MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

Federal State Autonomous Educational Institution of Higher Education
"Moscow Polytechnic University"

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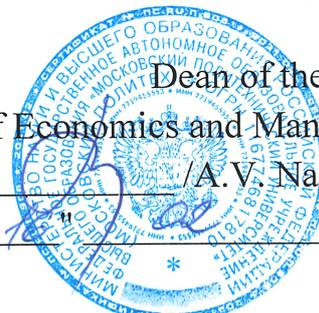Vice-President
for International Affairs
_____ /Yu.D. Davydova/
" 16 " 02 2023

Dean of the Faculty
of Economics and Management
_____ /A.V. Nazarenko/
" ___ " _____ 2023

WORKING PROGRAM OF THE DISCIPLINE

"Business Communication and Negotiation Practices"

Field of study
38.03.02 Management

Educational program (profile)
"Business Process Management"

Qualification (degree)
Bachelor

Form of study
Half-time

Moscow 2023

Разработчик(и):

Доцент кафедры
«Управление персоналом»,
к.э.н., доцент   /Л.М. Фомичева /

Согласовано:

Заведующий кафедрой
«Менеджмент»,
к.э.н., доцент   /Е.Э. Аленина/

Content

1. Goals, objectives and planned learning outcomes in the discipline

The main objectives of mastering the discipline "Business communications and negotiation practice" include:

- preparing students for organizational, managerial and information-analytical activities as performers or junior managers;

- formation of social and personal qualities necessary for a manager: tolerance, general culture, responsibility, purposefulness, organization, diligence, development of communication skills, teamwork skills, leadership qualities.

To tasksmastering the discipline "Business communications and negotiation practice" should include:

– development of practical techniques for managing internal communications.

- development and application in practice of the principles and patterns of business negotiations.

As a result of mastering the discipline (module), students develop the following competencies and the following learning outcomes should be achieved as a stage in the formation of the relevant competencies:

Competency Code	As a result of mastering the educational program, the student must have	List of planned learning outcomes by discipline
UK-4	Capable realize business communication in oral and written forms on state Russian language Federation and foreign (s) tongue (ah)	IUK-4.1. Takes into account the peculiarities of the business communications at the state and foreign languages depending on characteristics of verbal and non-verbal means of communication IUK-4.2. Able to conduct business exchange information in oral and written forms on the state and foreign languages, taking into account the originality stylistics of official and informal letters, and sociocultural differences in the format correspondence IUK-4.3. Performs translation professional texts from a foreign language into the state language of the Russian Federation and from the state language of the Russian Federation into a foreign

2. The place of the discipline in the structure of the OP of the bachelor's degree.

The discipline "Business communications and negotiation practice" is one of the academic disciplines of the main educational program of the bachelor's degree.

The discipline "Business communications and negotiation practice" is interconnected logically and methodically with the following disciplines of the OP:

In the base part of the cycle (B1):

-Fundamentals of management;

- Organizational behavior.

3. Structure and content of the discipline

The total labor intensity of the discipline is 3 credit(s) unit(s) (108 hours).

Types of educational work and labor intensity
(according to the forms of education)

3.1.1. Half-time education

No. p / p	Type of study work	Number of hours	Semesters	
			2	
1	**Auditory lessons**	**18**	**18**	
	Including:			
1.1	Lectures	8	8	
1.2	Seminars/practical classes	10	10	
2	**Independent work**	**90**	**90**	
3	**Intermediate certification**			
	Pass/Differential Pass/Exam	**pass**	**pass**	
	Total	**108**	**108**	

Thematic plan for studying the discipline
(according to the forms of education)

3.2.1. Half-time education

No. p/p	Sections/topics disciplines	Labor intensity, hour					
		Total	Classroom work				Independent work
			Lectures	Seminar / practical training	Laboratory studies	Practical training	
1.1	Topic 1		1	1			10
1.2	Theme 2		1	1			10
1.3	Theme 3		1	1			10
1.4	Theme 4		1	1			10
1.5	Theme 5		1	1			10
1.6	Theme 6		1	1			10
1.7	Theme 7		1	1			10
1.8	Theme 8		1	1			10
1.9	Theme 9			2			10
	Total		**8**	**10**			**90**

3.3 Content of discipline

Topic 1. The concept and meaning of communication
The concept of communication. The importance of communications for the effectiveness of managers. Definitions of communications and their features. Communication process. The importance of communication functions.

Topic 2. Structure, types and types of communication
Communication as interaction and exchange of information. The structure of the communicative act. Goals of communications. Communication and decision-making process. Classifications of communications. Communication channels. The main criteria for the effectiveness of communication.

Topic 3. Characteristics of non-verbal communication
Verbal and non-verbal communication, their relationship. Types of non-verbal communication: postures, gestures, facial expressions, kinesics, proxemics, paralinguistics.

Topic 4. Active listening and questioning techniques
Establishing contact. Active listening skills and how to apply them. Perceptual barriers: inattention, pseudo-listening, situational listening, interruption, interruption, listening for disagreement, defensive responses. Use of questions: open, closed and alternative questions; situational, problematic, extracting and leading questions.

Topic 5. Formats of business communication
Public speaking and presentation. Stages of speech, scenarios of information speech. Fundamentals of a successful presentation. Telephone conversations. Written business communications. Business conversation. Meeting.

Topic 6. Resources of communication impact
Persuasive communication model. Effects and rules of persuasion. Impact technologies. manipulative techniques.

Topic 7. Negotiation skills
Negotiation. Types of negotiations. Stages of the negotiation process. Negotiation techniques, typical mistakes.

Topic 8. Organization of negotiations
The main stages of the negotiation process. Analysis of verbal and non-verbal behavior of participants in the negotiation process. Key roles in the negotiation process. Performing key roles in a situation where one negotiator and a negotiating team work. Negotiation procedure.

Topic 9. Conflict situations

Conflicts in communication. Techniques for dealing with objections. Methods for resolving difficult situations during meetings. Ways to overcome communication barriers and improve communication efficiency.

Seminar plan
(formation of competences UK-4)
Seminar 1

Negotiations as a form of business communication, basic approaches to negotiation Negotiations as a form of communication, the specificity of which is the need to achieve goals in the face of differences in positions and interests. Basic approaches to negotiation, "hard" negotiations, negotiations from a position of interests, Harvard School of Negotiation. Ethics of the negotiation process. The use of manipulative techniques in negotiations.

Questions for the seminar:
1. Features of business communication.
2. Ways to improve the efficiency of business communication.
3. Business conversation - structure, features of the stages.
4. Establishing contact and the "Small talk" technique.
5. Negotiations - definition, goals of negotiations, place of negotiations in situations of business communication.
6. Preparation of negotiations - the main stages, the specifics of each stage.
7. Negotiation team: roles, preparation, effective work.

Seminar 2

Argument, discussion, controversy. Origin and psychological characteristics From the history of the origin of the dispute. Definition of the concepts of "argument," discussion "," controversy ". Classification of dispute types. The culture of the dispute: the subject of the dispute, the positions of the polemists, the use of concepts, the behavior of the participants in the dispute, the individual characteristics of the participants in the dispute, national and cultural traditions, respect for the opponent, restraint and self-control in the dispute. Psychological methods of persuasion in a dispute: methods of influencing participants in a dispute, questions in a dispute and types of answers, dishonest methods, permissible and impermissible tricks in a dispute.

Questions for the seminar:
1. Requirements for a leader.
2. Psychological types of personalities.
3. Moral and psychological climate in the team.
4. Leadership styles.
5. Characteristics of business communication.
6. Communication efficiency.

7. Effective communication skills.
8. Barriers to business interaction.
9. Communicative competence of a specialist.

Seminar 3

Verbal and non-verbal means of communication in the activities of a management specialist. Types of business contacts. Business conversation: conversation, business meeting, business meeting, meeting. Algorithms of communicative behavior with interlocutors of various psychological types and criteria for their selection. Situations of target, social and psychological interaction. Communicative roles of subjects of communication. Levels of legal, moral communication, manipulation, "reflexive game". Expressive behavior in communication as an expression of the inner world of a business person. Mimic "codes" of emotional states of business partners. The "5 rings" system of S. Heler in the analysis of non-verbal behavior

Questions for the seminar:
1. A person's communication skills that are successful for carrying on a conversation.
2. Speech technologies of business communication.
3. Non-verbal means of communication and their use in management practice.

Seminar 4

Classification of active listening techniques. Small talk techniques. Verbalization errors and ways to overcome them. Techniques for regulating emotional stress. Effective use of different types of questions. Selection of situational questions and their planning. Formulating situational questions and linking them to the client's words. When to ask situational questions and when to avoid them.

Questions for the seminar:
1. What is the purpose of situational questions?
2. Which of the following questions are situational?
a) How many trucks do you have at the depot?
b) Does using outside contractors create problems for you?
c) Do most of the inquiries to your company come from other law firms?
3. Which of the following areas are high risk for situational questions?
a) At the end of the sales cycle.
b) With new prospective buyers.
c) When the situation has changed.
d) In areas of business that are not related to your product.
4. Situational questions can be more effective in case of:
a) Finding out every detail of the client's activities.
b) Linking your questions to the statements of the buyer.
c) Focusing your questions on areas that can reveal problems that you can then solve for the buyer.

Answers
2. (a) and (c) - situational questions; (6) is a problematic issue.
3. (a) and (d) are high-risk areas for situational questions.
4. (6) and (c) - will increase the effectiveness of situational questions.

Seminar 5

Strategies for oral and written business communications. Features of public speaking. Business communication as communication. Types of oral forms of business interaction. Business conversation as a specially organized substantive conversation. Classification of business conversations. Problematic or disciplinary conversations. Presentation, its meaning and purpose. Features of official business speech. The language of official documents. Order, protocol, decision, contract. Organizational and distribution documentation: summary, application, questionnaire, memorandum and explanatory note, table, continuous coherent text. Business letters: agreements, requests, cover letters, letters of regulation (congratulations, apologies, condolences, response letters with gratitude). Memos for internal communication: orders, thanks, reminders, requests, events). Rules for the design of business messages. Advertising text as a type of business message. Psychological features of public speaking. Preparing for a performance. Beginning of the performance. How to win and keep the attention of the audience. How to end a presentation. The culture of speech of a business person.

Questions for the seminar:
1. Official business style of speech and its features.
2. Features of written communication in the activities of a manager.

Seminar 6

Persuasive influence in the negotiation process. Basic principles underlying persuasive influence. Preparing the ground for persuasive influence, forming a "base of influence". The main persuasion strategies are pressure, attraction, and distancing. Tactics and methods of influence within the framework of each strategy. Manipulative techniques in negotiations are the essence of manipulation, techniques for recognizing manipulation and counteracting manipulation.

Questions for the seminar:
1. The role of discussion in business communication.
2. Persuasive influence - basic strategies, techniques and techniques.
3. Manipulation - the essence and mechanisms of manipulation.
4. Negotiation manipulation techniques.

Seminar 7

Negotiations as a kind of business conversation - structure and logic The main stages of a business conversation. Features of goals and interaction at each stage. Negotiations as a form of business conversation. The connection between the stages of a business conversation and the negotiation procedure. Analysis of the

movement by stages in the negotiation process. The specifics of the work of the negotiator at each stage.

Questions for the seminar:
1. The main stages of negotiations, the specifics of each stage.
2. Negotiation team: roles, preparation, effective work in the negotiation process.
3. Tracking the reactions of the interlocutors in the negotiation process

Seminar 8

Preparation of negotiations. Negotiation preparation technology: collecting information, identifying interests, structuring the negotiation proposal. Features of work at each stage of preparation. Negotiation proposal preparation format.

Questions for the seminar:
1. Formulation of the subject of negotiations,
2. Information about the subject of negotiations, about the parties and their interests,
3. The interests of the parties, the definition of goals and sub-goals,
4. Formation of a package of proposals and preparation of fallback options,
5. Strategy and tactics of negotiations,
6. Negotiation planning based on strategy and tactics.

Seminar 9

Types of conflicts in the organization. Causes of conflicts. Consequences of conflicts. Conflict management. Structural methods. Interpersonal styles of conflict resolution.

Questions for the seminar:
1. The structure of the conflict, the characteristics of the main elements of conflict interaction.
2. Types of conflicts depending on the subjects of conflict interaction (intrapersonal, interpersonal, between an individual and a group, intergroup).
3. Classification of conflicts according to the sphere of manifestation.
4. The dynamics of the conflict.
5. The concept and content of conflict management.
6. Basic conflict management technologies.
7. The main models of personality behavior in conflict.

Questions for self-control in the discipline "Business communications and negotiation skills"
(formation of competences UK-4)

1. The concept and types of business communication.
2. Content, goals, means and functions of communications
3. The essence of business communications
4. Importance of business communications in the management of an organization
5. Types and types of communications in the organization.
6. The main elements of the process of business communications.
7. The main stages of the communication process.
8. Communication barriers.
9. Forms of business communications.
10. Business letter: concept and types.
11. Writing letters with positive and neutral news.
12. Writing letters with negative news.
13. Persuasive letters.
14. Service note.
15. Resume writing
16. Brief description of each type of business communication: negotiations, meeting, business meeting, telephone conversation, etc.
17. The ability to behave in society.
18. Rhetorical tools of speech.
19. Basic requirements for business speech.
20. Characteristics of types of speech: monologue, dialogue, interview.
21. Features of preparing a speech with a presentation.
22. Concepts of logical culture of speech.
23. Features of the application of the laws of logic in business speech.
24. The concept of argument, inference.
25. Various types of interlocutors.
26. Determination of the state of the interlocutor by his manner of communication.
27. The position of the listener and speaker.
28. Using the technique of asking questions in business communication.
29. The art of answering questions.
30. Rules of conduct in conflict situations.
31. Facial expressions, gestures, body movements as an indicator of the internal state of the interlocutor.
32. Professional ethics.
33. The concept of a protocol event. Types of protocol events.
34. Image of a business man and a business woman.
35. Gifts and souvenirs for business partners.
36. Preparing and holding a business meeting.
37. The role of the leader and ordinary participant in a business meeting.
38. Types of negotiations and features of their conduct.
39. Formulation of tasks, goals and limits before the start of the negotiation process.

40. Necessary requirements for successful business negotiations.
41. Techniques for rationalizing business telephone communication.
42. Features of the negotiation process with foreign business partners.
43. Russian style of business negotiations.
44. Context of international negotiations.
45. Critical analysis of the behavior of the parties.
46. Key moments of business negotiations.
47. Proxemics in communication.
48. Factors affecting the effectiveness of communications
49. Ways to ensure effective communication.
50. Modern technical means and information technologies in solving communication problems.
51. Classification of factors affecting the effectiveness of communications.
52. Manager's speech
53. Dialogue. Discussion. Briefing.
54. Business conversation: methods of conducting it.
55. Meeting methods.
56. Conducting job interviews.
57. Presentation of goods (services).
58. Self-presentation.
59. Business etiquette.
60. Improving the art of communication.
61. Ways to ensure effective communication. Communication networks
62. Typology of personality and business communication.
63. Psychophysiological bases of communication.
64. Three types of modality: visual, auditory, kinesthetic.
65. The state of personality in communication.
66. Mechanisms of influence in the process of business communication.
67. Listening in business communication. Types of listening.
68.. Communication techniques in case of conflict.
69. Methods for improving the art of communication

4. Educational, methodological and information support of the discipline.

4.1. Main literature:
1. Zhernakova, M. B. Business communications: textbook and workshop for universities / M. B. Zhernakova, I. A. Rumyantseva. - Moscow: Yurayt Publishing House, 2022. - 370 p. - (Higher education). - ISBN 978-5-534-00331-4. — Text: electronic // Educational platform Urayt [website]. - url:https://www.urait.ru/bcode/488972
2. Ratnikov, V. P. Business communications: a textbook for universities / V. P. Ratnikov; executive editor V.P. Ratnikov. - Moscow: Yurayt Publishing House,

2022. - 459 p. — ISBN 978-5-534-15744-4. — Text: electronic // Educational platform Urayt [website]. — URL: https://www.urait.ru/bcode/509587.

4.2. Additional literature:

1. Dzyaloshinsky, I. M. Business communications. Theory and practice: a textbook for bachelors / I. M. Dzyaloshinsky, M. A. Pilgun. - Moscow: Yurayt Publishing House, 2022. - 433 p. — (Bachelor. Academic course). - ISBN 978-5-9916-3044-3. — Text: electronic // Educational platform Urayt [website]. - url:https://www.urait.ru/bcode/497799.

2. Zhernakova, M. B. Business communication: textbook and workshop for secondary vocational education / M. B. Zhernakova, I. A. Rumyantseva. - Moscow: Yurayt Publishing House, 2022. - 370 p. - (Professional education). - ISBN 978-5-534-07978-4. — Text: electronic // Educational platform Urayt [website]. — URL: https://www.urait.ru/bcode/494510 (date of access: 11/29/2022).

3. Konovalenko, M. Yu. Business communications: textbook and workshop for universities / M. Yu. Konovalenko. - 2nd ed., revised. and additional - Moscow: Yurayt Publishing House, 2022. - 466 p. - (Higher education). — ISBN 978-5-534-11058-6. — Text: electronic // Educational platform Urayt [website]. - url:https://www.urait.ru/bcode/488946.

4. Matveeva, L. V. Psychology of negotiation: a textbook for universities / L. V. Matveeva, D. M. Kryukova, M. R. Garaeva. - 2nd ed., revised. and additional - Moscow: Yurayt Publishing House, 2022. - 121 p. - (Higher education). - ISBN 978-5-534-09865-5. — Text: electronic // Educational platform Urayt [website]. — URL: https://www.urait.ru/bcode/491523

5. Rodygina, N. Yu. Ethics of business relations: textbook and workshop for academic undergraduate students / N. Yu. Rodygina. - Moscow: Yurayt Publishing House, 2022. - 430 p. — (Bachelor. Academic course). — ISBN 978-5-9916-3562-2. — Text: electronic // Educational platform Urayt [website]. - url:https://www.urait.ru/bcode/507885.

4.3. Electronic educational resources:

Electronic educational resource for the discipline is being developed.

4.4. Software and Internet Resources

Office applications, Microsoft Office 2013 (or lower) - Microsoft Open License. License No. 61984042

‒ https://corpshark.ru/ Corporate Governance in Russia
‒ https://rspp.ru/Russian Union of Industrialists and Entrepreneurs (RSPP)
‒ http://www.gov.ruServer of state authorities of the Russian Federation.
‒ http://www.mos.ruOfficial server of the Government of Moscow.
‒ http://www.garant.ruGUARANTOR Legislation with comments.
‒ http://www.gks.ruFederal State Statistics Service.
‒ http://www.rg.ruRussian newspaper.
‒ http://www.rbc.ruRBC (RosBusinessConsulting).

- http://www.businesspress.ruBusiness press.
- http://uisrussia.msu.ruUniversity Information System of Russia.
- http://www.mevriz.ruJournal "Management in Russia and abroad"
- http://minpromtorg.gov.ru/Ministry of Industry and Trade of the Russian Federation.

5. Logistics

Audience for lectures and seminars of the general fund. Training tables with benches, classroom board, portable multimedia complex (projector, projection screen, laptop). Teacher's workplace: table, chair.

6. Guidelines

6.1. Methodological recommendations for the teacher on the organization of training

A presentation (from the English word - presentation) is a set of color slide pictures on a specific topic, which is stored in a special format file with the PP extension. The term "presentation" (sometimes called "slide film") is associated primarily with the information and advertising functions of pictures that are designed for a certain category of viewers (users).

In order for the presentation to be well perceived by the audience and not cause negative emotions (subconscious or completely conscious), it is necessary to follow the rules for its design.

The presentation involves a combination of information of various types: text, graphics, musical and sound effects, animation and video clips. Therefore, it is necessary to take into account the specifics of combining fragments of information of various types. In addition, the design and demonstration of each of the listed types of information is also subject to certain rules. So, for example, for textual information, the choice of font is important, for graphic information - brightness and color saturation, for their best joint perception, optimal relative position on the slide is necessary.

In addition to the correct arrangement of text blocks, one must not forget about their content - the text. In no case should it contain spelling errors. You should also take into account the general rules for formatting the text.

After creating a presentation and its design, you need to rehearse its presentation and your performance, check how the presentation will look like as a whole (on a computer screen or projection screen), how quickly and adequately it is perceived from different audience locations, under different lighting conditions, noise accompaniment, in an environment as close as possible to the real conditions of the performance.

6.2. Guidelines for students on mastering the discipline

Lecture – a systematic, consistent, monologue presentation by the teacher of educational material, as a rule, of a theoretical nature. When preparing a lecture, the teacher is guided by the working program of the discipline. In the course of lectures, it is recommended to take notes, which will later allow you to recall the studied educational material, supplement the content during independent work with literature, and prepare for the exam.
You should also pay attention to categories, formulations that reveal the content of certain phenomena and processes, scientific conclusions and practical recommendations, positive experience in oratory. It is advisable to leave fields in the working notes on which to make notes

from the recommended literature, supplementing the material of the lecture heard, as well as emphasizing the particular importance of certain theoretical positions.

Lecture conclusions summarize the teacher's reflections on educational issues. The teacher provides a list of used and recommended sources for studying a particular topic. At the end of the lecture, students have the opportunity to ask questions to the teacher on the topic of the lecture. When lecturing on the discipline, electronic multimedia presentations can be used.

Guidelines for students when working at the seminar

Seminars are implemented in accordance with the working curriculum with consistent study of the topics of the discipline. In preparation for the seminars, the student is recommended to study the basic literature, get acquainted with additional literature, new publications in periodicals: magazines, newspapers, etc. In this case, the recommendations of the teacher and the requirements of the curriculum should be taken into account. It is also recommended to refine your lecture notes by making appropriate entries in it from the literature recommended by the teacher and provided by the curriculum. Abstracts should be prepared for presentations on all educational issues submitted to the seminar.

Since the student's activity in seminars is the subject of monitoring his progress in mastering the course, preparation for seminars requires a responsible attitude. In interactive classes, students should be active.

Guidelines for students on the organization of independent work

Independent work of students is aimed at independent study of a separate topic of the academic discipline. Independent work is mandatory for each student, its volume is determined by the curriculum. During independent work, the student interacts with the recommended materials with the participation of the teacher in the form of consultations. To perform independent work, methodological support is provided. The electronic library system (electronic library) of the university provides the possibility of individual access for each student from any point where there is access to the Internet.

7. Fund of evaluation funds

7.1. Methods for monitoring and evaluating learning outcomes

Competence level indicator

7. Fund of evaluation funds.
7.1. Methods for monitoring and evaluating learning outcomes

In the process of mastering this discipline, the student forms and demonstrates the following competencies:

COMPETENCES		List of components	Competence formation technology	Assessment Tool Form**	Degrees of levels of development of competencies
INDEX	FORMULA TION				

| UK-4 | Able to carry out business communication in oral and written forms in the state language of the Russian Federation and foreign (s) language (s) | IUK-4.1. Takes into account the features of business communication in the state and foreign languages, depending on the characteristics of verbal and non-verbal means of communication
IUK-4.2. Able to exchange business information in oral and written forms in the state and foreign languages, taking into account the originality of the style of official and unofficial letters, as well as socio-cultural differences in the format of
IPK-3.2. Can use stakeholder identification techniques; plan, organize and conduct meetings and discussions with stakeholders; use effective communication techniques; identify, register, analyze and classify risks and develop a set of measures to minimize them; collect, classify, systematize and ensure the storage and updating of business analysis information; formalize the results of business analysis in accordance with the chosen approaches; determine relationships and dependencies between elements of business analysis information; apply information technologies to the extent necessary for the purposes of business analysis; analyze internal (external) factors and conditions, affecting the activities of the organization; analyze the degree of stakeholder involvement; analyze the quality of business analysis information in terms of selected criteria; to analyze the subject area; perform functional decomposition of works; to model the scope and boundaries of work; present business intelligence information in a variety of ways and formats for discussion with stakeholders; explain the need for business analysis work. | lecture, independent work, seminars | DS, E | **Threshold level:**
- is able to apply the acquired skills to prepare and conduct business negotiations and meetings, conduct business meetings, speak to an audience, incl. using a presentation, competently conduct a reception of visitors and telephone conversations, use knowledge in the field of business negotiations to implement professional skills;
Advanced level:
- owns the basics of business protocol and business ethics. |

		IPK-3.3. Owns methods of analyzing the context, organizational structure, business processes in order to identify stakeholders; collecting and registering information about stakeholders; organizing the storage of information about stakeholders and keeping it up to date; analysis and classification of stakeholders; developing stakeholder engagement and collaboration strategies; developing stakeholder engagement plans; preparation of interested parties for cooperation (explanation, training); stakeholder engagement and stakeholder monitoring; management of risks caused by interaction with stakeholders.		

7.2. Scale and criteria for evaluating learning outcomes

An indicator of competency assessment at various stages of their formation is the achievement by students of the planned learning outcomes in the discipline (module).

UK-4 - Able to carry out business communication in oral and written forms in the state language of the Russian Federation and foreign (s) language (s)

Index	Evaluation criteria			
	2	**3**	**4**	**5**
IUK-4.1. Takes into account the features of business communication in the state and foreign languages, depending on the characteristics of verbal and non-verbal means of communication	The student demonstrates a complete lack of knowledge about the main approaches and methods for processing the results of system analysis in the field of management	The student demonstrates incomplete understanding of the main approaches and methods for formalizing the results of system analysis in the field of management	The student demonstrates gaps in knowledge about the main approaches and methods for formalizing the results of system analysis in the field of management	The student demonstrates the formed systematic ideas about the main approaches and methods for formalizing the results of system analysis in the field of management
IUK-4.2. Able to exchange business information in oral and written forms in the state and foreign languages, taking into account the originality of the style of official and unofficial letters, as	The student lacks the ability to develop and present programs for organizational development and change	The student has the non-systematic nature of the ability to develop and present programs for organizational development and change	The student has certain gaps in the ability to develop and present programs for organizational development and change	The student has the ability to develop and present programs for organizational development and change

well as socio-cultural differences in the format of correspondence				
IUK-4.3. Performs translation of professional texts from a foreign language into the state language of the Russian Federation and from the state language of the Russian Federation into a foreign language	The student does not have the skills to present presentation information in a foreign language	The student has a generally successful, but unsystematic application of the skills of presenting presentation information in a foreign language	The student has gaps in applying the skills of presenting information presentations in a foreign language	The student has a successful and systematic application of the skills of presenting information presentations in a foreign language

Form of intermediate certification: exam.

Intermediate certification of students in the form of an exam is carried out based on the results of all types of educational work provided for by the curriculum for a given discipline (module), while taking into account the results of current monitoring of progress during the semester. The assessment of the degree of achievement by students of the planned learning outcomes in the discipline (module) is carried out by the teacher conducting classes in the discipline (module) by the method of expert assessment. Based on the results of the intermediate attestation for the discipline (module), the mark "excellent", "good", "satisfactory" or "unsatisfactory" is given.

Only students who have completed all types of educational work provided for by the work program are allowed to interim attestation.

Evaluation scale	Description
Great	All types of educational work provided for by the curriculum were completed. The student demonstrates the correspondence of knowledge, skills and abilities given in the tables of indicators, operates with the acquired knowledge, skills, skills, applies them in situations of increased complexity. In this case, minor errors, inaccuracies, difficulties in analytical operations, transferring knowledge and skills to new, non-standard situations can be made.
Fine	All types of educational work provided for by the curriculum were completed. The student demonstrates incomplete, correct correspondence of knowledge, skills, and abilities given in the tables of indicators, or if 2-3 minor errors were made at the same time.

Satisfactorily	All types of educational work provided for by the curriculum were completed. The student demonstrates the conformity of knowledge, which covers the main, most important part of the material, but at the same time one significant error or inaccuracy was made.
Unsatisfactory	One or more types of educational work provided for by the curriculum have not been completed. The student demonstrates incomplete correspondence of knowledge, skills and abilities given in the tables of indicators, significant errors are made, the lack of knowledge, skills and abilities is manifested in a number of indicators, the student experiences significant difficulties in operating knowledge and skills when transferring them to new situations.

List of evaluation tools

OS number	Name of the evaluation tool	Brief description of the evaluation tool	Presentation of the evaluation tool in the FOS
1	Report, message (DS)	Product independent workstudent, which is a public speech on the presentation of the results of solving a specific educational, practical, educational, research or scientific topic	Topics of reports
2	Case task (K-Z)	A problem task in which the student is asked to comprehend the real professionally oriented situation necessary to solve this problem.	Tasks for solving a case problem
3	Exam	The final form of knowledge assessment. In higher education institutions are held during examination sessions.	Questions for the exam

List of questions for preparing for the test in the discipline "Business Communications and Negotiation Skills"

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KNOW:

1. Content, goals, means and functions of communications
2. The essence of business communications
3. Importance of business communications in the management of an organization
4. Types and types of communications in the organization.
5. The main elements of the process of business communications.
6. The main stages of the communication process.
7. Communication barriers.

BE ABLE TO:

8. Modern technical means and information technologies in solving communication problems.
9. Classification of factors affecting the effectiveness of communications.

OWN:

10. Forms of business communications.
11. Business letter: concept and types.
12. Manager's speech

formation of competence UK-4

KNOW:

13. Features of business communication.
14. Business conversation - structure, features of the stages
15. Official business style of speech and its features.
16. Features of written communication in the activities of a manager.
17. Principles of clarity and conciseness in communication negotiations.

BE ABLE TO:

18. Non-verbal means of communication and their use in management practice.
19. Ways to improve the effectiveness of business communication

OWN:

20. A person's communication skills that are successful for carrying on a conversation.
21. Speech technologies of business communication.

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KNOW:

22. Negotiations - definition, goals of negotiations, place of negotiations in situations of business communication.
23. Preparation of negotiations - the main stages, the specifics of each stage.
24. Negotiation team: roles, preparation, effective work.
25. Key roles in the negotiation process.
26. The role of discussion in business communication
27. BE ABLE TO:
28. Establishing contact and the "Small talk" technique.

29.Persuasive influence - basic strategies, techniques and techniques.
   OWN:
8. Manipulation - the essence and mechanisms of manipulation
9. Techniques for dealing with manipulation in negotiations.
10.Dispute, discussion, controversy: features of the conduct.
11.Business communication methods.

Topics of reports on the discipline "Business Communications and Negotiation Skills"
(formation of competence UK-4)
1. Aspects of business communication required in the sales process.
2. Types of communication barriers and ways to overcome them.
3. Types of speech influence in public relations.
4. Pressure in negotiations and ways of confrontation
5. Pressure in negotiations and ways of confrontation in business negotiations
6. Protection of the recipient of information from manipulation.
7. The art of making business gifts.
8. True and false communicative intentions of the speaker.
9. Communication failures and language errors.
10.Internet communication with representatives of different cultures.
11.Conflicts and conflict situations in business relations. Ways and means of their resolution.
12.Logical reasoning in business communication.
   (formation of competence UK-4)

13.Do I need to analyze the results of a business meeting?
14.Common mistakes when making presentations
15.Features of interaction in the electronic environment.
16.Features of business relations with foreign partners.
17.Open and hidden intentions of the speaker.
18.The concept of "protocol", "international protocol". Features of conducting international negotiations and business protocol.
19.Psychological argumentation in business communication.
20.Advertising text as message and impact.
21.Speech impact and linguistic consciousness in advertising.
22.Speech strategies and PR tactics in crisis situations.
23.Consciousness and unconsciousness in the production and perception of texts.
24.Styles of business negotiations.
25.Management rhetoric and means of speech influence.
26.Factors of speech influence in mass media.
27. Characteristics of conflict behavior. Types and methods of conflict resolution.

Report Evaluation Criteria

No.	Criterion	Grade			
		ex.	choir.	satisfactory	unsatisfactory

1	Report Structure	The report contains semantic parts, balanced in volume	The report contains three semantic parts, unbalanced in volume	One of the semantic parts of the report is missing	The report does not trace the presence of semantic parts
2	Content of the report	The content reflects the essence of the problem under consideration and the main results obtained.	The content does not fully reflect the essence of the problem under consideration or the main results obtained.	The content does not fully reflect the essence of the problem under consideration and the main results obtained.	The content does not reflect the essence of the problem under consideration or the main results obtained.
3	Ownership of the material	The student fully owns the material presented, is oriented in the problem, freely answers questions	The student owns the material presented, is oriented in the problem, finds it difficult to answer some questions	The student is not fluent enough in the material presented, poorly oriented in the problem	The student does not own the material presented, poorly oriented in the problem
4	Relevance to the theme	The presented material is fully consistent with the stated topic.	The material presented contains elements that are not relevant to the topic.	The material presented contains a large number of elements that are not related to the topic.	The material presented is slightly relevant to the topic.

Example of case-tasks

in the discipline "Business communications and negotiation skills" (formation of competence UK-4)
Negotiation Skills
business meeting
Interview
Phone conversation

Phone conversation

Good morning!
Who is speaking?
Ivanova is calling you!
How are you?
Do you have a couple of minutes?
I am calling you, Sergey Ivanovich, to discuss the question: how we can be useful to you in the delivery of building materials.
Hm, so to speak.
I'll drop in on you one day and we'll continue our conversation.
Good! So long, Sergei Ivanovich.

Evaluate the telephone conversation in terms of:
a) the correct construction of the conversation
b) business phone etiquette
c) speech rules and features of telephone conversations

Phone conversation

If you call

Good afternoon, Petrova Irina Vasilievna, manager of the Mir company.

Olga Dmitrievna?

Are you comfortable talking now?

I'm calling to discuss with you the preparation of a promotional video.

As far as I know, you decide on the possibility of obtaining information.

May I ask you a few short questions?

When will you be free?

Is it convenient for you to meet on Thursday at 15-00?

Thank you for giving me your time.

Evaluate the telephone conversation in terms of:

a) the correct construction of the conversation

b) business phone etiquette

c) speech rules and features of telephone conversations

Dialogue
You are being hired

Candidate: Petrova Nadezhda Ivanovna.

*Supervisor:*Why did you choose this vacancy, profession. Firm?

Candidate: Messages from acquaintances, friends, brochures.

Supervisor: What specialist position suits you for work?

Candidate: Accountant, economist.

Supervisor: How does your education and professional experience relate to this job?

Candidate: I graduated from a technical school, specializing in economics and accounting, and I want to try my hand.

*Supervisor:*Why would you like to work in this profession?

Candidate: Have the opportunity to move up the career ladder, improve their education, enterprising, regulated work in the interests of the company and their own interests, creative activity.

Supervisor: What social work did you do at the technical school?

*Candidate:*She was a member of the student council, responsible for the educational sector.

Supervisor: Give an assessment of your professional knowledge, skills, abilities.

Candidate: I can analyze the balance sheet, record keeping, conclude contracts, work on a computer, develop business plans, draw up reports, etc.

*Supervisor:*Give an assessment of your business qualities?

*Candidate:*Efficiency, literacy. Quick decision-making, awareness, sociability, responsibility, independence, enterprise, diligence, the ability to see the future.

*Supervisor:*How do you rate your health?

Candidate: Healthy. I feel great, I never get sick, I go in for sports, my working capacity is high, medical examinations confirm excellent health.

Supervisor: Your passion (hobby).

*Candidate:*Love novels, special literature, newspapers, magazines. Cats. Music concerts.

*Supervisor:*What is your attitude towards gifts?

*Candidate:*I love gifts very much, but I can only accept them from people I know and trust.

Supervisor: What social guarantees would you like to have, working for a company?

*Candidate:*Payment for sick leave. Life insurance.

Supervisor: Give an assessment of your moral qualities.

*Candidate:*Good breeding, restraint, goodwill, adherence to principles, justice, honesty.

*Supervisor:*Give a critical assessment of your shortcomings.

Candidate: Touchiness, stubbornness.

Candidate: Can I ask a question about a potential job?

*Supervisor:*Yes, you can.

*Candidate:*How will my working day go?

Supervisor: from 8-00 to 17-00.

*Candidate:*Who will be my immediate supervisor and is it possible to meet with him.

Supervisor: Sergeev Anatoly Yurievich. And I would like to meet him.

Candidate: What education and training programs are provided by the employer?

*Supervisor:*Opportunity to continue education, advanced training courses for a management manager under the presidential training program.

*Supervisor:*You arrange me on the basis of the results of the conversation and I am sure that you are quite suitable for this job. Further processing is carried out in the personnel department.

*Candidate:*What salary can I expect?

*Supervisor:*During the trial period - 15 thousand rubles for 3 months, then the company has a flexible system of guarantees and benefits for the rating of work.

Evaluate the candidate's answers during the interview from the point of view of the manager, and what recommendations would you give. Determine the outcome of the interview.

Dialogue
You are being hired

Candidate: Sherstneva Lyubov Petrovna, secondary technical education, not married.

*Supervisor:*Reason for employment

Candidate: Previous work is uninteresting and low-paid.

*Supervisor:*your creed.

*Candidate:*Just to earn more.

*Supervisor:*Why did you choose our institution?

*Candidate:*I live in this area.

Supervisor: Why did you choose this profession, position?

*Candidate:*What turned up, the parents insisted.

*Supervisor:*Tell us about your strengths and weaknesses.

*Candidate:*Non-confrontational, communicative. I love companies, I'm fond of computers.

*Supervisor:*What kind of work do you like to do the most?

Candidate: Not requiring much effort, I am a creative person.

*Supervisor:*your personal interests.

*Candidate:*Music, dancing, computer.

*Supervisor:*What disciplines did you like most in college?

Candidate: Accounting, finance.
*Supervisor*Q: Why did you leave your previous job?
*Candidate:*I do not like hard work, too high officialdom.
Supervisor: Your main goals in life.
*Candidate:*Work to live and live to work.
*Supervisor:*What salary would suit you?
Candidate: 25-30 thousand rubles.
*Candidate:*I want to ask some questions.
What will my responsibilities be?
How will my working day be organized?
To whom will I report directly?
*Supervisor:*It is better for you to get an answer to all the questions and other questions that have arisen in another organization. Goodbye.

Evaluate the candidate's answers during the interview from the point of view of the manager, and what recommendations would you give.Determine the outcome of the interview.

Criteria for evaluationcase execution

Algorithm of work on case technology - method of situational analysis:
1. Students are offered a case (real, fictional)
it must be problematic, having precedents,
should allow for alternative solutions.
2. Selection of information from the case, independent search for information:
students learn to independently extract information, process it, analyze it.
3. The position of the student on the problem situation is revealed.
4. Collective discussion of solutions, results are compared, innovative ideas and approaches are discussed.
Evaluation of the speaker(s):
1. Competent speech - 3 points.
2. Capacity, conciseness, full disclosure of the topic, problem solving - 3 points.
3. Quality of answers to additional questions - 3 points
4. Evidence base - 3 points
Maximum points - 12
12 points - score 5
9-11 points - score 4
6-8 points - score 3
Assessment of applications (presentations, drawings, booklets, etc.)
1. Quality of work performance (correspondence of the work to the main features of the problem under study, compliance with the topic) - 5 points
2. Full reflection in the application of the problem under study - 5 points
3. The design of the work should not interfere with the perception of the problem - 3 points
Maximum points - 13
13 points - score 5
10-12 points - score 4
7-9 points - score 3
Evaluation of the work of the group:
1. Significant additions to the speech - 3 points
2. Individual work in a group, individual tasks - 5 points
3. Participation in the discussion of the problem - 4 points
Maximum points - 12

12 points - score 5

9-11 points - score 4

6-8 points - score 3

These criteria can be proposed to an expert group assembled from among the students of the same group. In this case, the incentive to work among students is manifested to a much greater extent, because their work will be evaluated not by the teacher, but by a classmate.

With a written argumentation of the answer to the questions of the case, it is considered satisfactory if:

- most of the problems in the case were formulated and analyzed;

- own conclusions were made based on the information about the case, which differ from the conclusions of other students;

- solving situations in terms of meaning and content meet the requirements.