasis on preparation in hospitality context (e.g. preparing for a meeting with a potential tour operator partner or a negotiation with a food supplier).

3. Model for conducting productive business talks. Introducing structured models or stages of a business negotiation or discussion – for example, opening (rapport building), exploring interests, proposing solutions, bargaining, and closing (reaching agreement). Learn techniques such as active listening, asking open-ended questions, and using persuasive communication during each stage. Also cover conflict resolution tactics (finding win-win outcomes, handling objections, and maintaining professionalism).

4. Specifics of business negotiations in the Hotel and Restaurant sector. (Added emphasis) Discuss common scenarios and considerations for negotiations in hospitality. For instance, negotiating contract terms with vendors (food suppliers, travel agents), discussing event hosting deals with corporate clients, or internal negotiations like budget discussions between a hotel general manager and the corporate office. Highlight any industry-specific factors (seasonal demand, service quality standards, cultural hospitality norms) that may influence negotiation strategy and communication style.

Theme 4. Interpersonal Communication Skills and Non-Verbal Cues

1. Interpersonal communication and emotional intelligence. Understanding one-on-one communication dynamics. Topics include empathy, rapport, building trust, and the role of emotional intelligence (recognizing and managing one's own and others' emotions) in communication. How strong interpersonal skills improve teamwork and customer interactions in hospitality (e.g. a manager coaching an employee, or a front-desk agent comforting a frustrated guest).

2. Active listening and feedback. Techniques for effective listening – giving full attention, using body language and verbal prompts to show you are listening, and providing feedback or paraphrasing to confirm understanding. Discussion of barriers to listening (e.g., distractions, preconceived notions) and how to overcome them. Students learn that *listening is as important as speaking* in business communication, especially for resolving issues and making others feel valued.

3. Non-verbal communication. Exploration of how body language, facial expressions, eye contact, gestures, posture, and tone of voice convey messages, often subconsciously. We cover how to interpret others' non-verbal cues and how to align your own non-verbal signals with your intended message (congruence). For instance, maintaining eye contact and an open posture to project confidence and attentiveness when speaking to guests or colleagues.

4. Professional etiquette and paralinguage. Guidelines on professional etiquette in communication (greetings, polite forms of address, turn-taking, etc.) and awareness of paralinguage (tone, pitch, pace of speaking). In hospitality, using a polite tone and courteous language (saying “please”, “thank you”, addressing customers as Sir/Madam or by name appropriately) is part of delivering excellent service.

5. Interpersonal communication in hospitality settings. Applying these skills to specific contexts like customer service encounters, performance feedback discussions with staff, networking events, and conflict situations. Emphasize cultural differences in interpersonal communication – e.g., appropriate personal space or touch (handshakes, bows) and how certain gestures or eye contact norms differ across cultures.

Theme 5. Written Business Communication and Correspondence

1. Principles of effective writing. Key qualities of effective business writing – clarity, brevity, correctness, and professionalism. Emphasis on using proper grammar and vocabulary, avoiding jargon when writing to those outside your field, and structuring messages logically (with an introduction, body, conclusion or call-to-action as appropriate).

2. Common forms of business correspondence. Overview of formats and best practices for emails, business letters, memos, reports, and proposals. For each form, discuss the typical structure and tone. For example, an email should have a clear subject line, a polite greeting, concise body, and a courteous closing. A formal letter might require company letterhead and a standard format. Reports and

proposals need an executive summary, clear headings, and possibly visual aids (charts/tables).

3. E-mail and digital etiquette. Specific focus on email communication – using informative subject lines, replying promptly, proofreading to avoid errors, using proper salutations and signatures. Also cover etiquette for other digital written channels like instant messaging (maintaining professionalism on tools like Slack or WhatsApp used internally) and social media posts when representing a business.

4. Writing in the hospitality context. Tailoring written communication for hotel and restaurant operations. This includes writing policies & SOPs (standard operating procedures) in clear language for staff manuals, drafting guest communications such as booking confirmations or apology letters, and composing promotional content (flyers, menus, website text) with a persuasive yet customer-friendly tone. Considerations for bilingual or multilingual written materials common in hospitality (e.g., providing translations or universally understood icons).

5. Document design and clarity. Tips on making written documents easy to read – using bullet points or numbered lists for steps (as in an event checklist or training document), headings and subheadings for structure, and visual design elements like adequate spacing and readable fonts. This also involves understanding how to present data in writing (through tables, charts, or infographics) for reports.

6. Professional tone and politeness in writing. How to convey the appropriate tone - whether formal, neutral, or friendly - depending on the audience and purpose. For instance, internal memos can be slightly less formal than external letters to partners. In hospitality, written responses to customer inquiries or complaints should be polite, positive, and solution-oriented (even if the message conveys a denial or policy). We also discuss how to soften negative news in writing (using tactful language) and the importance of cultural sensitivity in written communication (avoiding idioms or humor that might not translate well).

Theme 6. Digital Communication and Communication Technologies

1. Digital channels in business communication. An overview of modern digital communication tools used in organizations: email, instant messaging (Slack, Microsoft Teams, etc.), video conferencing (Zoom/Skype), collaborative platforms, corporate social media, and project management communication tools. How these have changed the speed and style of business communication (e.g., more informal quick exchanges on chat, reliance on visuals/emojis, etc.).

2. Social media and online presence. How businesses communicate with the public through digital platforms – corporate social media accounts (Facebook, Instagram, Twitter, LinkedIn), blogs, and websites. Discuss best practices for maintaining a professional and positive online voice, engaging with customer comments/reviews, and the role of social media in marketing communication for hospitality (showcasing hotel amenities, responding to guest reviews on TripAdvisor, etc.).

3. Digital communication in the hospitality workplace. Specific uses of technology in hotels/restaurants: internal staff communication apps (for example,

apps that connect front-desk, housekeeping, and maintenance in real time), digital signage for internal notices or guest information, online booking and reservation systems communications (automated emails or SMS to guests), and use of tablets/mobiles for orders. Highlight how unified communication systems can improve efficiency (e.g., a message from a guest via the hotel app immediately alerts the relevant staff).

4. Challenges of digital communication. Issues such as information overload (constant emails and messages leading to stress), lack of personal touch or misinterpretation in text-only messages, digital divide (not everyone being equally tech-savvy), and the need for data security and privacy in business communications (especially when handling customer data or confidential info online).

5. Virtual meetings and conferencing skills. With remote work and global teams, the ability to communicate via video calls is crucial. Cover etiquette for virtual meetings – ensuring good audio/video, speaking clearly, avoiding multitasking, and using features like screen-sharing effectively. Also, how to keep virtual team communication inclusive (like involving remote staff in discussions).

6. Adapting communication style to the medium. Understanding that a message should be tailored depending on whether it's sent via email, chat, or said in a video call. For instance, urgent or complex matters might be better discussed via a quick call rather than a long email chain. Conversely, routine updates can be communicated via a central digital bulletin or platform to avoid unnecessary meetings. In the hospitality context, knowing when to switch from an email to a phone call with a client (maybe to add a personal touch or resolve an issue faster) is a valued skill.

7. Digital communication trends in hospitality. A look at current and emerging trends such as AI chatbots for customer service on hotel websites, use of WhatsApp or messaging apps for concierge services, virtual reality tours for event sales, and the increasing importance of online reviews and prompt digital responses. Emphasis on how hospitality professionals need to be adept at using these tools to meet guest expectations for quick, tech-enabled communication.

Theme 7. Intercultural and International Communication

1. Understanding culture's impact on communication. Overview of how cultural values, norms, and assumptions influence communication styles. Introduce concepts like high-context vs. low-context cultures (implicit vs. explicit communication), individualism vs. collectivism (how direct one is, or whether communication is more group-oriented), power distance (formality and hierarchy in communication), etc. These frameworks help explain why misunderstandings can arise when people from different cultures interact.

2. Cross-cultural communication skills. Strategies for effective communication across cultures: active listening and observation (to pick up unspoken cultural cues), avoiding slang and idioms, being patient and open-minded, showing respect for differences, and when in doubt, asking clarifying questions rather than assuming. Emphasize *adaptability* – modifying one's communication

style to better suit the cultural expectations of the other party (e.g., being more formal if needed, or more indirect when appropriate).

3. Intercultural communication in the hospitality industry. Given the global nature of hospitality, discuss typical cross-cultural situations: serving international guests, managing a multicultural workforce, negotiating with foreign partners, or working in a different country. Use examples like differences in greeting rituals, varying expectations of service (some guests might expect very proactive service, others value privacy), and different conflict resolution approaches.

4. Language and communication. Address language barriers specifically – working with translation (either human or machine translators), the importance of simple and clear language if communicating in a non-native speaker’s language, and awareness of how things like humor or metaphors may not translate. Possibly touch on the role of English as the lingua franca of global business and tourism, but also the value of knowing key phrases in other languages as a hospitality professional.

5. Non-verbal differences and etiquette. Many intercultural miscommunications come from non-verbal misinterpretations. Highlight examples: eye contact norms (as discussed earlier), gestures (a thumbs-up is positive in some places, offensive in others), concepts of personal space or touching (a casual pat on the back might be friendly in one culture, unwelcome in another). Dining etiquette or gift-giving norms if relevant (for public relations contexts).

6. Intercultural competence development. Encourage students to develop *intercultural competence*, which involves knowledge (learning about other cultures), skills (language, adjusting communication style), and attitudes (curiosity, empathy, tolerance for ambiguity). Possibly share a model like Milton Bennett’s stages of intercultural sensitivity (from denial to integration) to reflect on their personal growth in dealing with cultural differences.

7. International business etiquette: If communicating professionally across borders (say writing to a foreign business partner or hosting an international delegation), what protocols might differ? Examples: formality in emails, use of titles (Dr., Mr., Ms., or first names), timing/punctuality expectations for meetings, etc. Also mention the role of interpreters if used – how to communicate effectively through an interpreter.

Theme 8. Customer Service Communication and Conflict Resolution

1. Communicating service excellence. How to use communication as a tool to deliver outstanding customer service. This includes greeting guests warmly, using polite and positive language, attentively listening to customer needs, and exceeding expectations through proactive communication (like offering help before being asked). Emphasize the hospitality principle of making the guest feel valued and heard through every interaction.

2. Handling customer complaints and difficult situations. Techniques for communicating with unhappy or difficult customers in the hotel/restaurant context. The steps often involve: staying calm, showing empathy (“I understand how you feel...”), apologizing sincerely if there’s a lapse, finding out details, and clearly

explaining what you will do to resolve the issue or offering alternatives. Skills like not taking things personally, and not blaming others, but focusing on the solution. Use of the HEARD technique (Hear, Empathize, Apologize, Resolve, Diagnose) or similar frameworks from service training.

3. Conflict communication and de-escalation. More broadly, how to communicate in conflict situations (which could be with customers, between employees, or with suppliers). Introduce conflict management styles (avoidance, accommodation, compromise, competition, collaboration) and stress that collaborative, win-win communication is usually best in professional contexts. De-escalation tactics: using a calm tone, acknowledging the other's emotions, reframing negative language, and finding common ground.

4. Service recovery and turning negatives to positives. The concept of service recovery – how a well-handled complaint can actually increase customer loyalty. Communication is key here: follow-up with the customer after solving an issue (e.g. a note or call to ensure they're now satisfied), and internal communication to prevent future issues (reporting problems to management, etc.). Examples might include how apologizing and offering a small compensation (like a free dessert for a meal mishap) with a personal touch can leave the guest feeling better than if **nothing had gone wrong initially.**

5. Assertive communication and setting boundaries. Training on being assertive rather than passive or aggressive, particularly relevant when a hospitality worker must enforce rules (like no smoking areas, or payment issues) yet remain polite. This means clearly and respectfully stating what can or cannot be done, using "I" statements and offering explanations or alternatives. For example, telling a guest "I'm sorry, we're fully booked tonight, but I can help you find a room at our sister hotel" – it's firm on the fact (no rooms), but helpful in approach.

6. Internal customer service (communication within the team). Highlight that "customer service" principles also apply to how staff treat each other – e.g., a department serving another (kitchen and service staff communicating on orders). Encouraging a culture of respectful, timely, and supportive communication internally leads to better external service.

7. Handling public relations crises. Although more advanced, mention how communication is managed when a larger conflict or crisis occurs (e.g., a food poisoning incident or an insensitive remark by an employee goes viral). The importance of a unified message, sincere apologies, and swift action communicated to the public or media. This ties together conflict resolution and digital/public communication in a scenario that hospitality businesses sometimes face.

Theme 9. Team Communication and Leadership in Organizations

1. Internal communication and organizational culture. The role of communication in building and maintaining a healthy organizational culture. Topics include transparency from leadership, methods of internal communication (newsletters, intranet, staff meetings, suggestion boxes), and how open

communication channels can increase employee engagement and trust. Conversely, poor internal communication can lead to rumors, low morale, and confusion.

2. Teamwork and collaboration. Communication within teams – how to run effective team meetings (setting agendas, encouraging input, summarizing decisions), how to communicate roles and responsibilities clearly, and how teams can use collaborative communication tools. Emphasize listening to team members' ideas and giving constructive feedback. In hospitality, think about cross-department communication (e.g., front office coordinating with housekeeping and F&B for a VIP arrival – requiring teamwork and clear info sharing).

3. Leadership communication styles. Different leadership styles (authoritative, democratic, coaching, etc.) and their communication patterns. For instance, a democratic leader encourages two-way discussion and feedback, while an authoritarian leader might communicate mostly top-down. Students explore why adaptive communication style is important – good leaders adjust how they communicate based on the situation and audience (e.g., in a crisis, more directive; in daily operations, more consultative).

4. Motivating and influencing through communication. How leaders use communication to motivate staff – through recognition (praise and positive feedback), vision sharing (communicating the mission and goals to inspire), and coaching conversations that help employees develop. In hospitality, a motivated staff often translates to better guest service, so managers who communicate appreciation and provide clear growth feedback create a win-win scenario (happy employees, happy guests).

5. Decision-making and giving instructions. Best practices for communicating decisions and directives. Ensure instructions are clear and check for understanding. Explain the rationale behind decisions when possible (to gain buy-in). We also cover upward communication – how employees can effectively communicate suggestions or concerns to management (creating a culture where feedback flows upward without fear).

6. Change communication. When organizations implement change (new policies, restructuring, new technology), effective communication is key to manage employee reactions. Strategies include timely announcements, explaining the “why” of change, addressing rumors, and providing forums for Q&A. This connects to reducing uncertainty and gaining support during change.

7. International teams and communication. If not covered earlier, touch on managing communication in geographically dispersed or culturally diverse teams (blending Theme 7 and 6 content). Ensuring inclusive communication practices, bridging time zones, and clarifying expectations to avoid miscommunication in virtual teams.

8. Ethical and transparent communication. Reinforce the need for honesty and integrity in internal communications by leaders. For example, admitting mistakes or unknowns when appropriate, and avoiding misinformation. Ethical communication builds credibility – employees are more likely to trust leadership that communicates frankly and consistently.

Theme 10. Public Speaking, Presentations, and Public Relations

1. Public speaking fundamentals: Skills for effective oral presentations in professional and public contexts. Cover how to structure a speech or presentation (opening that hooks, clear main points, conclusion that calls to action or summarizes), how to use voice effectively (volume, pace, intonation), and managing public speaking anxiety. Techniques like knowing your material, practicing, and engaging with the audience (eye contact, rhetorical questions) are discussed.

2. Designing effective presentations: The use of visual aids (PowerPoint slides, images, charts) and best practices for them – not too much text, legible font, supportive visuals. In hospitality, this could relate to presenting a proposal to investors for a new restaurant concept, or pitching your hotel to a corporate client – so visuals might include property photos, stats, customer testimonials, etc. Emphasize consistency in design and not reading off slides.

3. Presentation types in hospitality: Identify common scenarios: giving a sales pitch to potential clients (like a travel agent or company, promoting your venue), speaking at a tourism conference or trade show, conducting a press briefing for a new hotel opening, or even speaking at community events as a representative of the company. For each, discuss the objective and appropriate style (e.g., a sales pitch is persuasive and enthusiastic, a press briefing is informational and controlled, a conference talk might be educational and inspiring).

4. Media communication and interviews: Basics of interacting with the media or journalists. How to prepare talking points, stay on message, and handle tough questions. The concept of sound bites – communicating key messages succinctly for news. Also, etiquette like staying calm and polite even if pressed.

5. Public relations messaging: Crafting key messages for public communication – whether through a press release, a speech, or social media. Ensuring the message aligns with the brand's values and image. For example, if a hotel brand prides itself on sustainability, public messages often highlight that theme consistently.

6. Crisis communication in public: Building on earlier content, focus on the external dimension – issuing public statements or holding press conferences in crisis situations (like health incidents, security issues at a hotel, etc.). Emphasize honesty, empathy, responsibility, and outlining corrective actions. Possibly reference examples of good vs. bad crisis communications in hospitality or tourism (without naming unless well-known).

7. Networking and public interaction: Communication in more casual public contexts, like networking events, career fairs, or community gatherings where one represents their organization. Tips on introductions, small talk, and elevator pitches (a 30-second summary of who you are and what your organization offers) to create a positive impression.

8. Cross-cultural public speaking: If addressing an international audience or using a second language, adjust by avoiding jokes that might not translate, speaking slower, and being mindful of cultural references. This ties with intercultural but in a public speaking scenario.

Theme 11. Communication in Catering Services: Client Interaction, Team Coordination, and Event Delivery

1. Communication Specifics in Catering: Event-Based, Dynamic, and Multi-Level. Catering is an event-focused service model, often executed outside of the host's permanent location, which creates unique communication challenges. Unlike fixed-location restaurants or hotels, catering involves: mobile operations across various venues, temporary work teams formed for specific events, intensive time-bound service execution, parallel communication with clients, vendors, staff, and venue representatives, this complexity demands heightened clarity, speed, and adaptability in communication.

2. Client Interaction and Communication Protocols. Effective communication with clients before, during, and after a catering event builds trust and ensures satisfaction. Stages include: 1. Pre-event (Consultation & Planning): - understanding client expectations (event purpose, number of guests, menu preferences); - explaining available services and packages clearly; - confirming logistics in writing (venue access, power sources, dietary needs). 2. During the event: - welcoming guests and maintaining a responsive presence; - managing changes (e.g., guest count adjustments) gracefully and transparently; - communicating timelines (e.g., when dishes are served, toasts, dessert). 3. Post-event: - collecting feedback politely via thank-you emails or surveys; - offering future collaboration (loyalty programs, discounts for recurring clients).

3. Internal Team Communication and On-Site Roles. Catering involves cross-functional teams (chefs, servers, logistics crew, event managers) working under time pressure. Strong internal communication ensures: smooth setup and breakdown, coordination of food delivery from mobile kitchens or transport, service sequencing and role clarity. Recommended tools include: pre-event briefings with role assignments and timelines, visual flowcharts or printed task checklists, headsets or mobile messaging apps for real-time updates during large events.

4. Coordination with External Vendors and Venue Personnel. Catering rarely happens in isolation. Communication with florists, decorators, AV providers, photographers, and venue staff is key. Early contact to align expectations. Site visits or virtual tours to map logistics. Clear agreements in writing (responsibilities, liabilities, timing). Miscommunication with vendors can cause delays, so protocols must be firm yet collaborative.

5. Digital Tools for Communication and Planning. Modern caterers use digital platforms for project management and client interaction:

- CRM systems (e.g., CaterZen, HoneyBook) to track clients and events
- Shared online schedules (Google Calendar, Asana, Trello)
- Instant messaging for kitchen-to-service communication during events
- Online proposal templates with embedded menus, visuals, and cost estimates

These tools help standardize communication, especially for teams managing multiple events per week.

6. Crisis Communication During Events. Unexpected issues (late delivery, missing cutlery, power outages) must be addressed calmly:

- Immediate internal updates
- Designated spokesperson communicates with client diplomatically
- Solutions offered swiftly (backup dish, generator, extra staff)

Students learn that the perception of professionalism often outweighs the presence of a problem – how the team responds is critical.

4. Structure of the Discipline

Titles of the Topics	Number of Hours						Number of Hours					
	Full-time education						Part-time education					
	Total hours	including					Total hours	including				
		l	p	lab.	ind.	s.w.		l	p	lab.	ind.	s.w.
Theme 1. Course Content and Objectives	7	1	1	-	-	5	10	1	1	-	-	8
Theme 2. Business Communication and Organization Structure	7	1	1	-	-	5	9	1		-	-	8
Theme 3. Business Discussions and Negotiations	8	1	1	-	-	6	9		1	-	-	8
Theme 4. Interpersonal Communication Skills and Non-Verbal Cues	10	2	2	-	-	6	8			-	-	8
Theme 5. Written Business Communication and Correspondence	10	2	2	-	-	6	8			-	-	8
Theme 6. Digital Communication and Communication Technologies	10	2	2	-	-	6	8			-	-	8
Theme 7. Intercultural and International Communication	10	2	2	-	-	6	7			-	-	7
Theme 8. Customer Service Communication and Conflict Resolution	9	2	2	-	-	5	8			-		8
Theme 9. Team Communication and Leadership in Organizations	6	1	1	-	-	4	8			-	-	8

Theme 10. Public Speaking, Presentations, and Public Relations	6	1	1	-	-	4	7			-	-	7
Theme 11. Communication in Catering Services: Client Interaction, Team Coordination, and Event Delivery	7	1	1	-	-	5	8					8
Total hours	90	16	16	-	-	58	90	2	2	-	-	86

5. Topics of Practical Session

№	Titles of the Topics	Number of Hours	
		Full-time education	Part-time education
1	Theme 1. Course Content and Objectives	1	1
2	Theme 2. Business Communication and Organization Structure	1	
3	Theme 3. Business Discussions and Negotiations	1	1
4	Theme 4. Interpersonal Communication Skills and Non-Verbal Cues	2	
5	Theme 5. Written Business Communication and Correspondence	2	
6	Theme 6. Digital Communication and Communication Technologies	2	
7	Theme 7. Intercultural and International Communication	2	
8	Theme 8. Customer Service Communication and Conflict Resolution	2	
9	Theme 9. Team Communication and Leadership in Organizations	1	
10	Theme 10. Public Speaking, Presentations, and Public Relations	1	
11	Theme 11. Communication in Catering Services: Client Interaction, Team Coordination, and Event Delivery	1	
Total		16	2

6. Self-Study work

№	Titles of the Topics	Number of Hours	
		Full-time education	Part-time education
1	Theme 1. Course Content and Objectives	5	8
2	Theme 2. Business Communication and Organization Structure	5	8
3	Theme 3. Business Discussions and Negotiations	6	8
4	Theme 4. Interpersonal Communication Skills and Non-Verbal Cues	6	8
5	Theme 5. Written Business Communication and Correspondence	6	8
6	Theme 6. Digital Communication and Communication Technologies	6	8
7	Theme 7. Intercultural and International Communication	6	7
8	Theme 8. Customer Service Communication and Conflict Resolution	5	8
9	Theme 9. Team Communication and Leadership in Organizations	4	8
10	Theme 10. Public Speaking,	4	7

	Presentations, and Public Relations		
11	Theme 11. Communication in Catering Services: Client Interaction, Team Coordination, and Event Delivery	5	8
Total		58	86

7. Individual tasks for the discipline

The purpose of completing individual tasks is to deepen the knowledge of the discipline and develop critical thinking and practical skills in **business communications**. The tasks will encourage students to explore the key concepts and real-world applications of communication in the **hotel and restaurant industry**, with an emphasis on both public and private sector activities.

1. Task: Analyze Communication Challenges in Hospitality Organizations

Objective: Students are required to analyze and identify common communication barriers within a hospitality organization, both internal (between employees and departments) and external (between the business and customers or partners).

Instructions: Choose a specific hotel, restaurant, or catering service and conduct a thorough analysis of its communication strategies. Identify potential barriers (e.g., language differences, cultural misunderstandings, technological limitations) and propose solutions based on best practices.

Deliverable: A detailed report discussing the communication barriers, their impact on the organization, and proposed solutions for improving internal and external communication.

2. Task: Develop a Crisis Communication Plan for a Hospitality Business

Objective: Students will develop a crisis communication strategy for a hospitality business facing a specific crisis (e.g., a health scare, environmental disaster, or customer service failure).

Instructions: Choose a crisis scenario relevant to the hospitality industry and develop a comprehensive communication plan. The plan should include internal and external communication strategies, key messaging, and steps for managing media relations. Consider different platforms (e.g., social media, press releases, internal meetings) for disseminating information.

Deliverable: A written crisis communication plan, including all the necessary steps and actions to manage the crisis effectively, minimize damage to the business, and restore customer trust.

3. Task: Create a Presentation on Effective Communication Techniques in Hospitality

Objective: To demonstrate the ability to create and deliver a presentation on effective business communication techniques, tailored to the hospitality industry.

Instructions: Prepare a PowerPoint presentation on effective communication strategies for improving guest satisfaction and employee engagement in a hotel or restaurant. The presentation should cover communication methods (verbal and non-verbal), active listening, conflict resolution, and customer service.

Deliverable: A 10-15 slide PowerPoint presentation with speaker notes, including examples and practical communication techniques for the hospitality industry.

4. Task: Write a Business Email for Customer Complaint Management

Objective: Students will practice their business writing skills by drafting a professional email that addresses a customer complaint in the hospitality sector.

Instructions: Assume the role of a manager at a hotel or restaurant. Write an email to a guest who has complained about their recent stay (e.g., poor service, uncomfortable accommodation, or an unsatisfactory meal). The email should be polite, empathetic, and offer a suitable solution or compensation.

Deliverable: A well-crafted email response that resolves the customer's complaint while maintaining a positive and professional tone.

5. Task: Conduct an Intercultural Communication Assessment for Hospitality Services

Objective: To explore the role of intercultural communication in delivering high-quality services in a diverse hospitality environment.

Instructions: Select a hospitality business (hotel, restaurant, etc.) that caters to an international clientele. Analyze how the business accommodates cultural differences in its service delivery (e.g., language, dining preferences, body language, etc.). Provide recommendations on how the business could improve its intercultural communication to better serve guests from diverse cultural backgrounds.

Deliverable: A report outlining the assessment of intercultural communication practices in the chosen business and a set of actionable recommendations.

6. Task: Design an Effective Communication Strategy for Marketing in Hospitality

Objective: To understand the role of communication in marketing and how it can enhance brand reputation and customer loyalty in hospitality.

Instructions: Develop a marketing communication plan for a new hotel or restaurant brand. The plan should focus on how to communicate the brand's values, services, and unique selling points to target audiences. Incorporate digital marketing tools (social media, email newsletters, etc.) and traditional marketing methods (print, events) to reach potential customers.

Deliverable: A detailed communication strategy document, including marketing goals, target audience analysis, content strategies, and specific communication channels to be used.

7. Task: Evaluate a Hospitality Business's Social Media Communication

Objective: To assess how well a hospitality business communicates with its customers through social media channels.

Instructions: Select a hotel, restaurant, or catering service with a significant social media presence. Evaluate its social media communication by analyzing recent posts, interactions with followers, and customer reviews. Identify strengths and areas for improvement in how the business engages with its audience online.

Deliverable: An evaluation report with recommendations on how the business can improve its social media communication, based on engagement metrics and best practices for customer interaction.

8. Task: Prepare a Business Communication Training Manual for Hospitality Employees

Objective: To create a practical resource for training hospitality staff in effective communication skills.

Instructions: Develop a training manual for new employees at a hotel or restaurant, focusing on key communication skills needed for excellent customer service. The manual should cover topics such as effective phone etiquette, handling complaints, maintaining a professional tone, and communicating with guests from different cultural backgrounds.

Deliverable: A comprehensive training manual with guidelines, tips, and examples for effective communication in the hospitality industry.

9. Task: Simulate Communication Planning for a Catering Event

Objective: To develop a practical communication plan for organizing and delivering a successful catering event, emphasizing coordination between team members, external partners, and clients.

Instructions: Imagine you are the event coordinator for a catering company responsible for delivering a high-end corporate reception for 100 guests at an off-site venue. Create a comprehensive communication plan that outlines:

Pre-event communication with the client (requirements, approvals, expectations).

Internal team communication (between kitchen, service staff, logistics, and delivery teams).

Coordination with external parties (suppliers, venue managers, transport providers).

On-site communication during the event (tools and protocols for real-time coordination).

Post-event follow-up (client feedback and debriefing with staff).

Include descriptions of communication channels (e.g., CRM systems, radios, group chats, email templates), schedules, and any checklists or briefing templates you would use to ensure flawless execution.

Deliverable: A structured communication planning document (3–5 pages or equivalent slide deck) with flowcharts or tables illustrating communication timelines, stakeholder responsibilities, and communication methods at each stage of the catering event. Include at least one figure or diagram (e.g., communication matrix or timeline).

8. Teaching Methods

During the delivery of the academic discipline «Business communication in professional and public activities», the following methods are applied:

- Verbal methods (lectures, discussions);
- Visual methods during lectures (informational, analytical, problem-based) and practical classes, including the use of multimedia tools;
- Practical methods during the performance of practical tasks, problem-solving, and exercises;
- Interactive teaching methods during questioning, analysis of practical situations, discussions, brainstorming sessions, business games, and case study reviews;
- Innovative methods, in particular the project-research method and integrated methods. The following information and communication technologies and digital tools are applied: Google digital tools, Microsoft software products, and specialized software for various types of activities, such as Kahoot, Mentimeter, Crello, Trello, Canva, and M.E.doc.;
- Distance learning methods using platforms such as Moodle and Zoom.

9. Evaluation system and requirements

Types of assessment: ongoing and final.

Form of final assessment: pass/fail test

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, a student may earn points for:

- Active participation in lectures and practical classes;
- Demonstrating the level of preparation on a given topic during oral questioning;
- Participation in lecture discussions;
- Test completion;
- Preparation of a report-presentation;
- Completion of individual assignments.

The number of points earned by a student during the semester, together with the points for the final credit work, form the overall grade for the academic discipline according to:

- The 100-point scale;
- The two-level scale (“passed”, “not passed”);
- The ECTS grading scale of learning outcomes.

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

Assessment methods: observation of students’ learning activities, oral questioning, and test control.

Rating scale: national and ECTS

The sum of points for all types of educational activities	ECTS grading scale	Evaluation by the national scale	
		for an exam, course project (work), practice	For test
90-100	A	excellent	passed
82-89	B	good	
74-81	C		
64-73	D	satisfactory	
60-63	E		
35-59	FX	unsatisfactory with the possibility of retaking	not passed with the possibility of retaking
1-34	F	unsatisfactory with mandatory re-study of the discipline	not passed with mandatory re-study of the discipline

10. Recommended sources of information:

General

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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.
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9. 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>
10. Cardon P.W. Business Communication: Developing Leaders for a Networked World (4th ed.). McGraw-Hill. 2020. 608 p.
11. Dewey J. Introduction to Business Communications. Clanrye international, 2018. 249 p.
12. Lewicki, R. J., Barry B., Saunders D.M. *Essentials of Negotiation* (7th ed.). McGraw-Hill. 2020. 336 p.
13. 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.
14. McKay M., Davis M., Fanning P. The Communication Skills Book (3rd ed.). New Harbinger Publications. 2018.
15. Levchenko Y., Britchenko I. Business communications. Sofia: Prof. Marin Drinov Publishing House of Bulgarian Academy of Sciences, 2021. 124 p.

Additional

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5. 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>

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Information resources

- | | | | | |
|----|---|----------------|-------------|------|
| 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=ZLKTPQVyr8 | | | |
| 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 | | | |