

## **2 Учебно-методическая документация**

### **2.1 План практических занятий**

#### **Модуль I: Patterns and Approaches of Communicative Behavior Interpretation.**

**Interpretation of Communicative Behavior.** Communicative Behaviors and Techniques to read them. Risks of Perceptual Distortions in Interpretation: Stereotyping, "The Halo Effect", Selective Perception and Projection. Measuring, Observing and Interpreting Human Behaviors. Principles of Reading Others' Behaviors. Techniques for Reading Human Behaviors.

**First Meetings, First Impression.** "Breaking-the-Ice" Technique. Self-introductions and Self-presentations.

**Common Types of Communicative Behaviors:** Assertive, Aggressive, Passive and Passive-Aggressive Patterns. Behavioral Tips on Handling Them by Carthage Buckley.

**The Importance of Non-verbal Communication and Its Interpretations.** "Cluster-based" Interpretation. Seven Elements of Non-Verbal Communication. Interpretation of Paralanguage (vocal signs) and Non-verbal Signs: Proxemics, Kinesics, Oculesics, Haptics, Chronemics and Sensory.

**Appropriate Behaviors in Business Communication.** Sampling of Standards of Desired Behaviors. Detecting and Interpreting Signs of Lies in Communication and Responding to Them. Signs to Spot a Lie at Work by Carol Kinsey Goman.

**Successful Negotiator's Behaviors.** Avoiding Irritators, Counter-proposals, Defend/Attack Spirals, Behavior Labelling. Practice of Asking Questions, Emotional Disclosure, Single Reason Instead of Many. Top Five Negotiation Behaviors: Learn, Think, Get all the Cards on the Table, Move Slowly and Maintain Confident Body Language

**Building Rapport With Prospective Partners.** Helpful approaches. Useful Language.

**Business Presentation & Public Speaking Behaviors.** Non-verbal and Paralinguistic Behaviors in Public Speaking. Interpretation of Speaker's Behavior: Idiosyncratic and Customary Interpretation. Cultural Considerations in Interpretation: Exaggeration, Reframing, Over-interpretation.

### **ЛИТЕРАТУРА**

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- 7 Митчелл М., Корр Дж. Деловой этикет, пер с англ. О.И. Максименко. – М.: АСТ: Астрель, 2007. – 285с
- 8 Поваляева М. А., Рутер О. А. Невербальные средства общения. — Феникс, 2014. — 352 с.

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- 15 Goleman, Daniel. Building rapport with business contacts. <http://www.skillsyouneed.com/ips/rapport.html#ixzz4UUbE8y5y>
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21 Illustrations on gestures: [http://westsidetoastmasters.com/resources/book\\_of\\_body\\_language/chap5.html](http://westsidetoastmasters.com/resources/book_of_body_language/chap5.html)

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24 McManigle, Brenda, CCL and Eckerd College Leadership Development Institute. Constructive Responses: <http://www.consultpivotal.com/conflict.htm>

25 Moleman, Jacqueline Top Seven Negotiation Behaviors by. <http://www.seven2success.com/2013/05/negotiation-behaviors/>

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30 Spence, Jacqueline. Differences between passive, aggressive, assertive behaviors: <http://counsellingservice.eu/tell-the-difference-between-assertive-passive-and-aggressive-behaviour>

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## **Модуль 2 Unit II Understanding and Reacting to Challenging Behaviors.**

**Understanding and Reacting to Challenging Behaviors.** Internal, External and Interactional Approaches to Interpretation. Interpretation and Handling Manipulative Behaviors: Aggression and Intimidation, Invalidation, Flattery and “Poor Me” Patterns. Effective Responsive Tactics. Difficult Communicator Types.

**Recognizing Conflict-warning Signs in Business Communication:** Extremes, Pattern Repetition, Gossip, Blaming and Avoidance, Ruminating about "The Good Old Days". Early Warning Signs of Conflict Between Individuals. Signs of Conflict Between Groups of People. Conflict-management Styles: Competing, Accommodating, Avoiding, Collaborating and Compromising. Helpful Responsive Behaviors to a Conflict in the Workplace.

**Handling Interpersonal Conflicts. Destructive Behaviors:** Name Calling & Verbal Attacks, Criticism, Dismissive Non-verbals, Silent Treatment, Assuming, Focusing on Being Right, Focusing on Being Defensive, Controlling the Situation, Outburst of Anger. How to Deal with Provocative Behaviors and React to Challenging Remarks.

**Group Behaviors: Groupthink, Groupshift and Deindividuation.** Group Dynamics. Constructive and Destructive Group Behaviors. Creating the Group Loyalty. Development of Group “Norms”.

**Principles of Influencing and Persuasive Behavior.** Robert Cialdini’s Theory of Six Principles: Reciprocity, Scarcity, Authority, Consistency, Consensus, Liking. Persuasive Verbal Behavior by Kevin Hogan.

**Disagreeable and Diplomatic Behaviors.** Types of Disagreeable Behaviors: Name-calling, Being Personal, Responding to Tone, Contradiction, Counterargument, Refutation, Refuting the Central Point. Diplomatic behaviors in response to disagreeable ones. Reading the Signs of Agreement and Disagreement in Communication.

## **ЛИТЕРАТУРА**

### ***Основная:***

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9. Dealing with High Conflict Behaviors by State Service Authority, State Government Victoria, Australia: <https://vpssc.vic.gov.au/wp-content/uploads/2015/03/Dealing-with-High-Conflict-Behaviours-WEB.pdf>

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## 2.2 Методические материалы для проведения занятий

**Методические рекомендации** по выполнению практического занятия по теме 7 “Building Rapport With Prospective Partners. Helpful approaches. Useful Language”.

Для более эффективного изучения выделенной темы студентам рекомендуется прослушать вовремя основные тезисы данной темы в изложении преподавателя, а именно следующее:

*Definition:* **Rapport** is a state of harmonious understanding with another individual or group that enables greater and easier communication. In other words, rapport is getting on well with another person, or group of people, by having things in common, this makes the communication process easier and more effective.

Sometimes rapport happens *naturally*, you “hit it off” or “get on well” with somebody else without having to try, this is often how friendships are built. However, rapport can also be built and developed by finding common ground, developing links and being empathic.

To attempt building rapport is the first task in successful business contacts. Building rapport is all about matching ourselves with others. For many, starting a conversation with a stranger is a stressful event; we can be lost for words, awkward with our body language and mannerisms. Creating rapport at the beginning of a conversation with somebody new will often make the outcome of the conversation more positive. However stressful and/or nervous you may feel the first thing you need to do is to try to relax and remain calm, by decreasing the tension in the situation communication becomes easier and rapport grows.

Rapport is important in both our professional and personal lives; employers are more likely to employ somebody who they believe will get on well with their current staff. Personal relationships are easier to make and develop when there is a closer connection and understanding between the parties involved.

Although initial conversations can help us to relax, most rapport-building happens without words and through non-verbal communication channels.

We create and maintain rapport subconsciously through matching non-verbal signals, including body positioning, body movements, eye contact, facial expressions and tone of voice with the other person.

When meeting somebody for the first time simple tips will help to reduce the tension in the situation enabling both parties to feel relaxed and communicate more effectively:

- a Use non-threatening and “safe topics” for initial small talk. Talk about established shared experiences, the weather, how you travelled to where you are.

Avoid talking too much about yourself and avoid asking direct questions about the other person. Communicate a respectful and polite behavior mode.

- b Listen to what the other person is saying and look for shared experiences or circumstances - this will give you more to talk about in the initial stages of communication. Communicate active listening behavior mode.
- c Try to inject an element of humour. Laughing together creates harmony, make a joke about yourself or the situation/circumstances you are in but avoid making jokes about other people. Apply your sense of humour where appropriate.
- d Be conscious of your body language and other non-verbal signals you are sending. Try to maintain eye contact for approximately 60% of the time. Relax and lean slightly towards them to indicate listening, mirror their body-language if appropriate. Apply congruent non-verbal communication for more signals.
- e Show some empathy. Demonstrate that you can see the other person's point of view. Remember rapport is all about finding similarities and "being on the same wavelength" as somebody else – so being empathic will help to achieve this.
- f Make sure the other person feels included but not interrogated during initial conversations. Just as you may feel tense and uneasy meeting and talking to somebody new, so may they. Put the other person at ease, this will enable you to relax and conversation to take on a natural course.

### **Behavioral tips**

Cultural diversity in business cooperation is a great opportunity because different mindsets can support innovative decisions and ideas. Encourage individuals to be creative and generate ideas, try to engage everyone with the ideas of others positively in order to find innovative solutions.

Cooperative Behavior implies the interaction of two or more persons or organizations directed toward a common goal, which is mutually beneficial. An act or instance of working or acting together for a common purpose or benefit, i.e., joint action. (From Random House Dictionary Unabridged, 2d ed).

Студентам предлагается изучить теоретический англоязычный материал по заданной теме, проанализировать комментарии и примеры, после чего можно переходить к выполнению практических заданий. В ходе их выполнения студентам рекомендуется обращаться к следующим источникам:

1. Damona G. Doye, Ross O. Love, Racy R. Hyer. Negotiation Strategies, Oklahoma State University, available:

<http://pods.dasnr.okstate.edu/docushare/dsweb/Get/Document-1676/F-198web.pdf>

2. Dignen Bob. *Communicating Across Cultures*, Cambridge University Press. 2011. – p. 14–44;

3. Powel Mark. *International Negotiations*, Cambridge University Press 2012, – p. 6–13.

*Read about some very general approaches negotiation behaviors across cultures:*

a) **Attitude to time** can vary markedly across cultures: Americans are impatient, often expect negotiations to take a minimum amount of time; Latin Americans, French, Spanish, ex-Soviet and Russian partners may neglect the time limits; German, English and Japanese partners feel happy to be ahead of time with the discussions; Scandinavian and Western Europeans prefer to be in time and it is advisable to respect the time limits.

b) **Attitude to hierarchy, status and gender differences:** hierarchy and status differences implies seniority and demands respect in most countries of the world. Equality in partners' age and positions facilitates a successful exchange of technical information. When negotiating across cultures, the United States do not particularly care about ceremonies and minimize status differences: their use of first names promotes equality and informality, including equality in gender. The Japanese, Koreans and Chinese (guided by Confucian sense of seniority & hierarchy) must know the other person's company and position, a grammatically correct form of addressing; they always exchange business cards before a conversation. Note that women have increasingly risen to high-ranking positions over the recent years. Germans almost never address colleagues by their first names. Russians are close to the Americans about fewer formalities. Friendly relationship and hospitality is highly appreciated.

c) **Some common stereotypes** about negotiation behaviors across cultures: these stereotypes have some common sense, but MAY BE misleading if you only rely on them. Take into account professional, vocational, educational and other personal aspect, not the origin only. Undertake research on the Internet before a face-to-face session, get aware of national “dos” and “dents”, specific regional aspects in doing business and relationships, some glimpses of the culture. Still, some hints may be helpful at the start of your inter-national activities:

- Japanese: are often perceived as imprecise about issues, seeking to avoid loss of face, still care about the partner's “face factor”;
- Russians: are often perceived as making high demands, have patience, capable of rapid concession-making as the end of negotiations approaches;
- Chinese: are often perceived as cultivating and using friends to achieve objectives, justify positions in terms of principles;
- Latin Americans: are often perceived as highly emotional, use power plays, seek face-saving, decisions are centralized in their negotiation team;



- Americans: are often perceived as arrogant, impatient, poor listeners, insular, legalistic, naive, friendly, fair, flexible, risk takers, pragmatic, well prepared and very cooperative.

#### **d) Negotiation behaviors by the cultural priorities**

“Fact” Culture (USA, UK, Germany, Switzerland, the Netherlands, the Scandinavians, Central & East Europeans (France, Poland):

- Think short-term, focus on business
- Get straight down to business
- Fixed agenda, concrete decisions
- Plenty of facts and info pre-prepared

“People” Culture (Latin (Italy, Spain, Portugal) and Non-Latin Mediterranean (Greece, Turkey), Latin Americans, Gulf States, (Russia, Romania):

- Think long-term, focus on people
- Long introductions and “circular” agenda
- Emotional and even heated
- Seldom result in decisions at 1st meeting

“Trust” Culture (Asians: Japan, China, Korea, Thailand, India (Hong Kong, Vietnam, Philippines):

- Long-term expectations, focus on trust
- Lengthy exchange “proposals VS counter-proposals”
- Emotions hidden, keep the face
- Flexible agenda, flexible agreements

#### **TASK 1**

**Question 1** Identify a false statement about priority negotiation behaviors by cultures:

- Fact cultures plan meetings thoroughly in advance.
- Trust cultures expect contacts to be binding.
- People cultures often postpone a final decision until more meetings have been held.
- Fact cultures aim for a long-lasting business relationship.
- People cultures take a while to get down to business.

**Question 2** Identify a false statement about priority negotiation behaviors by cultures:

- Fact cultures like to keep track of the discussions.
- Trust cultures will keep you guessing until you hit on what it is they really want.
- People cultures tend to discuss topics in a fairly random order.
- Fact cultures want some kind of result at the end of the meeting.
- Trust cultures put forward precise and clearly defined proposals.

**Question 3** Identify a false statement about priority negotiation negotiations by cultures:

- People cultures make quick, thoroughly calculated decisions as they go along.

- b Trust cultures reveal their interests subtly.
- c Fact cultures like to track what's been agreed so far.
- d Trust cultures try to "read between the lines".
- e Fact cultures are equipped with plenty of supporting data.

## **TASK 2**

*Read the negotiation case. Taking into account theoretical knowledge and the case details, suggest your ideas on possible negotiation behaviors by both partners from different cultures, proceeding from cultural tips (5 sentences for each) and their high motivation for this deal.*

*Case description:*

“A” is the Purchase Manager from the British tour operator, *Cityscape*. They want to replace their current fleet of city tour buses (coaches). They are at the first business meeting with one of manufacturers, an Argentinian bus manufacturer, *Autovista*. So, “A” discusses a purchase of some brand-new comfortable “Panorama” coaches. They are limited in funds but they are ready to yield in to really excellent features of the coach, which will make their city tours unbelievable for your customers and profitable for the company.

“B” is the *Autovista* Sales Manager, an Argentinian manufacturer of tour buses. Their brand-new coach “Panorama” is a hit now. They are holding the first business meeting with UK-based tour operator, *Cityscape*, to discuss the sale of some top-of-the-range “Panorama” coaches. They are ready to advertise their superb product immensely. They strongly believe it's worth the highest price. They will be happy to obtain the exclusivity clause (making you sole supplier) for any future orders for this UK company.

### **2.3 Методические рекомендации по написанию курсовых работ**

Цель написания курсовой работы – углубление теоретических знаний, приобретение умений самостоятельного анализа и обобщения изученного теоретического и практического материала, навыков творческого исследования в сочетании теории с практикой. Курсовая работа выполняется по дисциплине «Стратегии коммуникативного поведения» в соответствии с примерной тематикой курсовых работ кафедры межкультурной экономической коммуникации

Курсовая работа выполняется студентом под руководством научного руководителя, который после проверки решает вопрос о допуске ее к защите. Сроки предоставления и защиты курсовой работы устанавливает заведующий кафедрой. Допущенная к защите работа защищается перед назначенной на кафедре комиссией. Результаты оцениваются по 10-балльной системе. Оценка вносится в зачетно-экзаменационную ведомость и зачетную книжку студента.

Требования к содержанию и оформлению работы определяются «Сборником стандартов» Белорусского государственного экономического университета.

«Курсовая работа является самостоятельной работой студента. Она носит учебно-исследовательский характер и поэтому должна базироваться на новейших достижениях науки в своей области.

Целями курсовой работы являются:

- закрепление, углубление и расширение теоретических знаний, практических умений и навыков в соответствии с содержанием изучаемой дисциплины;
- овладение навыками самостоятельной работы;
- выработка умения формулировать суждения и выводы, логически последовательно и доказательно их излагать;
- выработка умения публичной защиты;
- подготовка к решению более сложной задачи — выполнению дипломной работы» (Сборник стандартов, с.23).

«Структура курсовой работы должна способствовать раскрытию избранной темы. Она содержит: титульный лист; реферат; содержание; перечень сокращений, условных обозначений, символов, единиц и терминов (при необходимости); введение; основную часть; заключение; список использованных источников; приложения (при необходимости).

«Во введении обосновывается актуальность выбранной темы, определяется общая цель курсовой работы, ее конкретные задачи и методы исследования.

При определении целей и задач исследований необходимо грамотно их формулировать. <...>

Основная часть работы включает, как правило, три раздела (теоретический, расчетно-аналитический и конструктивный), которые разделены на подразделы. Допускается выполнение курсовых работ, состоящих из двух или четырех разделов. Каждый раздел (подраздел) посвящен решению одной из задач, сформулированных во введении, поэтому его название не должно повторять название курсовой работы (раздела).

При выполнении теоретической части (первый раздел) теоретические положения, заимствованные из литературных и других источников, необходимо приводить со ссылкой на источник, в качестве которого не рекомендуется использовать учебное пособие по дисциплине. Написание курсовой работы предполагает более глубокое изучение избранной темы, нежели она раскрывается в учебной литературе» (Сборник стандартов, с.24). Литература: Сборник стандартов / В.В.Паневич [и др.]. – Минск: БГЭУ. – 88 с.