

3 Методические материалы для контроля знаний студентов

3.1 Текущий и промежуточный контроль

Организация контроля

Текущий контроль осуществляется на каждом занятии в форме лексических Quiz.

Промежуточный контроль проводится в форме устного опроса и письменных тестов: по окончании каждой пройденной темы студенты выполняют устные либо письменные задания по интерпретации коммуникативного поведения в рамках изученного аспекта, либо осуществляют разбор case-study; в середине семестра выставляется рейтинговая оценка. Периодический контроль осуществляется на основании заданий, разработанных в соответствии с модулями.

В конце семестра проводится итоговый тест и выставляется оценка по итогам текущей успеваемости и письменных работ.

Пример лексического Quiz по изученной лексике

№	Фраза для подбора эквивалента	Эквивалент
1	Давать лживые обещания	To give deceitful promises
2	To interrupt s.o. with a good reason	Перебивать кого-то под хорошим предлогом
3	Преуменьшать / обесценивать чей-то вклад в проект	To invalidate s.o.'s contribution / input to the project
4	Self-protective tactics	Тактики самозащиты
5	To unintentionally affect s.o's emotions / feelings	Непреднамеренно задевать чьи-то чувства
6	Невинная ложь / ложь во спасение	White lies
7	Behaviors guided by corporate cultures	Модели поведения под влиянием корпоративных культур
8	Отзеркаливание жестов оппонента	Cross-mirroring of the opponent's gestures
9	To keep others at a safe distance	Держаться на безопасном расстоянии от других / держать других на безопасном расстоянии
10	Большие / серьезные недоразумения в коммуникации	Big misunderstandings in communication

3.2 Примеры вопросов и тестовых заданий для промежуточного и текущего контроля.

Примеры вопросов на зачет

Итоговая форма контроля в восьмом семестре – зачет.

Зачет состоит из устной части, которая включает устный ответ на вопрос по темам, а также анализ коммуникативной ситуации и представление нескольких сценариев ее интерпретации.

1. Describe Internal, external and interactional approaches to interpretation. How interpretation and handling manipulative behaviors tactics helps people of business?
2. Describe the following patterns of common human behaviors: aggression and intimidation, invalidation, flattery and “Poor me”. How to recognize and handle these deceptive behavior tactics?
3. What are difficult communicator types by Bob Dignen: a quiet, talkative, impatient, and over-analytical communicator? How to handle difficult communicators in group communication?
4. Describe interpretation of behaviors at first meetings. What techniques help to make a favorable first impression? Describe the “Breaking-the-Ice” technique and the “kick-off meeting” as a facility to self-introductions and self-presentation.
5. How can we identify and interpret the following common types of communicative behavior: assertive, aggressive, passive and passive-aggressive? Give some behavioral tips on handling these patterns by Carthage Buckley.
6. Give reasons for the importance of non-verbal communication and its interpretations, the importance of “Cluster-based” interpretation to avoid hasty conclusions.
7. Describe the seven elements of non-verbal communication: facial expressions, body movements and posture, gestures, eye contact, touch, space, voice. How to interpret the paralanguage (vocal signs): intonation, tone of voice, vocally produced noises and pauses?
8. Describe the following non-verbal signs: proxemics, kinesics, oculosics, haptics; more aspects: chronemics and sensory. Give some useful adjectives for describing positive and negative emotions.

9. What is considered to be “appropriate behaviors” in business communication? What professional attitude and standards of behavior in the workplace do you know? Why sampling of standards of desired behaviors is helpful for a manager in the workplace? .
10. Give some techniques for detecting and interpreting signs of lies in communication and responding to them. What are the signs to spot a lie at work by Carol Kinsey Goman? How can applying a cluster of verbal and non-verbal signs help in detecting lies? How to respond to lies in the workplace?
11. What are successful negotiator’s behaviors? Describe a technique for asking appropriate questions, emotional disclosure, giving a single reason instead of many, testing understanding and summarizing. Prove the importance of top five negotiation behaviors: learn, think, get all the cards on the table, move slowly and maintain confident body language.
12. Describe a strategy of building rapport with prospective partners. Give examples of helpful approaches: safe topics, involvement and inclusion, “cross-mirroring” technique, finding similarities and “being on the same wavelength” approach.
13. Define business presentation and public speaking behaviors. Describe preparation and attention to nerves control, the audience rapport and body language. Give examples of non-verbal and paralinguistic behaviors in public speaking.
14. Define how to understand and react to challenging behaviors. What are internal, external and interactional approaches to interpretation? How to interpret and handle manipulative behaviors: aggression and intimidation, invalidation, flattery and “poor me”? Describe difficult communicators.
15. How to recognize conflict-warning signs in business communication: extremes, pattern repetition, gossip, blaming and avoidance, ruminating about "the good old days"? What are the early warning signs of conflict between individuals, typical signs of conflict between groups of people?
16. What are common causes of a conflict, lifecycle of a standard conflict? Describe conflict-management styles by Thomas and Kilman: competing, accommodating, avoiding, collaborating and compromising. How to build teamwork and co-operation to minimize the possibility of conflict?
17. How to handling interpersonal conflicts? Describe types of interpersonal conflict by Melanie Hammond. Define destructive behaviors: name calling and verbal attacks, over-criticism, dismissive non-verbals, silent treatment, assuming, focusing on being right, focusing on being defensive, controlling the situation, outburst of anger.

- 18.** What is the algorithm for interpretation of identified conflict behaviors? How to deal with provocative behaviors and react to challenging remarks: physical separation tactics, power solution, reconciliation and third neutral parties involvement? Describe helpful responsive behaviors to a conflict in the workplace and Jeremy Porter's communicative "bridging" technique.
- 19.** Define group behaviors: groupthink, groupshift and deindividuation, group dynamics. What are the common requirements that recognize a group? Describe Bruce Tuckman's four-stage model of group dynamics ("Tuckman's Stages for a group"): forming, storming, norming and performing. Define constructive and destructive group behaviors.
- 20.** What are the principles of influencing and persuasive behavior? Describe Robert Cialdini's theory of "Six Principles": reciprocity, scarcity, authority, consistency, consensus, liking. Define persuasive verbal behavior by Kevin Hogan. The four approaches in communicative behavior: threat, flattery, pressure and motivation.
- 21.** Define disagreeable and diplomatic behaviors. Describe types of disagreeable behaviors by Amber Naslund: name-calling, being personal, responding to tone, contradiction, counterargument, refutation, refuting the central point. How to read the signs of agreement and disagreement in communication? How to reduce directness in disagreeable statements? Describe the regression models of verbal behaviors.

Примеры тестов

Test I, Unit 1 Patterns and Approaches of Communicative Behavior Interpretation

Theoretical Part: suggest a definition to the following terms:

- a The audience rapport
- b Oral presentation dry run
- c Non-verbal and paralinguistic behaviors
- d Interpretation of speaker's behavior
- e Cultural interpretation of behaviors
- f "Cluster-based" interpretation
- g Proxemics, Kinesics, Oculistics, Haptics, Chronemics
- h Attack spiral

Explain the five common types of communicative behaviors by Carthage Buckley.

Practical part: interpret the behaviors of the participants in this situation, suggest probable motivation behind it:

Kevin is the top research chemist within Research Unit at a multinational biotech company. For the past two and a half months he's been working on a report concerning an important research project, "Zantium". Kevin repeatedly asked his boss, Chad for four months to compile the project, but was told that the project had to be ready in three. The boss offered an assistant to Kevin, Dr. Ramon, to help completing the project faster, but Kevin flatly refused. The project is his "baby" and Dr. Ramon has tried to take some of the credit for Kevin's work before. Therefore, in spite of working around the clock to get the report finished, sacrificing his home life and working himself to the point of exhaustion, Kevin realizes there are no chance to be ready by the deadline. In fact, he really needs at least another six weeks to get everything done.

On the top of all that, in the morning Kevin bumped into Dr. Ramon at the coffee machine and heard: "I suppose you've heard the news about the "Zantium" report? No? Well, I guess you will soon. Looks like we're going to be working together, after all. I understand you're having some problems getting the report completed on time. So sorry, after all the work you have put into it! Anyway, leave it to me. I've been reading up on your research and, actually, I have a few improvements to suggest. Will be happy working with you!"

Kevin was furious and had to call his boss because he knew he was really behind schedule with the project.

Test II, Unit II Interpretation and Handling of Difficult Communicative Behaviors

Theoretical Part: suggest a definition to the following terms:

- a Invalidation
- b Difficult communicator type
- c Pattern repetition behavior
- d Accommodating behavior
- e Provocative behavior
- f Silent treatment
- g Group dynamics
- h Reciprocity principle
- i Disagreeable behavior

Explain the three types of dangerous group behaviors.

Practical part: interpret the behaviors of the participants in this situation, suggest probable motivation behind it:

John: Can I say hello? I'm John, from the New York office and just over for a couple of days to meet some guys here. I'm let loose on the office, I think we're going to the meeting later?

Pavel: Good morning, my name is Pavel. Yes, you'll come to the kick-off meeting at 11.

John: OK, cool. So, what do you do here?

Pavel: I work on the accounts for a major customer. I have a small team here of five people. A good team!

John: OK. Good. You've been here long?

Pavel: Er...Five years.

John: Ah, good. Long time. Yes, I've been in New York now for...wow...must be around six years. So, similar timing. Erm, so, you from round here? You live nearby?

Pavel: Erm, yes. Nearby you can say.

John: Family? Kids?

Pavel: No. Erm..., sorry, but..

John: Ah. Ok. Look, maybe I can invite you for a coffee? I have so many questions about what you do here....The business – what you're doing may be very interesting for us at home...

Pavel: Sorry, but I have to make a telephone call and I'm a little late...

John: Oops.. sorry. I didn't realize. I'm a bit excited today. Look, I'll let you go and make that call. Hopefully, we can catch up a little later after the kick-off meeting. Right?

Pavel: Yes...maybe.

3.3 Примеры ситуаций для анализа (case-study)

Case Study-I Handling Different Communication Behavior Patterns

Description: You are members of the HR Department of a multinational company in the food sector. You want to develop the international communication awareness and skills of your managers and you have to make two recommendations to your executive management board. You are now going to have a meeting to decide which two recommendations to make.

Agenda: some ideas you need to evaluate

Objective: to agree two of the following actions to recommend to the international board

1. To set up job rotation for junior managers to work in other countries to widen communication and work experience;
2. To set up an intranet database with cultural communication briefings on different countries;
3. To give individual coaching to junior managers to support their international work;
4. To offer two-day seminars in intercultural communication competence to junior managers;
5. To set up a new management newsletter focused on developing cultural understanding (with articles about cultural communication differences and stories from the different business units of the company);
6. To ask senior managers to brief the junior managers on success factors when communicating internationally;

Preparation: One person has to lead the meeting. The others are participants. Participants should read through the different roles and choose one to play during the meeting. Take a few minutes to prepare the role you have chosen and then hold the meeting. After the meeting, discuss with the leader of the meeting how she / he handled different communication styles.

Tips to the Leader: your role is to open the meeting, explain the objective and lead a discussion, which reaches a decision on two recommendations to make to your management board. During the meeting, pay attention to the communication style of the participants and try to manage the different styles to make communication effective.

Participants: please read the roles suggested on a separate sheet of paper. Choose the one best suited to your communication style. The group role here is to listen to, observe the roles behaviors and after the play suggest their interpretation of both roles with critical remarks on any deviations from the role pattern, if any.

Case Study-II on Interpretation of Challenging Behaviors of Partners and Handling the Situation

Description: George travels regularly from Bonn in Germany to Zurich in Switzerland for meetings related to a project which will transfer 50 jobs from Switzerland to Germany. He usually arranges meetings directly with his Swiss contact person, Luis Blattner, but is always surprised when he regularly finds himself in front of four Swiss colleagues rather than just Luis. He sees this as inefficiency in the Swiss business. It seems that the Swiss need four people to do the job which George can do alone. There is also a problem that the Swiss ask a lot of questions during the meeting, which makes it difficult for George to get to a decision in the time scheduled. He tries to stop people asking too many questions, but is unsuccessful. George begins to suspect that this is a form of tactics from his Swiss colleagues to slow down the process of the project and save the jobs for Switzerland. In the end, George decides to write an email to Luis to suggest the meetings would be more focused if just he and Luis met, and the other persons are not necessary.

Preparation: One person is George. The other is Luis Blattner. Both should read cultural tips on the other's partner national dominant behavior styles, trying interpreting the signs of a conflict in each other's behavior. Cultural tips should help to build-up appropriate behaviors for a two-way dialogue on the situation solution(s). Take 10 minutes to prepare the role you have chosen and then represent the dialogue in front of the group. The group role here is to listen to, observe the roles behaviors and after the play suggest their interpretation of both roles with critical remarks on any deviations from the role pattern, if any.

Tips to the George: your goal is to keep good and productive relationship with the Swiss party because of on-coming changes in the staff and their new project-based duties. You are expected to explain the objective and German style of decision-making and personal responsibility imposed on the lead and each project member. During the dialogue, pay attention to the communication style of the participants and try to manage the different styles to make communication effective. Still, demonstrating respect to the partners proceeding from previously acquired understanding and appreciating their doubts, fears and subsistent teamwork standard behaviors will significantly simplify the task and diminish potential conflicts between the parties. Look for the way to express this.

Case Study-III on Interpretation of Challenging Behaviors of Partners and Handling the Situation

Description: Marie is horrified following a contract negotiation in Shanghai. She arrives home, Chicago, following a meeting at which there was, for her, very explicit verbal agreement that her company would build a state-of-the-art set of laboratories for a university in Shanghai. Marie even sent an email while waiting in the airport to her main Chinese counterpart thanking him for supporting the successful contract negotiation.

To her shock and anger, when Marie gets into the office the next day, she finds an email from her Chinese counterpart, which disagrees, that any agreement was reached and that Marie will be informed in the next three weeks of the decision of the university. The email also states that some discussions summarized by Marie never happened.

Marie decides to call her Chinese counterpart the moment the office opens in Shanghai to clarify the matter.

Preparation: One person is Marie. The other is the Shanghai counterpart representative, Ms. Zing. Both should read cultural tips on the other's partner national dominant behavior styles, trying interpreting the signs of cultural and sometimes corporate style misunderstanding in each other's behavior cultural tips should help to build-up appropriate behaviors for a two-way dialogue on the situation solution(s). Take 10 minutes to prepare the role you have chosen and then represent the dialogue in front of the group. The group role here is to listen to, observe the roles behaviors and after the play suggest their interpretation of both roles with critical remarks on any deviations from the role pattern, if any.

Tips to both representatives: your goal is to establish good and productive relationship with the opposite party because of good perspectives in the deal for both parties, though it may take to a longer period of time to agree on and approve each point on many levels of the Chinese hierarchy. Take into account that in China, the governmental, strictly hierarchical approach to business running is very strong, there is hardly any easy way to bypass this regulative hurdle in decision-making. A trust culture always requires a longer time for establishing firstly trustworthy and secondly profitable relationship. But after that, the pace of doing business tends to escalate considerably!

At the same time, the Chinese party should take into account a different approach to business doing in the U.S., where the partners are expected to be more clear and open relative to procedure-related issues: who, how and in what period of time is doing what. You are expected to explain the objective and specific rules. Norms and practice of doing business in each country in search for compromise solutions. During the dialogue, pay attention to the communication style of the participants and

try to manage the different styles to make communication effective. Still, demonstrating respect to the partners proceeding from previously acquired understanding and appreciating their doubts, fears and subsistent teamwork standard behaviors will significantly simplify the task and diminish potential conflicts between the parties.

Case Study-IV on Interpretation of Cultural Misunderstanding of Partners and Handling the Situation

Description: Jack is a financial controller based in New York. He has asked Akash, a colleague from India, several times over the last ten days to email him some local budget figures which are needed to crate a central report. However, despite a recent phone call from Akash promising to send the report the next day, Jack has not received any budget figures. He decides to send his email about the problem to his colleague with experience of working in India, for some advice.

EMAIL 1

Hi Jack

Sorry to hear about the problem. Not sure what is going on. I heard quite a few managers in the local operation in India are unhappy about the new centralized reporting system. This might explain the delay in getting figures to you. Seems like they feel you're checking up on them!

Not sure about the escalation idea.. What kind of relationship do you have with Akash and his manager? You haven't visited them yet, have you? I think you should probably get across there and do some relationship building. All this asking for figures by email can come across as pretty disrespectful sometimes. Be careful just relying on mail.

If you want to talk more about it, give me a call.

Piotr.

EMAIL 2

Dear Jack

I had a similar problem last year. Kept asking for information but never got anything. The problem was actually IT. They couldn't get the figures out of the system for some reason. And they didn't want to tell me because they didn't want to say "no" to me...so they said "yes" all the time and never delivered. It's actually a cultural thing.

To get things moving, you could ask your boss to speak to the local boss in India. Probably best handled at that level as you may not have the authority to speak to high-level management. It can be very hierarchical there, as you know.

Sorry I can't be more helpful. Good luck!

Javed.

Preparation: analyze both emails, define each party's behaviors revealed in the written communication, and answer the following questions, which can help you to find appropriate solutions to the situation:

1. What is the problem from Jack's point of view?
2. How well do you think Jack understands the reasons for Akash's behaviour?
What other cultural, personality and business reasons could there be?
3. What is Jack's proposal "to solve" the problem?
4. What other solutions and behavioural tips could there be?
5. How important is it to appropriately interpret others' behaviors across cultures, in the business environment?

Tips to Jack: The ability to interpret situations, problems, practices – the way we do things – from multiple perspectives, from the way other people see them, is a tremendous benefit to you and your company. You begin to understand that behavior that makes no sense to you, but might make perfect sense to others. You are not so quick to judge anymore. you give the benefit to the doubt.

Possible solution: read an email from another colleague, Javed who had a similar case with an Indian partner and suggests his understanding of the case and some solution to it. Do you agree with this interpretation of Akash's behavior?

EMAIL 3

Dear Jack

I had a similar problem last year. Kept asking for information but never got anything. The problem was actually IT. They couldn't get the figures out of the system, for some reason. And they didn't want to tell me because they didn't want to say "No" to me. So they said "yes" all the time and ad never delivered. It is actually a cultural thing.

To get things moving, you could ask your boss to speak to the local boss in India. Probably best handled at this level as you may not have the authority to speak to high-level management. It can be very hierarchical there, you know.

Sorry I can't be more helpful. Good luck!

Javed.

3.4 Примерная тематика курсовых работ по дисциплине «Интерпретация коммуникативного поведения»

1. Значение невербальной коммуникации в профессиональной интерпретации.
2. Эмоциональный интеллект в интерпретации коммуникативного поведения как непереносимое условие навыков профессионального переводчика.
3. Условия успешной интерпретации невербальных элементов в процессе межкультурной коммуникации.
4. Идентификация признаков согласия и разногласий в диалоге: обзор невербальных аудиовизуальных сигналов и техник.
5. Интерпретация некоторых моделей разрушительного поведения в процессе переговоров.
6. Развитие навыка считывания невербальных сигналов во время деловой беседы.
7. Признаки вызывающего поведения и способы управления таким поведением в группе.
8. Преимущества и основные элементы ассертивного поведения в бизнес-среде.
9. Признаки согласия (Rapport) в профессиональной коммуникации.
10. Взаимосвязь личных убеждений с различными моделями межличностного поведения.
11. Способы усиления влияния на аудиторию посредством подготовленной презентации.
12. Формирование профессионального имиджа с помощью инструмента самопрезентации.
13. Распознавание и интерпретация признаков конфликтного поведения в рабочем коллективе.
14. Сравнительная интерпретация и различия между пассивным, агрессивным, агрессивным поведением в рабочем окружении.
15. Стратегии формирования лояльности, преданности и доверия коллектива посредством поддержки определенных поведенческих моделей.