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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION  
Federal State Budgetary Educational Institution of Higher Education  
"Ural State University of Economics"

Approved  
at the Department meeting

December 5, 2025  
Protocol # 4  
Head of the Department Markova T.L.

Approved  
by the Council for Educational and  
Methodological Issues and Quality of  
Education

December 16, 2025  
Protocol # 4  
Chairman  Karkh D.A.  
(signature)



### COURSE PROGRAMME

Title	Business communications
Field of study	38.04.02 Management
Profile	International business (on English)
Form of study	Full-time
Year of enrollment	2026
Compiled by: Associate Professor, PhD Markova T.L.	

Ekaterinburg  
2025

## CONTENT

<b>INTRODUCTION</b>	<b>3</b>
<b>1. PURPOSE OF MASTERING THE DISCIPLINE</b>	<b>3</b>
<b>2. THE PLACE OF DISCIPLINE IN THE STRUCTURE OF OPOP</b>	<b>3</b>
<b>3. SCOPE OF THE DISCIPLINE</b>	<b>3</b>
<b>4. PLANNED RESULTS OF DEVELOPMENT OF THE OPOP</b>	<b>3</b>
<b>5. THEMATIC PLAN</b>	<b>4</b>
<b>6. FORMS OF CURRENT CONTROL AND INTERIM CERTIFICATION RATING SCALES</b>	<b>5</b>
<b>7. CONTENT OF THE DISCIPLINE</b>	<b>7</b>
<b>8. FEATURES OF THE ORGANIZATION OF EDUCATIONAL PROCESS FOR DISABILITIES</b>	<b>10</b>
<b>9. LIST OF BASIC AND ADDITIONAL STUDY LITERATURE REQUIRED FOR MASTERING THE DISCIPLINE</b>	<b>10</b>
<b>10. LIST OF INFORMATION TECHNOLOGIES, INCLUDING A LIST OF LICENSED SOFTWARE AND INFORMATION REFERENCE SYSTEMS, ONLINE COURSES USED IN THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE</b>	<b>10</b>
<b>11. DESCRIPTION OF THE MATERIAL AND TECHNICAL BASE NECESSARY FOR THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE</b>	<b>11</b>

## INTRODUCTION

The working program of the discipline is part of the main professional educational program of higher education - the master's program, developed in accordance with the Federal State Educational Standard of Higher Education

Federal State Educational Standard of	Federal State Educational Standard of Higher Education - Master's Degree in the Field of Training 38.04.02 Management (Order of the Ministry of Education and Science of Russia dated August 12, 2020, No. 952)
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### 1. TARGET DEVELOPMENT DISCIPLINES

The purpose of mastering the discipline "Business Communications" is to develop in master's students a concept of the business communications system in a modern enterprise, familiarize them with modern socio-psychological concepts of successful business communications, develop practical knowledge, skills, assess and analyze the communication strategies of partners, as well as skills in developing their own unique strategy of self-presentation and business communication.

### 2. PLACE DISCIPLINES IN STRUCTURE OPOP

Discipline refers to the part formed by the participants of educational relations.

### 3. SCOPE OF THE DISCIPLINE

Interim assessment	Hours				Z.e.
	Total for the semester	Contact work (according to		Independent work including preparation of tests and coursework	
		Total	Practical classes, including course design		
Semester 1					
Credit	72	16	16	56	2

### 4. PLANNED RESULTS DEVELOPMENT OPOP

As a result of mastering the OPEP, the graduate should have developed the competencies established in accordance with the Federal State Educational Standard of Higher Education.

Code and name of the competence	Indicators of competency achievement
UK-3 Able to organize and manage the work of a team, developing a team strategy to achieve the set goal	ID-1.UK-3 Know: teamwork strategies; methods and techniques for selecting team members to achieve a set goal

UK-3 Able to organize and manage the work of a team, developing a team strategy to achieve the set goal	ID-2.UK-3 Be able to: organize and adjust the work of a team, including on the basis of collegial decisions
	ID-3.UK-3 Have practical experience in organizing and managing team interactions to achieve set goals; experience in overcoming disagreements, disputes, and conflicts that arise within a team, taking into account the interests of the parties.
UK-4 Able to use modern communication technologies, including in a foreign language(s), for academic and professional interaction	ID-1.UK-4 Knowledge: modern communication technologies; standards of business written communication; principles of drafting standard business documentation for academic and professional purposes in Russian and foreign languages
	ID-2.UK-4 Be able to: establish contacts and organize communication in accordance with the needs of joint activities; prepare business documentation in accordance with the norms of the Russian language
	ID-3.UK-4 Have practical experience in presenting the results of research and project activities at various public events; participating in academic and professional discussions in a foreign language
UK-5 Able to analyze and take into account cultural diversity in the process of intercultural interaction	ID-1.UK-5 Know: the fundamentals of social interaction aimed at solving professional problems; mechanisms of intercultural interaction in society
	ID-2.UK-5 Be able to: present professional information in the process of intercultural interaction; analyze the characteristics of social interaction taking into account national and ethnocultural characteristics
	ID-3.UK-5 Have practical experience in organizing interactions in a professional environment taking into account national and ethnocultural characteristics; skills in intercultural interaction taking into account cultural diversity

## 5. THEMATIC PLAN

Topic	Hours						
	Topic Title	Total hours	Contact work (according to academic activity)			Independent work	Control of independent work
			Lectures	Laboratory	Practical classes		
Semester 1		72					
Topic 1.	The nature and essence of business communications (UK-3, UK-4, UK-5)	8			2	6	
Topic 2.	Business communications as a process of management activity (UK-3, UK-4, UK-5)	8			2	6	
Topic 3.	Forms of business communications and their	8			2	6	
Topic 4.	Verbal means of communication (UK-3, UK-4, UK-5)	8			2	6	
Topic 5.	Negotiation Techniques (UK-3, UK-4, UK-5)	8			2	6	
Topic 6.	General rules for relations with the media (UK-3, UK-4, UK-5)	10			2	8	
Topic 7.	Non-verbal means of communication (UK-3, UK-4, UK-5)	10			2	8	
Topic 8.	Types of external and internal communications of the company (UK-3, UK-4, UK-5)	12			2	10	

## 6. FORMS CURRENT CONTROL AND INTERMEDIATE CERTIFICATIONS SCALES ASSESSMENTS

Section/Topic	Type of assessment tool	Description of the assessment tool	Evaluation criteria
<b>Current control (Appendix 4)</b>			
Topic 1-2	Test (Appendix 4)	The test consists of 10 questions.	1 point for each correct answer. The maximum number of points is 10.
Topic 3-5	Role-playing game (Appendix 4)	Role-playing game in groups of 2 people	The maximum number of points is 10.
Topic 6-8	Test (Appendix 4)	The test consists of 10 questions.	1 point for each correct answer. The maximum number of points is 10.
<b>Interim assessment (Appendix 5)</b>			
1 semester (For)	Ticket for credit (Appendix 5)	The ticket consists of two tasks: 1. Make a message on the proposed topic. 2. Mini-case.	60-100%

## DESCRIPTION OF RATING SCALES

The indicator for assessing the mastery of the basic educational program is formed on the basis of combining current monitoring and midterm assessment of the student.

The rating indicator for each discipline is expressed as a percentage, which shows the student's level of preparation.

Ongoing assessment. A 100-point grading system is used. Student work is assessed throughout the semester by the instructor in accordance with the instructor's developed assessment system for academic achievement in the given course.

The work programs of disciplines and internships set out the types of ongoing monitoring, planned results of monitoring activities, and criteria for assessing academic achievements.

During the semester, the instructor conducts at least three assessments to evaluate student performance. If class attendance is included in the rating, this indicator constitutes no more than 20% of the maximum score for the course.

Midterm assessment. A 5-point grading system is used.

The student's work is assessed at the end of a course (or part of a course) by the instructor in accordance with the instructor's developed system for assessing student achievement in that course. Midterm assessment is also conducted upon completion of competency development.

The procedure for converting the rating provided for by the assessment system for a discipline into a five-point system.

High level – 100% - 70% - excellent, good.

Average level – 69% - 50% – satisfactory.

Evaluation indicator	On a 5-point scale	Characteristics of the indicator
100% - 85%	Great	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at a high level
84% - 70%	Fine	possess theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results.  There may be some errors that the student can correct independently during the work process (answer , etc.)
69% - 50%	satisfactorily	have general theoretical knowledge, are able to apply, research, identify, analyze, systematize, categorize , calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, and evaluate results at an average level. Mistakes are made that the student finds difficult to correct on his own.
49% or less	unsatisfactory	do not have a full range of general theoretical knowledge, and are unable to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, or evaluate results. The skills and abilities to solve professional problems have not been developed
100% - 50%	passed	the characteristic of the indicator corresponds to "excellent",
49% or less	not credited	the indicator characteristic corresponds to "unsatisfactory"

## 7. CONTENT DISCIPLINES

### 7.2 Contents of practical classes and laboratory work

<p>Topic 1. The nature and essence of business communications (UK-3, UK-4, UK-5)  Communications and corporate culture. Organizational image. The role of public opinion in the successful development of an organization. Principles of business relations. Business etiquette. Patterns of interpersonal relationships.</p>
<p>Topic 2. Business communications as a process of management activity (UK-3, UK-4, UK-5)  The concept and types of business communications. Participants of business communications. Verbal and non-verbal means of communication. Manipulation in business communications. Gender differences in business communications.</p>
<p>Topic 3. Forms of business communications and their application (UK-3, UK-4, UK-5)  Business conversations and their specific features. Business telephone conversations: specifics of telephone conversations, organizing telephone conversations, preparing for and conducting telephone conversations, and telephone negotiation rules. Business meetings. Discussion and debate as forms of business communication. Public speaking. Self-presentation. Resume: drafting and submission guidelines.</p>
<p>Topic 4. Verbal means of communication (UK-3, UK-4, UK-5)  Features of verbal communication. The main types of speech activity in business communication. Paralinguistic and extralinguistic means of business communication and their role.</p>
<p>Topic 5. Negotiation Techniques (UK-3, UK-4, UK-5)  Business negotiation techniques as a process and their main stages. Negotiation rules. Basic negotiation techniques and their characteristics.</p>
<p>Topic 6. General rules for relations with the media (UK-3, UK-4, UK-5)  General rules for relations with journalists. Primary means of communication (press release, review article, press conference, briefing, interview, backgrounder, etc.).</p>
<p>Topic 7. Non-verbal means of communication (UK-3, UK-4, UK-5)  The main elements of nonverbal communication in business and their characteristics. Nonverbal communication and business ethics.</p>
<p>Topic 8. Types of external and internal communications of the company (UK-3, UK-4, UK-5)  The role of corporate communications in business. Types of external communication: printed materials, corporate style and culture, investor relations, the company's annual report, direct and indirect lobbying, receptions, sponsorship, and patronage. Types of internal corporate communication: relations with personnel – forms and trends.</p>

### 7.3. Contents of independent work

<p>Topic 2. Business communications as a process of management activity (UK-3, UK-4, UK-5)  Create a table of the main types of business communications. Illustrate gender differences in business communications. Identify the pros and cons of manipulation in business communications.</p>
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<p>Topic 3. Forms of business communications and their application (UK-3, UK-4, UK-5) Formulate a list of principles and rules for preparing and conducting telephone conversations. Analyze the main difficulties and mistakes when conducting telephone conversations in a foreign language. Prepare a self-introduction (5 min). Formulate recommendations for writing a resume for a foreign company. Prepare a resume.</p>
<p>Topic 4. Verbal means of communication (UK-3, UK-4, UK-5) Provide recommendations for effective verbal communication. Illustrate the features of verbal communication with examples.</p>
<p>Topic 5. Negotiation Techniques (UK-3, UK-4, UK-5) Create a table of the main business negotiation techniques. Analyze the pros and cons of each negotiation technique. Develop recommendations for using these negotiation techniques.</p>
<p>Topic 6. General rules for relations with the media (UK-3, UK-4, UK-5) Formulate key guidelines for preparing a press release, overview article, press conference, briefing, and interview. Find examples of key communication tools (oral and written) and analyze them in light of the guidelines you've outlined.</p>
<p>Topic 7. Non-verbal means of communication (UK-3, UK-4, UK-5) Create a table of the main elements of nonverbal communication. Illustrate the impact of various elements of nonverbal communication on business ethics. Provide recommendations for using nonverbal communication tools.</p>
<p>Topic 8. Types of external and internal communications of the company (UK-3, UK-4, UK-5) Select one of the large companies and use it as an example to illustrate the types of external and internal corporate communication used by the organization.</p>

7.3.1. Sample questions for independent preparation for the test/exam  
Appendix 1

7.3.2. Practical assignments on the subject for independent preparation for the test/exam  
Appendix 2

7.3.3. List of coursework  
Not provided

7.4. Student's electronic portfolio  
Materials are not posted

7.5. Methodological recommendations for completing the test  
Not provided

7.6 Methodological recommendations for completing coursework  
Not provided

## **8. PECULIARITIES ORGANIZATIONS EDUCATIONAL PROCESS BY DISCIPLINE FOR PERSONS WITH LIMITED OPPORTUNITIES HEALTH**

### ***By statement student***

IN purposes availability development programs For persons With limited opportunities health at necessity department provides next conditions:

- special order development disciplines, With taking into account states their health;
- electronic educational resources By discipline V forms, adapted To restrictions their health;
- studying disciplines By individual educational plan (outside dependencies from forms training);
- electronic education And remote educational technologies, which provide for possibilities reception and transmission information V available For them forms.
- access (remote access), To modern professional bases data And informational reference systems, compound which defined RPD.

## **9. SCROLL BASIC AND ADDITIONAL EDUCATIONAL LITERATURE, NECESSARY FOR DEVELOPMENT DISCIPLINES**

### **Website libraries USUE**

<http://lib.usue.ru/>

### **Main literature:**

2. Bunaeva I.A. English for Successful Intercultural Communication  
[Electronic resource]: Study guide. - Moscow:  
Moscow State Pedagogical University, 2023. - 300 – Access mode:  
<https://znanium.com/catalog/product/2157554>

3. Pervukhina I. V., Markova T. L., Pirozhkova I. S. Business communications in English  
[Electronic resource]: study guide. - Ekaterinburg: USUE, 2024. - 325 - Access mode:  
<http://lib.wbstatic.usue.ru/resource/limit/ump/24/p496417.pdf>

### **Further reading:**

2. Pervukhina English for Master's Students. Study Guide. Part 2 [Electronic resource]:. -  
Ekaterinburg: [USUE Publishing House], 2017. - 71 – Access mode:  
<http://lib.usue.ru/resource/limit/ump/17/p489543.pdf>

3. English for Academics. A communication skills course for tutors, lecturers and PhD students; In  
collaboration with the British Council. Book 2:.. - Cambridge: Cambridge University Press, [2015]. - 176

## **10. SCROLL INFORMATIONAL TECHNOLOGIES, INCLUDING SCROLL LICENSE SOFTWARE SUPPORT AND INFORMATIONAL REFERENCE SYSTEMS, ONLINE COURSES, USED AT IMPLEMENTATION EDUCATIONAL PROCESS BY DISCIPLINE**

### **List of licensed software:**

Astra Linux Common Edition. Agreement No. 0417-PO/2019 from May 8, 2019, Act No. Sk000343  
from May 24, 2019 And Contract No. 35-U/2018 from June 13, 2018, Act No. UT213 from December 17,  
2018. Term actions licenses - without restrictions term.

MyOffice standard. Agreement No. SK-281 from 7 June 2017. Date conclusions - 07.06.2017. Term actions licenses - without restrictions term.

**List of information reference systems, resources of the information and telecommunications network "Internet":**

Reference and legal information system Guarantee. Agreement No. 58419 from 22 December 2015. Term actions licenses -without restrictions term

Reference and legal information system Consultant +. Agreement No. 143/223-U/2025 from December 2, 2025 Term actions licenses to December 31, 2026

**11. DESCRIPTION LOGISTICS BASES, NECESSARY FOR IMPLEMENTATIONS  
EDUCATIONAL PROCESS BY DISCIPLINE**

Implementation educational disciplines is being carried out With using logistical bases USUE, providing conducting everyone species educational classes And research And independent work students:

Special premises represent by yourself educational audience For conducting everyone species classes, group And individual consultations, current control And intermediate certification.

Premises For independent work students equipped computer technology With opportunity connections To networks "Internet" And provision access V electronic informational and educational Wednesday USUE.

All premises staffed specialized furniture And equipped multimedia equipment special equipment (information and telecommunications, other computer), access To information retrieval, reference and legal systems, electronic library systems, bases data current legislation, other informational resources employees For performances educational information big audience.

For conducting classes lecture type presentations And other educational visual aids benefits, providing thematic illustrations.

### **7.3.1. Sample questions for independent preparation for the test**

1. Company image and its factors. The role of public opinion in the success of the company.
2. Principles of business relations.
3. Business etiquette. Relationships between partners.
4. Concepts and types of business communication.
5. Subjects of business communication.
6. Verbal and non-verbal communication.
7. Manipulation in business communication.
8. Gender differences in business communication.
9. Business report: main features.
10. Business conversation on the phone: features of telephone conversations, preparation and conduct of telephone conversations, rules of telephone conversations.
11. Business meetings.
12. Discussions and arguments as forms of business communication.
13. Self-presentation.
14. Summary: key rules.
15. Types of verbal communication: oral and written.
16. Dialogue as one of the forms of business communication. Types of dialogue: informative, factual, manipulative, polemical.
17. Communication barriers and how to overcome them.
18. Differences between oral and written communications. Universal rules for writing texts. Advertising texts.
19. Types of listening: non-reflexive, active, reflective. Characteristic features of communication barriers during the listening process.
20. How to prepare for a meeting with a partner (client).
21. Establishing mutual understanding (verbal and non-verbal signals, visual component).
22. Methods of asking questions and their types.
23. Methods of active listening.
24. Zones and distances in business communication. Organization of the environment in the process of communication.
25. Difficult partners.
26. Completion of negotiations.
27. General rules for interaction with journalists.
28. Main communication tools (press release, review article, press conference, briefing, interview, short description, etc.).
29. Sign language in business communication. The concept of gestures and their classification.
30. Factors affecting the interpretation of non-verbal signals in the process of communication.

**7.3.2. Practical assignments on the subject for independent preparation for  
the test**

**Sample practical assignments for the test**

**Task 1 Do the test. Choose the correct option (ad) ( UK -3, UK -4, UK -5)**

1.1 Open questions in business communication include ( UK -3, UK -4, UK -5) :

- a) alternative
- b) mirrored
- c) informational
- d) rhetorical

1.2 Verbal communications are carried out with the help of ( UC -3, UK -4, UK -5) :

- a) gestures
- b) a certain rate of speech
- c) a pat on the shoulder
- d) oral speech

1.3 The means of non-verbal communication include ( UC -3, UK -4, UK -5) :

- a) All answers are correct
- b) kinesics
- c) proxemics
- d) haptics

1.4 Personal distance in the process of communication ( UK -3, UK -4, UK -5) :

- a) 120-350 cm
- b) 15-50 cm
- c) 50-120 cm
- d) over 350 cm

1.5 Logical-semantic manipulation of information in business communication includes ( UC -3, UK -4, UK -5) :

- a) verbalized presentation of information discourses that are socially significant for the addressee
- b) dosing information
- c) hiding important semantic discourses of information
- d) withholding information

**Task 2 ( UK-3, UK -4 , UK-5 )**

**2.1 Read the case. Make a list of five topics you could include in your briefing about the business culture of your country. Give reasons to explain the choice of these topics ( UK -3, UK -4, UK -5)**

You work for Better Business Communications, a company which prepares business people who are visiting your country for the first time. A group of top managers will shortly be visiting your country in order to decide on the location of

a new subsidiary. During their visit, the managers will attend meetings with a number of business people, and be entertained at their homes and restaurants. They also plan to do some social visits and excursions. You will run an informal business culture briefing for the management group, informing them about aspects of business culture in your country and answering their questions.

- 2.1.1 \_\_\_\_\_
- 2.1.2 \_\_\_\_\_
- 2.1.3 \_\_\_\_\_
- 2.1.4 \_\_\_\_\_
- 2.1.5 \_\_\_\_\_

**2.2 Read the case. Write one advantage and one disadvantage of each recommendation below ( UK -3, UK -4, UK -5)**

You work for a large multinational company with over 100 offices worldwide (including in your country). The Communication Director has asked you to discuss the topic of meetings across the company and to report back with your findings. The information you provide will help with the future communications policy of the company.

- 2.2.1 Limit the number of participants in meetings to a maximum of eight.
- 2.2.2 Stop holding meetings in the afternoon of the last working day of the week.
- 2.2.3 Limit the length of meetings to one hour.
- 2.2.4 Conduct meetings standing up, without chairs, tables or refreshments.
- 2.2.5 Introduce weekly “breakfast meetings” across the company.

**2.3 Read the case. Write down five mistakes Tim Collins made because he lacked knowledge of the local business culture ( UK -3, UK -4, UK -5)**

Tim Collins, Sales Manager, traveled to Riyadh to present his company's consumer electronics to Karim Al- Jabri , President of a retail group. The meeting arranged for Monday, was postponed two days later. When Collins finally met Al- Jabri , he was surprised that several other Saudi visitors attended the meeting. He turned down Al- Jabri's offer of coffee, and when asked about impressions of Riyadh, said that he had been too busy dealing with paperwork to see the sights. During the meeting, Al- Jabri often interrupted the conversation to take telephone calls. When Collins admired a painting on the office wall, Al- Jabri insisted on giving it to him as a gift. Collins was very embarrassed. Two days later, when Collins was presenting his company's products, he was asked a lot of technical questions which he couldn't answer. As a result, he did not secure a contract.

- 2.3.1 \_\_\_\_\_
- 2.3.2 \_\_\_\_\_
- 2.3.3 \_\_\_\_\_
- 2.3.4 \_\_\_\_\_
- 2.3.5 \_\_\_\_\_

**2.4 Read the case. Write down five reasons some staff might have for opposing the relocation ( UK -3, UK -4, UK -5)**

A US-based shoe manufacturer must decide whether to relocate the head office of its European subsidiary, InStep , from Paris to a small industrial town 120 kilometers away. Three years ago, InStep moved its factory to Beauchamp, a small, industrial town in northern France. The plant is modern with new equipment. A large warehouse and distribution center were built near the factory. InStep is now considering moving staff from the Paris office to a purpose-built, six- storey building in the same town Beauchamp has a population of 25,000, with a high proportion of young people. The relocation, if it goes ahead, will create employment opportunities for local inhabitants.

- 2.4.1 \_\_\_\_\_
- 2.4.2 \_\_\_\_\_
- 2.4.3 \_\_\_\_\_
- 2.4.4 \_\_\_\_\_
- 2.4.5 \_\_\_\_\_

**2.5 Below there are some tips on how to conduct negotiations internationally. Choose the five most important tips in your opinion and prioritize them in the order of importance from 1 to 5, where 1 - the most important, 5 – the least important ( UK -3, UK -4, UK -5)**

- 1 Keep an open mind and be flexible.
- 2 Propose a strict agenda and keep to it.
- 3 Anticipate the interests of the other side.
- 4 Let the other side make the first offer.
- 5 Be very clear and direct about what you want from the other side.
- 6 Pay careful attention to building a rapport.
- 7 Put pressure on the other side to make an agreement.
- 8 Have a deadline for getting a deal.