



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 D7 "Trade" Field of Knowledge D "Business, Administration and Law", EPP "Entrepreneurship, Trade and Logistics" 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

This course provides an in-depth exploration of business communication principles and practices, tailored for graduate students in the Specialty D7 "Trade" Field of Knowledge D "Business, Administration and Law", EPP "Entrepreneurship, Trade and Logistics". Emphasis is placed on both professional communication (within and between organizations) and public communication (external, stakeholder, and societal interactions). Students will examine advanced theories of communication, engage in practical skill-building, and analyze real-world cases to develop effective communication strategies under various conditions – including uncertainty and risk. Business communication in a professional setting is held to higher standards than everyday communication – misunderstandings carry high stakes for organizations. Thus, this course focuses on developing the competencies needed to communicate clearly, ethically, and persuasively in complex business environments.

Credits / Hours: 3 ECTS credits (90 hours total, including class contact and independent study).

Course Objective. By the end of the course, students will be able to:

- Integrate theory and practice: understand advanced concepts, models, and processes of business communication and apply them to solve complex managerial problems (aligning with the integral competence of solving complex problems in entrepreneurship and trade through research and innovation).
- Adaptation and flexibility: adapt communication styles and strategies to new and uncertain business situations.
- Cross-disciplinary communication: effectively communicate and collaborate with professionals from different fields and levels, using appropriate terminology and media.
- Ethical and accountable communication: demonstrate determination, responsibility, and ethical behavior in all communications, upholding commitments.
- Managerial communication skills: utilize communication as a tool for effective management of business entities in entrepreneurship and trade (meeting SC3) and for resolving problems and making informed decisions in professional practice.
- Practical outcomes: show initiative and independence in professional communication scenarios; design and use communication-based incentives to motivate employees and partners; employ business communication techniques to interact with diverse professional groups; execute professional tasks in entrepreneurship and trade with full competence and creativity; make decisions that enhance organizational effectiveness through strategic communication; and resolve complex, uncertain situations in entrepreneurship and trade via effective communication and negotiation.

Integral Competence: the ability to solve complex tasks and problems in the field of entrepreneurship and trade, or during the learning process, which involves

conducting research and/or implementing innovations under uncertain conditions and requirements.

General Competencies (GC):

GC1. The ability to adapt and act in a new situation.

GC4. The ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity).

GC5. Determination and persistence in achieving set goals and responsibilities.

Special Competencies (SC):

SC3. Ability to solve problematic issues and make managerial decisions in professional activities.

SC4. Ability to solve problems and make management decisions in professional activities.

Program Learning Outcomes (PLO):

PLO1. The ability to adapt, show initiative, and act independently in professional situations.

PLO3. Develop material and moral incentives and apply other tools to motivate employees and partners to achieve set goals.

PLO4. Apply business communication to maintain interaction with representatives of different professional groups.

PLO5. Professionally, fully, and with creative self-realization, complete assigned tasks in the field of entrepreneurship and trade.

PLO9. Develop and make decisions aimed at ensuring the effectiveness of the activities of business entities in the field of entrepreneurship and trade.

PLO10. Solve problematic issues that arise in the activities of entrepreneurial and trade structures under conditions of uncertainty and risk.

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. Foundations of Business Communication	9	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “Communication as a Strategic Tool in Hospitality, Trade, and Entrepreneurship” - Practical Assignment: Analyze the Communication Process in a Business Setting - Case Study: “The Lost Order – Miscommunication in a Catering Request” 3. Self-Study Questions 4. Interactive Assignments: - Matching Exercise - True or False Quiz 5. Scenario-Based Challenge – “Email Gone Wrong” 6. Communication Strategy Simulation – “You’re the Catering Coordinator!”
2	Theme 2. Ethical and Cross-Cultural Aspects of Business Communication	7	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “When Ethics and Culture Collide in Business”. - Case Study: “The Misread Gesture”. 2. Self-Study Questions: 3. Interactive Assignments for Theme 2 - Matching Exercise – Ethics and Culture in Business Communication - True or False Quiz – Ethics and Cross-Cultural Concepts - Scenario-Based Challenge – “Email Across Cultures” 4. Ethical Decision-Making Simulation – “You’re the Export Manager!”
3	Theme 3. Psychology of Business Communication	8	1. Independently study the theoretical material.

			2. Practical Session: - Discussion Topic: “Why Don’t They Hear Me?” Psychological Barriers to Communication - Practical Assignment: Communication Style Role-Play - Case Study: “The Silent Employee” 3. Self-Study Questions 4. Interactive Assignments: - Matching Exercise – Psychology in Business Communication - True or False Quiz – Psychological Communication Concepts - Scenario-Based Challenge – “The Overreaction” 5. Communication Strategy Simulation – “You’re the Front Desk Team Leader!”
4	Theme 4. Negotiation Skills and Strategies	10	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “What Makes a Negotiation Successful?” - Practical Assignment: Negotiation Role-Play - Case Study: “The Discount Dilemma” 3. Self-Study Questions 4. Interactive Assignments for Theme 4 - Matching Exercise – Key Negotiation Terms - True or False Quiz – Negotiation Strategy Concepts - Scenario-Based Challenge – “Supplier Showdown” 5. Negotiation Simulation – “You’re the Logistics Account Manager!”
5	Theme 5. Advanced Negotiation Techniques and Influence	10	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “Ethics and Strategy in Tough Negotiations” - Practical Assignment: Advanced Negotiation Simulation - Case Study: “The Broken Trust Deal” 3. Self-Study Questions 4. Interactive Assignments: - Matching Exercise – Negotiation and Influence Concepts - True or False Quiz – Influence and Persuasion - Scenario-Based Challenge – “The Persuasion Puzzle” 5. Influence Simulation – “You’re the

			Sales Director!”
6	Theme 6. Conflict Resolution and Difficult Conversations	10	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “When Communication Escalates Conflict” - Practical Assignment: Conflict Management Role-Play - Case Study: “The Burned Bridge Between Partners” 3. Self-Study Questions 4. Interactive Assignments: - Matching Exercise – Conflict Communication Terms - True or False Quiz – Conflict Resolution Essentials - Scenario-Based Challenge – “The Angry Guest Review” 5. Simulation – “You’re the HR Lead”
7	Theme 7. Internal Communications and Leadership	10	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “What Makes Internal Communication Motivating or Demotivating?” - Practical Assignment: Internal Communication Scenario Role-Play - Practical Assignment: Internal Communication Scenario Role-Play 3. Self-Study Questions 4. Interactive Assignments: - Matching Exercise – Internal Communication Terms - True or False Quiz – Internal Communication Concepts - Scenario-Based Challenge – “The Mysterious Change” 5. Simulation – “You’re the Team Leader!”
8	Theme 8. Written Business Communication	10	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “When Writing Helps - or Hurts - Business Relationships” - Practical Assignment: Email Writing Simulation - Case Study: “The Unopened Proposal” 3. Self-Study Questions 4. Interactive Assignments for Theme 8 - Matching Exercise – Elements of Effective Writing - True or False Quiz – Business Writing

			Essentials - Scenario-Based Challenge – “Lost in Translation” 5. Simulation – “You’re the Sales Assistant!”
9	Theme 9. Public Speaking and Business Presentations	8	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “What Makes a Business Presentation Memorable?” - Practical Assignment: Mini-Presentation Simulation - Case Study: “The Boring Pitch” 3. Self-Study Questions 4. Interactive Assignments: - Matching Exercise – Presentation Concepts - True or False Quiz – Public Speaking Essentials - Scenario-Based Challenge – “Investor or Intern?” 5. Simulation – “You’re the Speaker!”
10	Theme 10. Communication in Crisis and Uncertain Situations	8	1. Independently study the theoretical material. 2. Practical Session: - Discussion Topic: “When Crisis Hits: What Should Leaders Say First?” - Practical Assignment: Crisis Simulation Role-Play - Case Study: “The Mishandled Statement” 3. Self-Study Questions 4. Interactive Assignments: - Matching Exercise – Crisis Communication Concepts - True or False Quiz – Crisis Communication - Scenario-Based Challenge – “The Supply Chain Breakdown” 5. Simulation – “You’re the Crisis Spokesperson!”
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 During the Semester	Maximum Number of Points That Can Be Earned During the Semester for This Type of Work	Including Distribution by Midterm Controls, Considering the Points Allocation	
				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	5	10 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 0.42 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. Сторожук О., Немченко Т., Заярнюк О. Ефективні бізнес-комунікації як стратегічна складова управління ризиками підприємства. *Економіка та суспільство*, 2023. (58). <https://doi.org/10.32782/2524-0072/2023-58-5>
12. Business communication in professional and public activities : method. instruction and assignments for studying the discipline for specialty D7 «Trade» field of knowledge D «Business, administration and law», ЕРР «Entrepreneurship, trade and logistics» / [compiled by M. Buhaieva] ; Central Ukrainian National Technical University. Kropyvnytskyi: CUNTU, 2025. 89 p. URI: <https://dspace.kntu.kr.ua/handle/123456789/16992>
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Additional

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Information resources

1. Business Communications Lab. URL: <https://walton.uark.edu/business-communication-lab/resources/>

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