

Central Ukrainian National Technical University
Department of economy, management and commercial activities

Methodological instruction to the discipline
**BUSINESS COMMUNICATIONS IN PUBLIC
AND PRIVATE ACTIVITIES**

*specialty 073 "Management" OPP "Management of financial and economic security",
OPP "Management of business organizations",
specialty 051 "Economics OPP "HR management and labour economics ,
specialty 076 "Entrepreneurship, trade and exchange activity" OPP "Organization of commercial
activity in the sphere of trade and services",
specialty 281 "Public management and administration" OPP "Public management and
administration"*

Approved at the meeting of the Department of
Management, Economy and Commercial Activity
Protocol of the meeting of the EMKD department
No. 1 dated August 28, 2023

Methodological instruction to the discipline "Business communication in professional and public activities" for students of higher education, specialty 073 "Management" OPP "Management of financial and economic security", OPP "Management of business organizations", 051 "Economy" OPP "Personnel management and economics" of labor", 076 "Entrepreneurship, trade and exchange activity" OPP "Organization of commercial activity in the sphere of trade and services", 281 "Public management and administration" OPP "Public management and administration".
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1. Description of the teaching discipline

Name of indicators	Field of knowledge, direction of training, educational and qualification level	Characteristic of the teaching discipline	
		full-time education	part-time education
Number of credits ECTS – 3	Field of knowledge 05 «Social and Behavioral Sciences»	Professional training	
	07 «Management and administration» 28 «Public management and administratio»	Year of preparation:	
Total hours - 90	Specialty: 051 "Economics OPP "HR management and labour economics, 073 "Management" OPP "Management of financial and economic security", OPP "Management of business organizations", 076 "Entrepreneurship, trade and exchange activity" OPP "Organization of commercial activity in the sphere of trade and services", specialty 281 "Public management and administration" OPP "Public management and administration"	1st	1st
		Semester	
		1st	1st
		Lectures	
Weekly hours of teaching: classrooms – 2 Individual student work – 3,63	Level of higher education: second (master's)	16 hours	6 hours
		16 hours	4 hours
		Laboratory	
		-	-
		Individual work	
		58	80
Type of control: test			

Language of learning: English

2. The aim and tasks of the discipline

The main aim of teaching the course "Business communications in public and private activities" is to study the theory and practice of business communications, to master the skills of communication behavior in public and private organizations.

The course focuses on approaches for planning, creating, and transmitting business information within a variety of business situations found in the national and global marketplace.

The tasks of the discipline "Business communications in public and private activities": describe and explain the essence of communication; describe and explain the different components of communication (sender, receiver, medium, feedback, etc.); identify potential barriers to effective communication in the public and private sectors and describe the several strategies/techniques for avoiding or overcoming each barrier; identify and describe standard media for communicating in and among organizations; identify and discuss key elements or an organization's communication policy and strategy; describe and apply basic knowledge of how communication units function, including communication planning, implementation, and evaluation; increase the understanding of the communication process, theories, and concepts as applied to business communication through textbook readings and assignments; develop the written business communication skills through successful completion of professional e-mail messages, memos, business letters and reports; improve the interpersonal and group communication skills through active participation in classroom group activities and assignments; develop the understanding of the professional uses of technology in business communication; develop the analytical skills in international and cross cultural business communication and awareness of challenges required for successful communication in global organizations; help the develop an ethical approach for the roles as business communicators through case discussions of business dilemmas and problems; knowledge of the nature of communications, the factors of effective communication, the specifics of communicative behavior, barriers that impede effective communication; knowledge of the specifics and forms of business communication in public sector organizations, methods of effective listening, clear writing, problems in businesscommunication and methods for overcoming them; ability to analyze the audience and / or communication partner and apply adequate methods of attracting and maintaining attention, technology of self-presentation and public speaking, conducting business talks, meeting abroad; skills for applying these techniques and methods in practice.

Prerequisites for studying the discipline (structural and logical scheme of specialist training): the content of the discipline is related to such special courses as «Information systems and technologies», «Time Management», «Fundamentals of Management» is a discipline that combines both special and interdisciplinary knowledge. The list of disciplines it provides: «Fundamentals of entrepreneurship Activity». The study of this discipline is based on the concepts and concepts of the theory management, human resources management. It is necessary to speak English at the level not lower than B1.

Learning outcomes

As a result of studying the academic discipline, the student of higher education must receive

integral competence:

the ability to solve the complex tasks and problems in the field of management, including management of financial and economic security, or in the process of learning, which involves conducting the research and/or carrying out innovations under uncertainty of conditions and requirements.

general competencies:

ZK2. ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);

ZK3. skills of using the informative and communication technologies;

ZK4. ability to motivate persons and move towards a common goal;

ZK5. ability to act on the basis of ethical considerations (motives).

ZK9. ability to make justified decisions in the conditions of risk and uncertainty

special competencies:

SK2. ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, to develop and implement the relevant ones strategies and plans;

SK5. ability to create and organize the effective communications in the management process;

SK6. ability to form leadership qualities and demonstrate them in the process of managing people;

SK8. ability to use the psychological technologies of work with personnel.

program learning outcomes:

PRN2. identify the problems in the organization and justify the methods of solving them;

PRN7. organize and carry out the effective communications within the team, with representatives of various professional groups and in the international context;

PRN9. be able to communicate in professional and scientific circles in national and foreign languages;

PRN10. demonstrate the leadership skills and ability to work in team, interact with people, influence on their behavior for solving the professional tasks.

3. Program of educational discipline

Theme 1. Business communication: an introduction

The role of communication in private and public spheres. The definitions of communication. The purpose of communication. The communication situation. The communication process/cycle

Theme 2. Communication and organization structure

Forms of communication: formal communication; grapevine/informal communication. Barriers of communication. Principles of effective communication. Gateways to effective communication. Seven Cs of communication

Theme 3. Employment communication

Application letter. Resume: contents of a CV/resume; some tips for preparing an impressive CV. References. Discussions in groups: considerations in group discussion; discussion skills. Interview: types of Interview; candidate's preparation; interviewer preparation; Interview Do's and Don'ts

Theme 4. Communication and technology.

The role of technological advancement. Communication network: Intranet; Internet. E-mails. Short message service (sms). Teleconferencing. Videoconferencing

Theme 5. Oral communication

Oral communication: advantages of oral communication: limitations of oral communication Two sides of oral communication. Principles of effective communication. Effective listening. Non-verbal communication

Theme 6. Written communication.

Written communication. Purpose of writing. Principles of effective writing. Writing techniques. Electronic writing process.

Theme 7. Business letters and report writing

Business letters: types of letter; structure of business letter; form of layout; style of presentation/form of letters. Memorandums: purpose of writing memorandums; the memorandum format. Report writing: types of business reports; characteristics and purpose of a good report; guiding principles of writing a report; preparing a report; structure of a report

Theme 8. Presentation skill

Presentation: essence. Elements of presentation. Designing a presentation. Using visual aids. Appearance and posture. Rehearsal for presentation. Tips for an effective presentation.

Theme 9. Group communication

Meetings: meaning, objectives and types of meeting; procedure of convening a meeting. Media management. Press releases. Press conference. Media interview.

Seminars. Workshop. Conference. Business etiquette.

Theme 10. Communicating Across Cultures. Business meeting abroad. Academic integrity in activity.

Developing intercultural skills. Managing first meeting. Presenting across culture. Negotiations across cultures. Working in an international team. Managing diversity and creativity. Academic integrity: concept, the main principles.

4. The structure of the teaching discipline

Names of content topics	Number hours						Number hours						
	full-time						part-time						
	total	including					total	including					
		l	p	lab.	ind.	Ind. work		l	p	lab.	ind.	Ind. work	
1	2	3	4	5	6	7		3	4	5	6	7	
Theme 1. Business communication: an introduction	7	2				5	9	1					8
Theme 2. Communication and organization structure	7	2				5	9	1					8
Theme 3. Employment communication	11		2			9	9		1				8
Theme 4. Communication and technology.	11	2				9	9	1					8
Theme 5. Oral communication	7		4			3	9		1				8
Theme 6. Written communication.	11		2			9	12		1				11
Theme 7. Business letters and report writing	7	4				3	9	1					8
Theme 8. Presentation skill	11		4			7	9		1				8
Theme 9. Group communication	7	2				5	9	1					8
Theme 10. Communicating Across Cultures. Business meeting abroad.	11	4	4			3	7	1	1				5
Number hours	90	16	16			58	90	6	4				80

5. Topics of practical classes

№	Theme name	Number hours	
		full-time	part-time
1	Theme 3. Employment communication	2	1
2	Theme 5. Oral communication	4	1
3	Theme 6. Written communication.	2	
4	Theme 8. Presentation skill	4	1
5	Theme 10. Communicating Across Cultures. Business meeting abroad.	4	1
	Total	16	4

6. Individual work

№	Theme name	Number hours	
		full-time	part-time
1	Theme 1. Business communication: an introduction	5	8
2	Theme 2. Communication and organization structure	5	8
3	Theme 3. Employment communication	9	8
4	Theme 4. Communication and technology.	9	8
5	Theme 5. Oral communication	3	8
6	Theme 6. Written communication.	9	11
7	Theme 7. Business letters and report writing	3	8
8	Theme 8. Presentation skill	7	8
9	Theme 9. Group communication	5	8
10	Theme 10. Communicating Across Cultures. Business meeting abroad.	3	5
	Total	58	80

7. Individual tasks

The purpose of completing individual tasks is to deepen knowledge of the discipline «Business communications in public and private activities». It involves in-depth study of such tasks:

1. The presentation on the theme: «The main tips for improve your communication in private and public activities».
2. The report on the theme «Cross Cultural Communication in some country». The country is chosen independently.
3. The reflection task of discipline «I am a better speaker among the managers. Why?».

8. Evaluation system and requirements

During the semester, the student can receive max. 100 points, including: first control module – 50 points, second control module – 50 points. According to the current control, the student can score points for activity in lectures and practical classes, identifying the level of preparation of student on the specified topic during the survey, testing, presentation of individual tasks and discussions.

Types of control: current, final.

The control methods: observation of students' educational activities, oral survey, test control. Final control form: test.

The semester test consists of assessment the level of mastery of educational material by the student of higher education in lecture, practical, seminar classes and the performance of individual tasks according to the one-level and two-level (“passed”, “not passed”) and ECTS scale of learning results.

The credit assessment criteria:

- "passed" - the student has the stable knowledge of the main concepts of the discipline, can formulate relationships between concepts.
- "not passed" - the student has significant gaps in knowledge, cannot formulate the relationship between the concepts studied in the course, has no idea about most of the basic concepts of the discipline being studied.

Rating scale: national and ECTS

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

9. Test tasks

1. The main role of communication
 - a. keep your partner
 - b. presentation itself
 - c. sharing the idea
 - d. interact and relate
 - e. missing

2. When people in the organization communicate with anyone outside the organization it is called
 - a. internal communication
 - b. external communication
 - c. isolated communication
 - d. visual communication
 - e. public communication

3. When the communicator transmits with necessary directives and guidance to the next level, so as to enable them to accomplish his particular tasks
 - a. informing function
 - b. image projecting function
 - c. orientation function
 - d. evaluation function
 - e. instructive function

4. Communication helps to make people acquainted with the co-employees, superior and with the policies, objectives, rules and regulations of the organization.
 - a. informing function
 - b. image projecting function
 - c. orientation function
 - d. evaluation function
 - e. instructive function

5. Communication is a tool to appraise the individual or team, their contribution to the organization
 - a. informing function
 - b. image projecting function
 - c. orientation function
 - d. evaluation function
 - e. instructive function

6. Communication has to inform the society about its goals, activities, progress and social responsibility
 - a. informing function
 - b. image projecting function
 - c. orientation function
 - d. evaluation function
 - e. instructive function

7. Communication in an organization is to inform the individual or group about the particular task or company policies and procedures etc.
- informing function
 - image projecting function
 - orientation function
 - evaluation function
 - instructive function
8. Process when the communicator of the information organises his idea into series of symbols
- transforming
 - encoding
 - decoding
 - sending
 - missing
9. Breakdown of cycle at any level
- brain down
 - brain mistake
 - brain break
 - brain drain
 - missing
10. Which element does not involve into the process of communication
- message
 - encoding
 - idea
 - channel
 - receiver
11. How this type of communication called «When a number of people irrespective of their status, sit down and confer with one another to arrive at a decision acceptable to all»
- downward communication
 - upward communication
 - consensus
 - lateral communication
 - grapevine communication
12. How this type of communication called «This communication flows the message from subordinates to superiors»
- downward communication
 - upward communication
 - consensus
 - lateral communication
 - grapevine communication

13. How this type of communication called «This communication flows between persons at the same hierarchy level either of the same or other department or division of the organization»

- a. downward communication
- b. upward communication
- c. consensus
- d. lateral communication
- e. grapevine communication

14. How this type of communication called «When the communication flows from higher level to lower level»

- a. downward communication
- b. upward communication
- c. consensus
- d. lateral communication
- e. grapevine communication

15. To which barrier does the following belong «Faulty seating arrangement in a hall»

- a. physical
- b. wrong choice of medium
- c. semantic
- d. lateral
- e. visual

16. To which barrier does the following belong «Denotation & Connotations»

- a. physical
- b. wrong choice of medium
- c. semantic
- d. lateral
- e. visual

17. What is the principle of effective communication «The time taken to transmit a message to its destination and speed of the communication system should be considered on the basis of the urgency of communicating the message»

- a. clarity of message:
- b. speed
- c. reliability
- d. content
- e. accuracy

18. What is the principle of effective communication «The message must be meaningful for the receiver, and it must be compatible with his value system»

- a. clarity of message:
- b. speed
- c. reliability
- d. content
- e. accuracy

19. What is the principle of effective communication «The communication medium should ensure precision in the transmission of messages»

- a. clarity of message:
- b. speed
- c. reliability
- d. content
- e. accuracy

20. What is the principle of effective communication «The receiver must have confidence in the sender»

- a. clarity of message:
- b. speed
- c. reliability
- d. content
- e. accuracy

21. What is the type of interview «interview is given to an employee who has resigned or leaving the organisation»

- a. promotion
- b. appraisal
- c. exit
- d. stress
- e. selection

22. What is the type of interview «interview is more informal and serves as induction for new responsibilities and duties»

- a. promotion
- b. appraisal
- c. exit
- d. stress
- e. selection

23. What is the type of interview «interview is to measure the suitability of the candidates for specific jobs»

- a. promotion
- b. appraisal
- c. exit
- d. stress
- e. selection

24. What is the type of interview «interview is used for periodical assessment of employees»

- a. promotion
- b. appraisal

- c. exit
- d. stress
- e. selection

25. What is the type of interview «interview is used for selection for positions in which the person must be able to face difficult situations without getting upset»

- a. promotion
- b. appraisal
- c. exit
- d. stress
- e. selection

26. When we prepare the application letter on which place we must indicate the applicant's address and telephone number

- a. at the top right corner
- b. at the top left corner
- c. at the middle
- d. at the down right corner
- e. at the down left corner

27. How is called summary presentation of person's backgrounds, employments, qualifications and intended career plan

- a. reference
- b. application letter
- c. CV
- d. presentation
- e. personal information

28. The best size of CV

- a. 2- sentences
- b. 7 sentences
- c. one page
- d. not be more than one or two pages.
- e. not be more than two or three pages.

29. The salient features of group discussion are noted like

- a. involvement, discrepancy, pressure to obey the rules, interaction
- b. involvement, venue of discussion, pressure to obey the rules, interaction
- c. involvement, venue of discussion, participants in group discussion, interaction
- d. involvement, discrepancy, image of participants, interaction
- e. involvement, style and personal character, pressure to obey the rules, interaction

30. Which factors are assessed that most often lead to rejection

- a. interest and enthusiasm
- b. ability express thoughts clearly
- c. overbearing, arrogant or conceited

- d. tact, maturity, courtesy
- e. ability career planning

31. How is called a window to the global superhighway and to the cyberspace

- a. Intranet
- b. Internet
- c. Electronic Mail
- d. SMS
- e. Teleconferencing

32. How is called very short words or sentences sometimes misinterpreted by receiver

- a. Intranet
- b. Internet
- c. Electronic Mail
- d. SMS
- e. Teleconferencing

33. How is called a system of electronic correspondence by which users send and receive message over a network of computer and telecommunication links

- a. Intranet
- b. Internet
- c. Electronic Mail
- d. SMS
- e. Teleconferencing

34. How is called an internal website used in an organization to disseminate business related information and data to employees.

- a. Intranet
- b. Internet
- c. Electronic Mail
- d. SMS
- e. Teleconferencing.

35. How is called an electronic communication between two or more people at two or more locations.

- a. Intranet
- b. Internet
- c. Electronic Mail
- d. Video-conferencing
- e. Teleconferencing

36. How is called a global system of connected independent group of computers.

- a. Intranet
- b. Internet

- c. Electronic Mail
- d. Video-conferencing
- e. Teleconferencing

37. How is called a series of interconnected points or channels communicating with each other.

- a. Intranet
- b. Internet
- c. Computer network
- d. Video-conferencing
- e. Teleconferencing

38. It can be sent to many people simultaneously. It concerns

- a. Intranet
- b. Internet
- c. Electronic Mail
- d. Video-conferencing
- e. Teleconferencing

39. It allows people at different locations to see and hear each other at the same time. It concerns

- a. Intranet
- b. Internet
- c. Electronic Mail
- d. Video-conferencing
- e. Teleconferencing

40. The sender and the receiver are on the same line of the system. It concerns

- a. Intranet
- b. Internet
- c. Electronic Mail
- d. Video-conferencing
- e. Teleconferencing

41. What is the type of meeting «Like parliament, state assemblies, company shareholder's meetings, management-union negotiations, university senate, councils and executives bodies»

- a. giving information
- b. consultation
- c. execution of ideas
- d. structured meeting:
- e. semi-structured meeting

42. What is the type of meeting «Like committees, managing councils and general bodies of voluntary organizations, briefing sessions, advisory bodies and management meetings»

- a. giving information
- b. consultation
- c. execution of ideas
- d. structured meeting:
- e. semi-structured meeting

43. What is the type of meeting «this type of meetings is held to gather new ideas or suggestions for the execution of a task»

- a. giving information
- b. consultation
- c. execution of ideas
- d. structured meeting:
- e. semi-structured meeting

44. What is the type of meeting «This type of meeting is held to consult the members for their

views and opinions to reach an effective decision»

- a. giving information
- b. consultation
- c. execution of ideas
- d. structured meeting:
- e. semi-structured meeting

45. What is the type of meeting «: This type of meetings is conducted for sharing information and

gathering views and opinions of the participants or members on that information»

- a. giving information
- b. consultation
- c. execution of ideas
- d. structured meeting:
- e. semi-structured meeting

46. How is called an announcement of the important message or development concerning themselves that organization wish to convey to the public at large, through the press and other media.

- a. media conference
- b. press conference
- c. press release
- d. media interview

e. seminar

47. How is called a discussion in a small group in which the result of research or advanced study is presented through oral or written reports.

- a. media conference
- b. press conference
- c. press release
- d. media interview
- e. seminar

48. How is called when an organization has something newsworthy to tell to the media, and when more in-depth approach and discussion is needed then it is possible to provide by sending out a press release.

- a. media conference
- b. press conference
- c. press release
- d. media interview
- e. semina.

49. How is called a tool by which an organization presents their good image in front of general public.

- a. media conference
- b. press conference
- c. press release
- d. media interview
- e. seminar

50. How is called a large gathering of persons who meet to confer on a particular theme or to exchange experience or information.

- a. conference
- b. press conference
- c. press release
- d. media interview
- e. seminar

51. Oral communication is

- a. best suited when the communicator and the receiver are beyond oral communication medium
- b. the communication where the message or information exchanges by spoken words

- c. best suited when the receiver and the receiver are beyond oral communication medium
- d. the communication where the message or information exchanges by images
- e. the communication where the message or information exchanges by speaker

52. How is named this stage of listening process «the listener's response to the message may be in words or in body language. The response lets the speaker know whether the listener has got the message and what his/her reaction is»

- a. hearing
- b. interpretation
- c. evaluation
- d. reaction
- e. response

53. How is named this stage of listening process «at this stage the listener decides what to do with the received information. When you are listening to a marketing talk, you may choose to believe or not to believe what you hear. The judgement you make at this stage of evaluation are crucial to the listening process»

- a. hearing
- b. interpretation
- c. evaluation
- d. reaction.

54. How is named this stage of listening process «this depends on the listener's vocabulary, knowledge, experience and so on. If the listener fails to interpret the words correctly the message is misunderstood»

- a. hearing
- b. interpretation
- c. evaluation
- d. reaction
- e. response

55. How is named this stage of listening process «at this stage, the listener simply paid attention to the speaker to hear the message. If you can repeat the speaker's words, you have heard the message»

- a. hearing
- b. interpretation
- c. evaluation
- d. reaction
- e. response

56. Non-verbal communication is

- a. communication which occurs with the help of words
- b. closely associated with the power of observation

- c. best suited when the receiver and the receiver are beyond oral communication medium
- d. the communication where the message or information exchanges by images
- e. the communication where the message or information exchanges by speakers

57. Verbal communication is

- a. the communication where the message or information exchanges by speakers
- b. closely associated with the power of observation
- c. best suited when the receiver and the receiver are beyond oral communication medium
- d. the communication where the message or information exchanges by images
- e. communication which occurs with the help of words

58. Which zone has each communicator

- a. corporate
- b. individual
- c. personal
- d. good
- e. warm

59. How is named this type of body language « The position of hands and legs and other parts of the body reveals not only an individual's state of mind—whether he is vibrant, alive and dynamic, nervous and jittery, confident and self assured etc. but also his grip on the subject matter of communication. An efficient speaker stands tall, feet together with the weight directly over the instep keeping his chin on a line parallel to the floor or at right angles to the backbone»

- a. posture
- b. smile
- c. closing and accessories
- d. chronemics
- e. eye contact

60. How is named this type of body language «... like playing with the ring, twisting a key chain or clasping one's hand tightly may indicate the state of mind of the speaker affecting both the encoding and decoding of his/her message in communication»

- a. posture
- b. smile
- c. gesture
- d. chronemics
- e. eye contact

61. Written communication is

- a. best suited when the communicator and the receiver are beyond oral communication medium

- b. the communication where the message or information exchanges by spoken words
- c. best suited when the receiver and the receiver are beyond oral communication medium
- d. the communication where the message or information exchanges by images
- e. the communication where the message or information exchanges by speakers

62. How is named this principle of effective writing communication « A writing should be shorter by using few words for many. Brevity not only saves the time but also gives grace to the writing »

- a. unity
- b. coherence
- c. avoid jargon
- d. accuracy
- e. brevity

63. How is named this principle of effective writing communication «To achieve clarity in a written communication the principle of coherence should be there. Relation and clarity are two important aspects of coherence»

- a. unity
- b. coherence
- c. avoid jargon
- d. accuracy
- e. brevity

64. How is named this principle of effective writing communication «The subject matter must be correct and accurate. The manner in which the message is transmitted must be correct»

- a. unity
- b. coherence
- c. avoid jargon
- d. accuracy
- e. brevity

65. What is mean «sine die»

- a. genuine, only bonafide members will be allowed to attend the meeting
- b. in secret
- c. wholly/entirely
- d. the existing condition
- e. indefinitely

66. What is mean «in camera»

- a. genuine, only bonafide members will be allowed to attend the meeting
- b. in secret

- c. wholly/entirely
- d. the existing condition
- e. indefinitely

67. What is mean «bonafide»

- a. genuine, only bonafide members will be allowed to attend the meeting
- b. in secret
- c. wholly/entirely
- d. the existing condition
- e. indefinitely

68. What is mean «in toto»

- a. genuine, only bonafide members will be allowed to attend the meeting
- b. in secret
- c. wholly/entirely
- d. the existing condition
- e. indefinitely

69. What is mean status quo»

- a. genuine, only bonafide members will be allowed to attend the meeting
- b. in secret
- c. wholly/entirely
- d. the existing condition
- e. indefinitely

70. What is mean «in toto»

- a. genuine, only bonafide members will be allowed to attend the meeting
- b. in secret
- c. wholly/entirely
- d. the existing condition
- e. indefinitely

10. Recommended sources of information:

General

1. Barney Erasmus, Gavier Tu Toit and Strydom Johan (2011), Introduction To Business Management (8th Ed) Oxford University Press
2. Bisen Vikram, Priya. Business Communication. 1st Edition. New Age International Pvt. Ltd., 2009. 173 p.
<https://www.lsms.ac/public/uploads/QS39QFsSvoB1yRzRRsqSUugdetH2b1FucFXeqSPpjBZ2pSYTLJ1575394810rgI4puLCqvyH64hfhjQKrfkESt52YQJzm0y7TTdFq2QYQfn41I.pdf>
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