

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL TECHNICAL UNIVERSITY
"KHARKIV POLYTECHNIC INSTITUTE"

METHODOLOGICAL INSTRUCTIONS

to the performance of practical tasks
from the discipline

COMMUNICATIONS AND NEGOTIATIONS

for applicants of the second level of higher education of the "Marketing"
educational program, specialty 075 "Marketing"

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Introduction

In the context of today's dynamic business environment, the discipline of "Communications and Negotiations" acquires special relevance and significance. Given the high level of competition and rapid changes in market conditions, effective communication and negotiation skills are key to a successful career in marketing. Methodological guidelines are intended to support practical classes in this discipline, aimed at the development of competencies necessary for effective interaction in a professional context.

Communication and negotiation are fundamental elements of marketing strategy, from identifying customer needs to designing and implementing effective marketing campaigns. The ability to clearly and convincingly express one's ideas, to understand and take into account the needs and expectations of others, as well as to negotiate effectively are very important for achieving business goals and building lasting relationships with clients.

The guidelines cover a wide range of topics, from basic communication and negotiation principles to sophisticated techniques and strategies that can be applied in a variety of marketing scenarios. Special attention is paid to the development of active listening skills, emotional intelligence, persuasive communication, as well as strategic planning and negotiation. These skills are important not only for direct interaction with customers, but also for internal communication in organizations, team and project management.

The practical classes provided by these methodological guidelines include various forms of work: from individual tasks to group projects, role-playing games, case studies, analysis of real situations from marketing practice. This approach contributes not only to the assimilation of theoretical knowledge, but also to the development of practical skills, which is extremely important for future professional activity in the field of marketing.

The purpose of the guidelines is to provide applicants with the necessary tools and knowledge to develop effective communication and negotiation skills, which are critical to the successful implementation of marketing strategies and the achievement of professional goals.

Practical lesson 1

COMMUNICATION AS A MECHANISM OF INTERACTION BETWEEN PEOPLE

The goal is to provide the applicants with a deep understanding of the role and importance of communication in establishing and maintaining interpersonal relationships.

Task 1. Questions for discussion:

1. What is communication, and what are the key elements that determine its essence?
2. Describe the stages of building a communication process and their relationship.
3. What are the basic functions of communication, and why are they important for effective communication?
4. What is the difference between one-way and two-way communication, and how does it affect the process of information transfer?
5. Give examples that illustrate the role of feedback in the communication process.

Task 2. Choose a case from your experience or a well-known public incident where communication played a key role. Analyze this situation, determine which elements of the communication process were involved, how they affected the outcome of the interaction, and how communication in this situation could have been improved.

Task 3. Describe how the various functions of communication (informative, persuasive, regulatory, emotional, etc.) affect interaction between people. Give real-life examples to illustrate each function.

Task 4. In groups, it is necessary to develop and reproduce a short scene that demonstrates the process of communication between two or more persons. The scene should include the building blocks of the communication process, such as encoding, transmission, decoding, and feedback. After playing the skit, the group should analyze how effectively the communication was carried out and what possible barriers arose during the process.

Task 5. Case. Solar panel company GreenTech has issued a press release announcing the launch of a new product line that it claims is 30% more efficient than existing models. However, this information was misinterpreted due to an error in the email sent by the research and development department to the marketing department. In fact, the efficiency improvement was only 3%.

Task:

1. Identify what specific mistakes were made in the communication process between the research and development department and the marketing department. What elements of the communication process (eg, encoding, transmission, decoding, feedback) were disrupted?

2. Discuss how disruptions in the communication process affected the informative and persuasive functions of communication in the context of this case study. How did this affect the perception of the company by the public and investors?

3. Formulate an action plan to correct communication errors and restore the company's reputation. What steps should a company take to improve internal communication? What actions should the company take to correct information in the public space and restore the trust of customers and investors?

Control questions

1. What are the main elements included in the structure of the communication process?

2. Describe how the process of encoding and decoding information in communication occurs.

3. What are the functions of communication in interaction between people?

4. Why is feedback important in the communication process?

5. Give an example where a misunderstanding of a message could lead to a conflict or misunderstanding.

6. What barriers can arise in the process of communication, and how do they affect the effectiveness of communication?

7. What is the difference between one-way and two-way communication?

8. What are the roles and responsibilities of the participants in the communication process?

Practical lessons 2-3

BUSINESS CONVERSATION: MAIN FUNCTIONS, MAIN PURPOSE

The goal is to develop the skills of effective business conversations, with an emphasis on the main functions and main purpose of such communications.

Task 1. Questions for discussion:

1. What are the key elements necessary for a successful business conversation?
2. Discuss how different communication styles can affect the results of business conversations.
3. What is the meaning of active listening in the context of business communication?
4. What strategies can be used to overcome language and cultural barriers in business conversations?
5. Give an example of when an effective business conversation led to a significant success or solution to a problem.
6. How does the importance of context and situation affect the approach to business conversations?
7. Discuss how nonverbal cues can influence perceptions and outcomes of business communications.

Task 2. Create a scenario of a business conversation between your company's sales manager and a potential large customer. The script should include an introduction, the main part of the conversation with the presentation of the product or service, answers to possible questions of the client and the final part with agreements on the next steps.

Task 3. Analyze how one of the leading Ukrainian financial institutions - "PrivatBank" - uses various communication channels to interact with its customers, partners and employees, evaluate the effectiveness of these channels and suggest ways to optimize them.

Task:

1. Explore how PrivatBank uses e-mail to communicate with customers (for example, informing about new services, bank statements, special offers) and internal communication between employees. Evaluate how effective this form of communication is for different purposes.

2. Analyze how PrivatBank uses social media (e.g. Facebook, Instagram, LinkedIn) to interact with customers, including marketing campaigns, customer service and news publishing. Evaluate how effectively the bank engages its audience through these platforms.

3. Explore how PrivatBank uses its corporate blog and website to inform customers about banking products, services, industry news and financial advice. Evaluate the extent to which the content of these resources is useful and understandable to customers.

Task 3. Role-playing game. Develop and conduct a business conversation with potential partners of a construction company to solve a specific business problem or propose new cooperation, taking into account the peculiarities of business communications.

Task:

1. In the group, select participants who will act as representatives of the construction company and potential partners. Role play where each party has to follow their roles and goals using a scripted conversation.

2. Preparation of a conversation scenario: create a scenario of a business conversation between representatives of the construction company and potential partners. The script should include an introduction, the main part of the conversation with a discussion of the proposal or project, answers to possible questions from partners and a final part with agreements on further steps.

3. Clearly define the goals of business conversations. This can be the conclusion of an agreement, invitation to cooperate in a new project, discussion of partnership terms, etc.

4. After completing the role play, conduct an analysis and discussion. Evaluate how effectively the conversation goals were achieved, what communication strategies were used, and how the interaction could be improved.

Control questions

1. What are the main stages of business communication and how do they affect conducting business conversations?

2. Describe how you can use non-verbal means of communication during a business conversation.

3. What functions does business communication perform in interaction with partners?

4. How does the importance of context affect the preparation and conduct of a business conversation?

5. Give an example of when effective business communication led to a successful resolution of a problem.

6. What can be barriers in business communications and how to overcome them?

7. How does the cultural context affect the style of business communication?

8. What strategies can be used to improve the effectiveness of business conversations?

9. What techniques can be used to prepare for an important business conversation?

10. What criteria can be used to evaluate the success of business communication?

Practical lessons 4-5

PUBLIC SPEECH. ENCODING AND DECODING INFORMATION

The goal is to develop public speaking skills and the effective encoding and decoding of information, with an emphasis on the importance of clearly expressing thoughts and ideas for success in business communications.

Task 1. Questions for discussion:

1. What are the key elements necessary for successful public speaking in a business environment?

2. How does the importance of clearly encoding a message affect the audience's perception of it?

3. Discuss what information decoding skills are critical for business leaders.

4. How can non-verbal means be used to enhance the effectiveness of public speaking?

5. Give examples when the wrong decoding of a message led to misunderstandings in business communications.

6. What strategies can be used to prepare an effective public speech?

7. How does the importance of cultural context affect the encoding and decoding of messages in international business?

Task 2. You are a marketing manager at a startup that specializes in the production of environmentally friendly packaging materials. Your startup has developed a new type of biodegradable packaging material that could revolutionize

the packaging industry. Your task is to prepare and conduct a presentation of this product for potential investors and retail customers.

Task:

1. Presentation preparation. Develop the content of the presentation, including an introduction, a detailed description of the product, its environmental benefits, potential markets for sales, competitor analysis, potential risks and strategies to overcome them. It is important to code information clearly so that it is clear and convincing to the audience.

2. Visual design. Create presentation visuals (slides, infographics, product demos) that help you communicate key ideas and data effectively.

3. Give a presentation focusing on clarity of presentation, logical presentation of the material and use of non-verbal communication tools to reinforce your message.

4. Prepare for possible questions from the audience and practice answering them to demonstrate a deep understanding of the product and a willingness to engage in constructive dialogue.

Control questions

1. What are the key elements to consider when preparing for public speaking?

2. Describe the process of effectively encoding a message for public speaking.

3. What methods of information decoding do listeners use during public speeches?

4. How does the context of the speech affect the choice of language and presentation style?

5. Why is it important to consider the cultural characteristics of the audience during public speaking?

6. What strategies can be used to overcome the fear of public speaking?

7. Give an example of when non-verbal means of communication were crucial during a public speech.

Practical lessons 6-7

NON-VERBAL COMMUNICATIONS

The goal is to develop skills in understanding and applying non-verbal means of communication in a business environment, with an emphasis on their

importance in enhancing verbal communication and influencing the effectiveness of business interactions.

Task 1. Questions for discussion:

1. How do non-verbal means of communication such as gestures, facial expressions and posture affect the perception of a message during business meetings?
2. How can you use non-verbal communication to improve the effectiveness of negotiations?
3. What errors in non-verbal communication can lead to misunderstandings or conflicts in a business environment?
4. Discuss how the importance of context and cultural differences affect the interpretation of nonverbal cues in international business.
5. Give examples of when the conscious use of nonverbal means of communication has helped you or someone you know succeed in business interactions.

Task 2. Research and analyze the role of non-verbal means of communication in the business environment, with an emphasis on their positive and negative impact on business interactions.

List the results in Table 1. Based on the completed table, prepare a report that includes an analysis of the positive and negative effects of non-verbal communication on business interactions, with examples and recommendations for their optimal use.

Table 1 - The impact of non-verbal means on the effectiveness of business communications

Non-verbal means of communication	Positive impact on business communications	Negative impact on business communications
Eye contact		
gestures		
Mimicry		
Outside		
Spatial behavior		

Task description:

1. Choose five different nonverbal means of communication (eg, eye contact, gestures, facial expressions, posture, spatial behavior).

2. For each medium of communication, evaluate its possible positive impact on business communications.

3. Analyze the potential negative impact of these nonverbal cues on business interactions.

Task 3. Situational task. Imagine that you are presenting a new environmental product to a group of potential investors. Your job is to carefully observe their non-verbal cues and interpret them in the context of your presentation.

Observation scenario:

Investor A constantly maintains eye contact with you, nods during key moments of your presentation, has an open posture, leans forward, and occasionally smiles.

Investor B frequently checks his phone, has a closed posture (folded arms, leans back), avoids eye contact.

Investor B displays facial expressions ranging from interest to thoughtfulness, sometimes taking notes, occasionally asking clarifying questions.

Investor G has a neutral facial expression, but often asks clarifying questions, gestures while asking questions, sometimes makes eye contact, but quickly looks away

Interpret the non-verbal signals of each investor.

What can their gestures, facial expressions, postures and other actions mean?

How might these signals influence your perception of their interest or attitude toward your project?

Based on your analysis, what conclusions can you draw about the potential interest of each investor?

What strategies could you use to increase engagement or answer potential questions or concerns?

Control questions:

1. What are the main types of non-verbal signals used in business communication?

2. Why is it important to understand the interlocutor's non-verbal signals during business meetings?

3. Give an example of when non-verbal communication could be misinterpreted in a business context.

4. How can you use facial expressions to reinforce your message during a presentation?

5. What is the difference between conscious and unconscious non-verbal signals?
6. What factors should be considered when interpreting gestures in intercultural communication?
7. Describe how body posture can affect the perception of leadership qualities during a business meeting.
8. How can eye contact affect the level of trust and understanding in business interactions?
9. Why is it important to pay attention to non-verbal signals during negotiations?
10. How can spatial behavior (for example, the distance between interlocutors) affect the course of a business meeting?

Practical lesson 8

TYPES OF BARRIERS IN BUSINESS COMMUNICATIONS

The goal is to understand and analyze different types of barriers in communication, as well as to develop strategies to overcome them to improve the effectiveness of business communications.

Task 1. Questions for discussion:

- 1) What are the main types of communication barriers that can occur in a business environment?
- 2) Discuss how language differences can affect business communication and how they can be overcome.
- 3) What psychological barriers can prevent effective communication between colleagues or business partners?
- 4) Give examples of when technological barriers have affected business communication and suggest possible solutions.
- 5) How can organizational barriers in communication within the company be identified and overcome?

Task 2. Imagine that you are the head of a department in an international IT company that switched to a completely remote work format due to the COVID-19 pandemic and then the war in Ukraine. Your team consists of employees who work in different time zones and have different cultural and linguistic backgrounds.

Identify specific communication barriers your team faces (eg, technology limitations, language barriers, time zone differences, cultural differences).

Analyze how these barriers affect the effectiveness of teamwork and the achievement of project goals.

Develop strategies and specific actions to overcome each of the identified barriers. Include methods to improve technological support, language adaptation, flexibility of work schedules and cultural integration.

Formulate a plan for implementing your strategies into the team's day-to-day activities, including timelines, people in charge, and mechanisms for tracking progress.

Task 3. Work in groups. Imagine that you work in a company where there are significant communication barriers between departments. Your task is to choose specific barriers in groups and develop a strategy to overcome them:

1) Each group chooses two or three specific communication barriers to analyze. Possible options include:

- language barriers (for example, use of jargon, professional terminology);
- cultural differences;
- technological limitations (for example, insufficient or inappropriate communication tools);
- organizational barriers (for example, hierarchical restrictions, lack of openness in communication);
- psychological barriers (for example, fear of expressing one's opinion, mistrust).

2) Based on the selected barriers, develop a strategy to overcome them. Include specific actions, initiatives and methods that can be used to improve communication between departments.

Consider implementing training programs, workshops, using new technologies, or changing organizational culture.

3) Each group presents its strategy to the other participants. Conduct a discussion and analysis of the presented strategies, identify their strengths and weaknesses.

Control questions:

1) In what situations do language barriers most often arise in international companies?

2) Why is it important to consider cultural differences in intercultural communication in business?

3) What methods can be used to overcome technological barriers in remote work?

4) What are the organizational barriers in the communication of large corporations?

- 5) How do psychological barriers affect intra-team interaction?
- 6) What are the main problems that can arise due to the lack of feedback in communication?
- 7) What are some ways to improve interpersonal communication in the work environment?
- 8) How can stereotypes and prejudices affect the effectiveness of team communication?
- 9) What exercises or techniques are effective for developing active listening skills?
- 10) What strategies can be used to overcome communication barriers associated with different time zones?
- 11) How can informal communication contribute to overcoming communication barriers in the company?

Practical lessons 9-10

METHODS OF OVERCOMING CONFLICTS IN THE BUSINESS ENVIRONMENT

The goal is to develop and apply conflict resolution strategies in business communications, with an emphasis on identifying the causes of conflicts, understanding different types of conflict situations, and learning effective methods of resolving them.

Task 1. Questions for discussion:

- 1) What are the main causes of conflicts in the business environment?
- 2) Discuss how different conflict management styles can be applied in different situations.
- 3) What strategies can be effective for solving interpersonal conflicts in a team?
- 4) How does the importance of emotional intelligence affect conflict resolution in the workplace?
- 5) Give an example when constructive conflict resolution led to positive changes in the company.

Task 2. Below are a number of situations that illustrate potential conflicts in the organization. Identify the type of conflict in each situation and suggest strategies for resolving it. Write your answer in Table 2.

Table 2 – Conflict situations and ways to overcome them

Situation	The type of conflict	Solution strategies
In an international team, conflict arises because of different approaches to project management between American and Japanese team members.		
The project manager and the creative director cannot agree on the concept of a new advertising campaign.		
Conflict between the sales department and the logistics department due to delays in the delivery of goods.		
The employee feels a conflict with the management due to the lack of opportunities for career growth.		
A conflict between two employees due to a misunderstanding and a difference in expectations regarding the performance of work tasks.		

Task 3. Situational task. At a well-known fashion retail company, a conflict arose between marketing manager Hanna and creative director Maxim during the development of an advertising campaign for a new clothing collection. Hanna, who is responsible for the marketing strategy, insisted that the advertising campaign should be aimed at a wide audience and include a variety of marketing channels, including social media and online advertising. She emphasized the importance of using consumer data and market trends to attract new customers.

On the other hand, Maxim, who was responsible for the creative part of the campaign, believed that the emphasis should be on the uniqueness and high class of the brand. He proposed creating an exclusive advertising campaign that would focus on high-quality printed materials and high-end fashion events. Maxim believed that this approach would better reflect the brand image and attract the attention of the target audience.

The conflict escalated when the two were unable to agree on a final concept for the campaign, leading to delays in its launch and tensions within the team.

Task:

- 1) Determine the main reasons for the conflict between Hanna and Maxim. Consider differences in attitudes, values, work and communication styles.
- 2) Develop strategies to resolve this conflict. Include aspects such as mediation, compromise, use of objective data to make decisions.

3) Formulate an action plan that will help resolve the conflict and prevent similar situations in the future. Include methods to improve internal communication and collaboration between departments.

Control questions:

1. What are the main causes of conflicts in the business environment?
2. How do leadership styles differ in the context of conflict management?
3. What does emotional intelligence affect when resolving conflicts?
4. In what cases can interpersonal conflicts be effectively resolved?
5. Why are cultural differences important in conflict resolution in international teams?
6. Why are mediation methods used to resolve conflicts between employees?
7. When does conflict require management intervention?
8. What characterizes the main types of conflicts in management theory?
9. Why can misunderstandings and lack of communication cause conflicts?
10. What are the effects of unresolved conflicts on team performance?
11. How do personal conflicts affect the work environment?
12. What negotiation tactics are used to resolve conflicts?
13. Why can conflicts be used as an opportunity for development and innovation?
14. What are the risks and opportunities in conflict resolution in remote teams?
15. Why is feedback important for conflict prevention and resolution?

Practical lessons 11-13

NEGOTIATION AND MEDIATION STRATEGIES

The goal is to get acquainted with modern theories of negotiations and mediation, to study various methods and approaches to regulating negotiation processes, as well as to develop the skills of effective negotiation in various business situations.

Task 1. Questions for discussion:

1. Why is it important to distinguish and understand different negotiation styles and strategies in a business environment?

2. What are the main differences between competitive and cooperative negotiation strategies?

3. What effective techniques can be used to overcome impasses in negotiations?

4. How does the role of cultural differences affect the process of international negotiations?

5. What are the key skills needed to successfully negotiate?

6. How can mediation be used to resolve conflicts in the negotiation process?

Task 2. Imagine that you represent a company that specializes in the production of environmentally friendly packaging materials. Your company plans to start cooperation with a large supermarket chain to supply sustainable packaging solutions. Your task is to develop a plan for negotiations with representatives of this network. The main goal of the negotiations is to conclude a cooperation agreement that will include terms of supply, pricing, quality standards and logistics, as well as to establish a long-term relationship with the supermarket chain as a key partner.

1. Preparation for negotiations:

- gathering information about the potential partner, including their needs, goals and expectations;

- development of an offer that meets both your interests and the interests of the partner;

- identification of key points of negotiations and possible compromises.

2. Negotiation strategy:

- determining the main strategies and tactics of negotiations, including approaches to dialogue, conflict resolution and consensus building;

- planning alternative scenarios and exit strategies from negotiations.

3. Logistics and organization of negotiations:

- determining the place, time and format of negotiations.

- preparation of necessary materials, documents and presentations.

Prepare a detailed report that includes the purpose of the negotiations, the preparatory work, the strategy developed and the plan for organizing the negotiations. The report should reflect a deep understanding of the negotiation process and the ability to develop effective strategies to achieve business objectives.

Task 3 Case. In the pharmaceutical company Pharm -Nova, a conflict arose between the information technology (IT) department and the finance department. The IT department, headed by manager Oleksiy, initiated a project to introduce a new, more modern and secure accounting system. Oleksiy argued that this is necessary to improve work efficiency, ensure better data protection and meet modern security standards.

On the other hand, the finance department, led by chief accountant Iryna, expressed serious concerns about this project. Iryna and her team were used to the existing system and believed that the new system was too complex and would require a significant amount of time to train the staff. They also feared that the transition to the new system could lead to errors in financial statements and delays in operations during the transition period.

Mediation Process: A mediator, Anna, an experienced conflict management consultant, was engaged to resolve this conflict. She held separate meetings with Oleksiy and Iryna to understand their positions, priorities and main concerns. Anna discovered that both parties wanted to improve the company's performance, but had different views on how to achieve it.

After that, Anna organized a joint meeting with both parties. She helped participants express their opinions and understand each other's positions. Anna applied mediation techniques such as active listening, problem reframing , and finding common interests to help the parties reach a compromise.

Results of the mediation: As a result of the mediation, an agreement was reached on the phased implementation of the new system with parallel support of the old system during the transition period. It was also decided to hold a series of trainings for employees of the finance department to familiarize themselves with the new system. Oleksiy and Iryna agreed to regular meetings to monitor the implementation process and resolve any issues that arise.

Case questions:

1. What are the main causes of conflict between IT and finance?
2. What mediation strategies did the mediator use to resolve this conflict?
3. What compromises or solutions could be proposed to resolve the conflict?
4. How did the intervention of the mediator affect the relationship between the departments?
5. What knowledge can be learned from this case to prevent similar conflicts in the future?

Control questions:

1. What is the role of a mediator in conflict resolution?
2. How do interests differ from positions in the context of negotiations?
3. What factors affect the choice of negotiation strategy?
4. Why is it important to understand cultural differences during international negotiations?
5. What are the main stages of the mediation process?
6. Why is active listening key in negotiations?
7. What tactics can be used to overcome impasses in negotiations?
8. How does emotional intelligence affect the success of negotiations?
9. What are the risks that may arise from improper negotiations?
10. How can you use feedback to improve your negotiation skills?
11. What are the main obstacles that can arise during the mediation process?
12. How can the principles of mediation be used to improve intra-corporate relations?

Practical lessons 14-16

TECHNIQUES OF MANIPULATION AND METHODS OF THEIR DESTRUCTION

The goal is to get acquainted with the concept and types of manipulation in business communications, to study the methods of identifying manipulative techniques and to develop strategies for their neutralization.

Task 1. Questions for discussion:

- 1) Name the main signs and characteristics of manipulative techniques in business communications.
- 2) How can manipulation affect decision-making in business?
- 3) Why is it important to be able to identify manipulation in communication and how can it be done?
- 4) What strategies can be used to counter manipulation in negotiations?
- 5) What ethical aspects are associated with the use of manipulative techniques in business communications?

Task 2. Situational task. Below are situations that occur in various business contexts. Your task is to recognize manipulations in each situation and propose strategies to overcome them.

Situation 1. Negotiations with the supplier.

During important negotiations with your long-time supplier about the terms of a new contract, he begins to claim that other companies are willing to accept his terms without further negotiations. He emphasizes that if your company does not agree to a price increase, you risk losing the favorable conditions and advantages that you had before.

Situation 2. Conflict in the team.

At your weekly team meeting, one colleague who is known for his dominance constantly interrupts the others, claiming that his ideas are the best. He uses personal attacks and lowers the self-esteem of other participants by criticizing their suggestions and ignoring their contributions.

Situation 3. Project discussion with the client.

While discussing the terms of a new project with a potential client, he starts talking about his previous successful projects with other companies. He emphasizes that all of these companies have benefited greatly from working with him and that your company may be missing out on a unique opportunity if you don't agree to his terms.

Situation 4. Meeting with the investor.

At a meeting with a potential investor who has shown interest in your startup, he suddenly puts forward additional conditions that were not previously discussed. He hints that without his investment, your project may not survive in the market, thereby trying to force you to accept less favorable terms.

Situation 5. Preparation for the exhibition.

Your colleague, who is responsible for organizing an important exhibition, begins to argue that without his participation and supervision, the exhibition will fail. He tries to convince management and the team that his role is key to the success of the event, thus trying to increase his influence and authority in the company.

Write your answers in table 3.

Table 3 – Manipulations and coping strategies

Situation	Manipulative technique	Coping strategy
Situation 1		
Situation 2		
Situation 3		
Situation 4		
Situation 5		

Task 3. Role-playing game. The winners are divided into two teams: Team A ("Negotiators") and Team B ("Manipulators"). Each team will receive its own instructions and tasks. The game scenario is based on negotiations between the manufacturing company and the distributor.

Team A (Negotiators):

Your role is that of the representatives of the manufacturing company, who seek to make a profitable deal with the distributor.

Your goal is to agree on cooperation on favorable terms for your company, avoiding manipulation.

You should focus on argumentation, persuasion and detecting manipulative techniques on the part of Team B.

Team B (Manipulators):

Your role is the distributor's representatives, who intend to use manipulative techniques to obtain more favorable terms of the agreement.

Your goal is to use various manipulative techniques (eg pressure, emotional influence, disinformation) to influence Team A's decisions.

You must be careful that your manipulations are not too obvious, but effective.

Game progress:

The game consists of three rounds of negotiations, each lasting 10 minutes.

After each round, both teams discuss the manipulative techniques used and discovered.

At the end of the game, there is a general discussion where the winners share their impressions and discuss how they identified and responded to the manipulation.

Control questions:

1. What are the main signs of manipulation in business communications?
2. Why is it important to develop the skills of recognizing manipulative techniques?
3. What effective strategies can be applied to counter manipulation in business?
4. How does manipulation affect the decision-making process in a corporate environment?
5. What are the ethical dilemmas associated with the use of manipulation in professional communication?

6. What specific examples of manipulative techniques have you come across in your practice?
7. How do manipulations affect the formation of corporate culture in the organization?
8. What are the long-term consequences of manipulation for business relations?
9. What psychological mechanisms underlie manipulative behavior?
10. How can knowledge about manipulation be used to improve the effectiveness of negotiations?
11. What methods can be used to train employees to effectively counter manipulation?

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Educational edition

METHODOLOGICAL INSTRUCTIONS
to the performance of practical tasks

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