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спілкування»
(для іноземних студентів денної та заочної форми навчання)
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Дані інструктивно-методичні матеріали містять теоретичні та практичні завдання для оволодінні категоріальним апаратом психології ділового спілкування, специфікою ділової комунікації як соціально-психологічного явища, особливостями міжособистісного сприйняття комунікації та взаємодії в спілкуванні для здобувачів, які навчаються англійською мовою.

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ВСТУП

Сучасна успішна людини, як випускник закладу вищої освіти, є добре підготованим фахівцем, який має знання, уміння та навички та здатний компетентно вирішувати професійні завдання різного рівня складності. Розуміючи той факт, що успіх залежить від комунікативних умінь та особистісних якостей, завданням вищої освіти стає формування здобувача в закладах вищої освіти як комунікативної особистості, здатної до ефективної ділової взаємодії, що розуміє потребу в організації ефективного спілкування з представниками різних соціальних груп. Вирішенню цього завдання, а також формуванню комунікативних умінь та навичок студентів сприяють заняття теоретичної та прикладної спрямованості з навчальної дисципліни «Психологія ділового спілкування». Цей гуманітарний курс, зміст якого побудовано на засадах інтеграції теоретичних і практичних напрацювань з психології, менеджменту, психології праці, психології управління, соціології, соціальної психології, психології особистості, риторики тощо, має мету надати здобувачам основні знання з теорії та практики організації ділового спілкування. У процесі засвоєння змісту цієї дисципліни студенти мають знати: предмет, завдання психології ділового спілкування; функції, форми та різновиди офіційного спілкування; особливості використання засобів вербального і невербального впливу на ділового партнера; комунікативні позиції, моделі, стилі ділового спілкування; чинники, які зумовлюють його ефективність; особливості ділової культури народів світу; вони також мають уміти: самостійно здійснювати діагностування міжособистих взаємин, варіативно обирати засоби спілкування, форми та способи впливу на співрозмовників, відповідні стратегії та методи регулювання конфліктів.

Призначення даних інструктивно-методичних матеріалів надати іноземним студентам, які навчаються англійською мовою допомогу в оволодінні категоріальним апаратом психології ділового спілкування, специфікою ділової комунікації як соціально-психологічного явища, особливостями міжособистісного сприйняття комунікації та взаємодії в

спілкуванні. Особливу увагу приділено формуванню теоретичних знань і практичних навичок психології ділового спілкування.

TOPIC 1. ORGANIZATION OF A BUSINESS RECEPTION

Receptions play an important role in the development of business contacts and friendships. The main purpose of receptions is not eating and tasting drinks, but expanding contacts and obtaining the necessary information in an informal setting. In conversations at receptions, there is a mutual exchange of opinions, and the usefulness of this exchange depends on the experience and diplomatic skills of each of the interlocutors. In most cases, visits to receptions are a continuation of official activities.

Business receptions are arranged on the occasion of national holidays, anniversaries of events on a bilateral or multilateral basis, in honor of a foreign delegation in the country, the opening of a company representative office, the presentation of goods, as well as in the course of everyday work. Reasons for social receptions are also diverse: birthdays, weddings, Christmas, New Year, theaterpremierese, the opening of the opera season, etc.

The main types of techniques are:

"Lunch", "Dinner", "Buffet Dinner", "Supper", receptions of the "A la buffet" type, "Cocktail", as well as small receptions - a coffee or tea table.

Receptions are divided into daytime and evening receptions, as well as receptions with and without seating, formal and informal, for men and women.

Daily receptions: "A glass of champagne", "A glass of wine with cheese" or "Breakfast". All other receptions are evening receptions.



Receptions with seating at the table: "Breakfast", "Lunch" and "Dinner". According to international practice, the most honorable types of receptions are "Breakfast" and "Lunch".



For *receptions with seating*, tables of different shapes are chosen. At the same time, it should be taken into account that the minimum space for one guest at the table is 70 cm. A round table is considered comfortable for holding an informal reception, which creates an atmosphere of informality and ease. At such a table, none of the guests seems to be in charge and none of them will be left out, which is especially important when women are present at the reception. The advantage of a round table is that it is convenient for guests to communicate with each other, but only if there are no more than 12 of them (the diameter of the table in this case should be 2.70 m). Note that the number 12 is considered a table number. It is not customary to sit thirteen people at the table. With fourteen guests, there is a risk that if one guest does not come, the hostess will be in a difficult situation because there will be thirteen guests. At the oval table, the place of honor can be in the center or on the sides. A square table is used if the number of reception participants is a multiple of four. Otherwise, the guests will receive unequal space at the table, which may be perceived ambiguously by them.

Receptions such as *brunch, dinner after the theater, barbecue, picnic, fondue, beer table* according to the methods of their organization are a combination of the main types of receptions and are informal receptions.



Barbecue menu: a variety of fried meat, fish and vegetables, served with bread, sauces, salads. While the meat is being prepared, the guests are offered beer, wine, Coca-Cola, mineral water, etc., as well as salted baked goods, nuts, green vegetables with sour cream and mustard sauce. Boiled or baked vegetables are added to the meat. An ideal option for dessert is fresh fruit. Here the atmosphere is free, it is allowed to eat with hands, disposable paper or plastic dishes are used. Like the menu, clothing is also free: jeans, T-shirts. It is not advisable to use harsh perfumes, scented creams. Another type of hospitality in nature is a "picnic", which is organized outside the city during the day. Dishes are prepared in advance and packed for transportation in baskets, portable refrigerators. The menu here is also diverse: snacks (pates, salads), soup, baked meat, fried chicken in thermoses. For dessert - fruits, cakes. The atmosphere at such receptions is much freer than at a business cocktail buffet: you can sing, play the guitar, sit by the fire.

Business breakfast, lunch, dinner

Quite often, business conversations take place in an informal setting (cafe, restaurant). This requires the ability to combine business solutions with a meal. Business breakfast, lunch, and dinner are usually allocated. They are united by some general principles applicable in all three cases, in particular, generally accepted rules of behavior at the table. However, each of these forms of business communication has its own characteristics.

Business breakfast is the most convenient time for meetings of those who work hard during the day. Duration - about 45 minutes. Not recommended for a business meeting between a man and a woman.

A business lunch allows you to establish good relations with partners, get to know clients better. At noon, a person is more active and relaxed than at 7-8 in the morning. The duration of a business lunch is not strictly regulated and is usually one to two hours, of which up to half an hour is occupied by a social conversation, which usually precedes a business conversation.

A business dinner is more formal than breakfast or lunch, and is closer to a reception in terms of the degree of regulation. This determines the type of invitations (written, not telephone), specifics of clothing (suit of dark tones). The duration of a business dinner is two hours or more.

When making a decision to organize (accept an invitation to) a business breakfast, lunch or dinner, you need to think about your tasks and find out whether the more relaxed atmosphere of the feast will contribute to their solution. It may be easier to resolve these issues in the institution or over the phone. Each meeting related to the feast can take from one to three hours, and you need to treat your time and other people's time very respectfully.

Meeting point. When choosing a meeting place, it is necessary to show nobility and tact. When you are interested in a conversation, you can emphasize your respect for the person by appointing a meeting place closer to their place of work. The level of the restaurant should correspond to the position occupied by the people you invite.

Organization. It is necessary to strictly adhere to pre-agreed agreements on the place, time and composition of meeting participants (who, where and when will meet). Changes to the pre-approved plan can only be made in case of urgent need. Yes, if you intend to meet someone face-to-face for breakfast and the invitee calls you and announces that he intends to show up with his secretary and someone else, you need to decide whether meeting this way is in your best interests and whether it should be conducted.

Seating at the table. If a pre-order is made, a good tone dictates to wait until all the guests have gathered and only then sit down at the table. If you have to lay out papers and you're only meeting with one person, it's better to sit at a table for

four rather than two. In this case, there will be good reasons to ask the person to sit to your right, and not the other way around.

Payment. The bill must be paid either by the person who first proposed to meet, or by someone who occupies a higher position. If the situation could be misconstrued as an attempt to win over someone's special location, it should be suggested that everyone pays for themselves. This is especially relevant for representatives of mass media and civil servants at all levels: a journalist or official's breakfast at someone else's expense can be considered an attempt to influence the press or a manifestation of corruption of state authorities. However, the most general approach will still be this - the invitee takes all the expenses on himself.

Gratitude. After a business breakfast, lunch or dinner, it is customary to say thank you for the invitation at least. However, a thank-you note would be more appropriate, although this element is often neglected in business relationships.

A German proverb says: "The ability to behave beautifies and costs nothing."

Being late for an appointment is considered a violation of etiquette and can be perceived as an insult. The person who is late is waited for no more than a specified time, then the guests are invited to the table. If the circumstances forced the guest to be a little late and he arrives when the reception has already begun, he must approach the hostess and host, tell without too much detail about the reason for his lateness, congratulate them, bow to those present and take his appropriate place. In this case, this person is served the same dish as the others at that time.

In diplomatic and business practice, the main types of both official and unofficial receptions are: a glass of wine, a glass of champagne, first breakfast, second breakfast, lunch, buffet lunch, dinner, "a la buffet", cocktail, "jour fixe" ("jour fix"), as well as small receptions — tea and coffee.

For example, "Jour-fix" (from the French "fixed day") - receptions arranged by the wives of foreign ministers or ambassadors on certain days (Sundays should be avoided) and hours throughout the autumn-winter season. Receptions of this

type are also called "Wednesdays", "Thursdays", "Fridays", etc. (arranged, for example, on the last Wednesday of every month). Persons who have received an invitation to the "jur-fix" can come to it without additional invitations until the end of the season, unless a special message is received. "Jour-fix" does not differ from "tea" in terms of time and the nature of the treat. Men can also be invited to "jur-fix" receptions. Sometimes such receptions take the form of musical and literary evenings. Nowadays, "jour fixe" type receptions are being revived in many countries among the wives of high-ranking officials and diplomatic staff.



A buffet or buffet lunch is organized at the same time as business breakfasts or lunches, but you can invite more guests to such a reception than to a regular lunch. The optimal time is 19.0-20.00. The peculiarity of this reception is that various dishes (appetizers, hot dishes, dessert) are placed on one table. Participants of the buffet table come up, take a napkin and, placing a plate with a knife and fork on it, put food to their taste. You can take a glass of wine, juice or any other drink in your right hand. Having put dishes on the plate, the guests, giving the opportunity to approach other participants of the reception, move away from the table and sit on chairs, sofas, in armchairs. The hosts of the reception should ensure that all guests have the opportunity to sit either in the hall or in another room, where small tables (for 4-5 people) decorated with flowers are placed. Drinks are delivered by waiters.

In the USA and Canada, for example, it is customary to eat in the following sequence: • breakfast - 6:00-9:00: traditionally very hearty, but recently business

breakfasts are much more modest, as people pay more attention to healthy food, so under during such a breakfast, buns, cheese, jam, tea or coffee, milk or juice are more often consumed;

- the first lunch (lunch) -11:30-14:00: this is a light meal, for example, soup with a sandwich or soup and salad, or the second without the first;
- second lunch (dinner) - 17:30-20:00: this is the main meal of the day, so it is filling and high in calories;
- dinner (supper) - 18:00-21:00: if there was no lunch, then dinner replaces lunch and is the main meal of the day.

TOPIC 2. BUSINESS INTERACTION IN THE WORKING GROUP.

THE DEFINITION OF WORKING GROUP



A working group (team) in its external expression is a social group, a community of people united by joint activity, unity of goals and interests, mutual responsibility, and relations of camaraderie and mutual assistance.

With other social groups, the working group is brought closer by the constant communication and interaction of its members with each other, the feeling of belonging to this group, the presence of common needs, interests and motives.

At the same time, it has a number of features that other social groups do not have: a socially significant purpose of activity and the presence of management and leadership bodies.

Working groups (teams) are distinguished by:

- forms of ownership (state, mixed, private);

- nature of activity (production, trade, scientific, educational, military);
- forms of communication (contact, non-contact);
- importance (primary, secondary);
- duration of action (permanent, temporary);
- degree of formalization (rigid and flexible organizations), etc.

In the working group, two components are dialectically combined - material and spiritual. The material component is its physical members, specific individuals; spiritual — its ideology and psychology.

The ideology of the working group includes a set of ideas and views that reflect socio-political ideas that regulate the ultimate goals of labor activity. Such can be the service of a political, moral or religious ideal or simply the pursuit of profit.

The psychology of a group is a set of certain socio-psychological phenomena arising in the process of its formation and functioning on the basis of the formation of internal connections in the team, forms and methods of mutual satisfaction of the needs of its members, as well as the moral and psychological climate, methods of communication, public opinion and mood , customs and traditions, the problem of leadership, the nature of intragroup conflicts, etc.

As part of the analysis of the content of relations between members of the working group, the following **areas of relations can be distinguished** :

- 1) professional;
- 2) value and outlook;
- 3) the sphere of interpersonal relations.

The professional sphere includes relationships formed in the process of solving production tasks:

- subordinate relations between managers and subordinates;
- relations related to the coordination of joint activities;
- relations in the "human - computer" system.

The value-worldview sphere includes:

- relationships between personal and corporate values;

- moral attitudes dominant in a specific social group.

Their relationship can vary from full support to deep disagreement and confrontation.

The sphere of interpersonal relations is related to the realization of the need for communication and self-affirmation of the individual within the collective, the degree of satisfaction with one's professional activity, formal and informal status.

An important qualitative characteristic of the working group is its professional maturity, which is characterized by strong ties between its members arising on the basis of common value orientations, positively colored informal relations. Personal disagreements are quickly resolved, discipline is conscious, a sense of pride for one's team appears, stable traditions are formed. Employees have the opportunity to reveal their creative potential, and are enthusiastic about solving the assigned tasks.

The factors that determine the degree of maturity of the work group, its ability to function productively, can be conditionally combined into the following groups:

- 1) technological features of joint use of tools and objects of work, for example, advanced technologies, personal computers, etc.;
- 2) economic - forms of remuneration, peculiarities of the form of ownership, etc.;
- 3) organizational - first of all, relations in the "manager-subordinate" system;
- 4) value-viewpoint and psychological compatibility of employees.

Restrictions that prevent the effective work of the team :

1. Unsuitability of the manager - his inability to rally employees and inspire them to use effective work methods based on his personal qualities.

2. Unqualified employees. A typical shortcoming is an imbalance of employee functions, an inadequate combination of professional and human qualities. Some scientists propose a rather interesting division of official roles, according to which each working group should have "providers of ideas",

"analysts", "guides", "intention", acting as a "restraining factor" and several "executors". The combination of roles depends on the specifics of the team, while one employee can combine several of the listed roles.

3. Non-constructive climate. Characterized by a lack of commitment to the team's task, there is no high degree of mutual support combined with concern for the well-being of each employee.

4. Ambiguity of goals. Insufficient coordination of personal and collective goals, inability of management and team members to compromise. Here there is a need for periodic adjustment of the set goals, otherwise the team members lose an idea of the prospects of their activities.

5. Low work results. It is implied that the team should not be complacent about what they have achieved, should show perseverance in achieving significant goals, which contributes to the high self-esteem of members of the work group, the growth of personal professionalism.

6. Inefficiency of work methods. The importance of the correct organization of gathering and providing information, making correct and timely decisions is emphasized.

7. Lack of openness and presence of confrontation. The need for free criticism, discussion of the strengths and weaknesses of the work performed, existing disagreements without false fear of being misunderstood, violating business etiquette, and causing conflict is noted. However, it is not easy to do this in practice, as it requires special training of staff and managers. Positive rivalry is productive, but there is a real danger of it turning into a conflict.

8. Insufficient professionalism and culture of employees. The desire to have strong employees with a high level of individual abilities in the team is quite understandable. It can be considered the correct point of view, according to which a "developed" employee should be energetic, able to manage his emotions, be ready to express his opinion openly and convincingly, have the ability to change his point of view under the influence of arguments, not force.

9. Low creative abilities of the staff.

10. Non-constructive relations with other teams.

Any labor union is a complex social organism that has self-regulation, the presence of reverse and horizontal connections, etc. But it also has a number of features characteristic of the organization:

- separation of functions between employees, fixed in rules or instructions
- job hierarchy, order of subordination;
- loyalty of each employee to his team;
- a system of positive and negative sanctions (hence the special role of leaders in the working group).

TOPIC 3. PECULIARITIES OF RELATIONSHIPS IN THE WORKING GROUP



An interesting study of the dynamics of interpersonal relations in the "leader - subordinate" system was conducted by American scientists Hersey and Blanchard. Within the framework of this approach, it is assumed that the degree of leadership of an employee and his emotional support is closely related to the level of his professional maturity, that is, with the growth of professionalism, the manager leads less and less and supports the employee more and more, instilling in him confidence in his abilities. At the same time, with the achievement of an average level of maturity, the senior manager not only manages less, but also

supports him less emotionally, since such a subordinate can already control himself, and in this situation, the reduction of care is considered as trust from the boss. This approach to the problem allows you to use four types of relationships in the "leader-subordinate" system: command, suggestion, participation and delegation.

1) According to the proposed scheme, the order is optimal in the case of low professionalism, when the executor is not ready to independently perform the task and does not want to take responsibility. The manager's task is to instruct the employee, manage a lot and trust little.

2) Suggestion is recommended to be used at the employee's maturity level from medium to high: subordinates are not yet capable, but are already ready to take responsibility. Both leadership and support are especially important here, which will help to achieve the task.

3) Participation is most effective at a medium to high maturity level. The employee is already capable of independently completing the task, and in such a situation, not so much leadership is needed, but psychological support, joint discussion of the problem and joint decision-making.

4) A high level of professional maturity involves the transfer of authority to the executor - delegation, which means weak management and a small degree of emotional support.

TOPIC 4. THE PROBLEM OF LEADERSHIP AND TYPES OF LEADERS



Leadership is the ability to influence both an individual and a group, directing efforts to achieve the organization's goals.

Leadership is a natural socio-psychological process in a group, built on the influence of a person's personal authority on the behavior of group members.

We encounter leadership throughout our lives. The mayor at school, the captain of the football team, the boss at work. The question of which leader or leadership style will be most effective remains open. It is necessary to take into account a huge number of factors, such as the size of the group, the degree of trust in the group and in the leader, communication in the group, assigned tasks, deadlines, character of the leader, and others.

Every situation needs a certain leader. We can definitely say that a group without a leader does not exist. The leader organizes, directs, motivates the group.

Leadership in the group can be both *formal (official leaders) and informal*. Among the informal, you can distinguish business, emotional, authoritarian, democratic and, finally, most importantly, positive and negative leaders. The leader must have an idea about the informal structure of his team in order to prevent conflict situations in a timely manner, clearly imagine who forms public opinion in this working group, have an idea about the degree of authority of his deputy and other employees.

Any informal leader has a personal attraction that manifests itself in different forms. There are **three types of leaders**: ringleader, leader (in the narrow sense of the word) and situational leader.

1) The ringleader is the most authoritative member of the group, possessing the gift of suggestion and persuasion. He influences other members of the group with words, gestures, and looks. The Greeks at the time of Homer believed that a leader should possess the wisdom of Nestor, the justice of Agamemnon, the cunning of Odysseus, and the energy of Achilles. During the 20th century numerous studies of individual characteristics of successful managers were conducted. Thus, the American researcher R. Stogdill offered the following list of qualities of a leader:

- physical qualities active, energetic, healthy, strong;
- personal qualities adaptability, self-confidence, authority, desire for success;
- intellectual qualities of mind, ability to make the right decision, intuition, creative beginning;
- contact skills, ease of communication, tact, diplomacy.

Undoubtedly, all the listed requirements are met by an extremely small number of people. This, however, does not mean that "leaders are born" and it is impossible to become a good leader by instilling the necessary skills. Indeed, studies have shown a direct relationship between the combination of five factors - intelligence, authority, self-confidence, energy and knowledge, on the one hand, and the ability to lead - on the other. However, this combination still does not guarantee success, since the dependence is only 25-35%. In other cases, a decisive role in effective leadership is played by personal qualities, and, for example, the style of behavior of the manager, etc.

2) A leader is less authoritative than a ringleader. Along with suggestion and persuasion, he often has to be prompted to act by a personal example ("Do as I do!"). As a rule, its influence extends only to a part of the members of the informal group.

3) A situational leader has personal qualities that are important only in a very specific situation: a solemn event in the team, a sports event, a hiking trip, etc.

From the point of view of style and work methods, K. Levin distinguished the following types of leadership : authoritarian, democratic, permissive.

1. *Authoritarian style of leadership*. A person endowed with power makes all decisions himself, gives orders. Such a boss is a "despot". The problems of employees do not concern him much, the work process and the solution of assigned tasks are important to him. He is a sole ruler.

2. *Democratic leadership style*. The boss works in contact with subordinates. The team participates in the discussion of tasks and decision-making. This style simplifies the solution of tasks, supports warm relations in the team. But tasks are not completed as quickly as with an authoritarian leadership style.

3. *Permissive style of leadership*. There is a leader, but he is not visible. The group works independently. She discusses and makes decisions herself. The leader practically does not influence the work of the group. With this style of leadership, the group can work efficiently, but spends a lot of time organizing the work process.

From the point of view of the scope of the tasks to be solved, the following are distinguished:

1) *household type of leadership* (in school, student groups, leisure associations, in the family);

2) *social type of leadership* (in production, in the trade union movement, in various societies: sports, creative, etc.);

3) *political type of leadership* (state, public figures).

Depending on the predominant functions, the following types of leaders are distinguished:

1. **Leader-organizer**. His main difference is that he perceives the needs of the team as his own and actively acts. This leader is optimistic and convinced that most problems can be completely solved. They follow him, knowing that he will not offer an empty deed. He knows how to convince, tends to encourage, and if he has to express his disapproval, he does it without affecting someone else's dignity,

and as a result, people try to work better. These are the kind of people that come to mind in any informal group.

2. **Leader-creator.** He is attracted to himself primarily by the ability to see new things, to tackle problems that may seem unsolvable and even dangerous. Does not command, but only invites discussion. Can set a task in such a way that it will interest and attract people.

3. **Leader-wrestler.** A strong-willed, self-confident person. He is the first to face danger or the unknown, without hesitation enters the fight. He is ready to stand up for what he believes in and is not inclined to compromise. However, such a leader sometimes does not have enough time to consider all his actions and predict everything. "Madness of the brave" is his style.

4. **Leader-diplomat.** If he used his abilities for evil, then he could well be called a master of intrigue. He relies on excellent knowledge of the situation and its hidden details, is aware of gossip and superstitions, and therefore knows well who and how he can be influenced. Prefers confidential meetings in a circle of like-minded people. Allows you to openly say what everyone knows in order to divert attention from your undeclared plans. True, this kind of diplomacy often only compensates for the inability to manage in more dignified ways.

5. **The comforter leader.** People gravitate to him because he is ready to support in a difficult moment. Respects people, treats them kindly. Polite, helpful, capable of empathy.

An interesting psychoanalytical approach to understanding and classifying types of leadership.

Freud understood leadership as a dual psychological process: on the one hand, group, on the other - individual. At the heart of these processes is the ability of leaders to attract people to themselves, to unconsciously evoke feelings of admiration, adoration, and love. People worshiping the same person can make that person a leader. Psychoanalysts distinguish **ten types of leadership** :

1. **"Sovereign", or "patriarchal ruler"**. A leader in the image of a strict but beloved father, he is able to suppress or displace negative emotions and instill self-confidence in people. He is nominated on the basis of love and respected.

2. **"The ringleader"**. In it, people see an expression, a concentration of their desires, corresponding to a certain group standard. The "ringleader" personality is the bearer of these standards. They try to imitate him in the group.

3. **"Tyrant"**. He becomes a leader because he instills a sense of humility and unconscious fear in those around him, he is considered the strongest. This is a dominant, authoritarian personality, he is usually feared and humbly obeyed.

4. **"Organizer"**. It acts as a force for group members to support the "I-concept" and satisfy everyone's needs, relieves feelings of guilt and anxiety. Such a leader unites people, he is respected.

5. **"The Tempter"**. A person becomes a leader by playing on the weaknesses of others. It acts as a "magical force", giving vent to other people's repressed emotions, preventing conflicts, and relieving tension. Such a leader is adored and his shortcomings are often overlooked.

6. **"Hero"**. Sacrifices himself for the sake of others; this type manifests itself especially in situations of group protest - thanks to his bravery, others are guided by him, see him as a standard of justice. He captures people.

7. **"Bad example."** Acts as a source of contagion for a conflict-free personality, emotionally infects others.

8. **"Idol"**. It beckons, attracts, positively infects the environment, it is loved, adored, idealized.

9. **"Outlaw"**.

10. **"Scapegoat."**

The last two types of leaders are essentially anti-leaders, they are the object of aggressive tendencies, thanks to which group emotions develop. Often the group unites to fight against the anti-leader, but as soon as he disappears, the group begins to fall apart, because the overall group stimulus has disappeared.

Brief advice for those who want to develop leadership qualities :

- Strengthen the character
- Learn to listen to others
- Learn to own the situation
- Inspire people
- Do not stop learning and self-improvement
- Trust your colleagues at work, service
- Resolve conflicts
- Be considerate of people

TOPIC 5. MANAGER'S FUNCTIONS



The manager is a person who is officially entrusted with the functions of managing the team and organizing activities. The manager bears legal responsibility for the functioning of the group (team) before the authority that appointed (elected and approved) him and has strictly certain sanctioning possibilities - punishment and encouragement of subordinates in order to influence their production (scientific, creative, etc.) activity.

The functions of the manager are the activities of the person who is entrusted with the management of the team, in relation to the team itself within the organization. The activity should be aimed at the collective performance of its work in the best possible way.

The leader is the leading and organizing link in social management systems. Speaking about the functions of the manager, we characterize the main duties performed by him, in particular: development and adoption of management

decisions; the organization; regulation and adjustment; accounting and control; collection and transformation of information.

Modern studies take as a basis for the classification of functions no longer individual cycles of production management, but the entire structure of the manager's activity in the team. At the same time, the manager's functions are considered not only within the framework of his administrative role, but also take into account his social, socio-psychological and educational duties. To the listed functions, you can add organizational activity, which consists in the integration of individuals into the team and communication, which consists in establishing horizontal connections within the team and external vertical connections with higher organizational structures. They also distinguish the pedagogical function of the manager (education and training), as well as experimental and advisory, representative and psychotherapeutic. Moreover, the functions of collective management are not carried out separately from each other and sequentially, but in parallel and simultaneously.

The main functions of the manager:

1. Administrative and organizational.

The manager, in accordance with the rights and duties officially granted to him, must combine the individual actions of team members into a single joint force:

- distribute responsibilities among employees;
- monitor the process of task performance;
- evaluate the result and bear responsibility for the activities of individual employees and the entire group before higher authorities.

2. Strategic, related to setting goals, choosing methods to achieve them.

The implementation of these functions allows you to reveal the creative potential of the manager, dexterity, endurance, and the ability to put forward new ideas. The structure of strategic functions includes the ability to forecast, predict the final result, to quickly process large volumes of information coming from

subordinate and higher authorities, the results of the team's activities. The manager must also accumulate a large volume of professional information in his memory.

Planning as the most important manifestation of forecasting is also added to the functions of this type. Planning should determine specific tasks, time and means of their solution and answer the following questions:

- At what stage of performance are we currently (assessment of the real capabilities of the group taking into account external and internal factors)?
- Where do we want to move, what tactical tasks to solve?
- By what means are we going to do it?

The manager must take into account the emotional state of his employees, as it significantly affects their life and psychological climate in the team. Optimism and a sense of humor, rather than sadness and irritability, should be characteristic of a manager-leader, because this helps to prevent and resolve conflict situations.

3. Function of representation

The leader is an official person who represents the team in the external social environment. At meetings and conferences, he speaks on behalf of all team members, and the team as a whole is judged by his behavior. Therefore, the behavior of the manager-leader must meet high standards of social behavior. He must have a good command of cultural communication skills, decent manners, and speech culture. It is also important to know how to dress appropriately, taking into account appearance and age, as well as the situation.

The manager performs the main management functions: planning, organization, motivation, control of the activities of subordinates and the organization as a whole.

TOPIC 6. LEADERSHIP AND MANAGEMENT: DIFFERENCES

P. D. Parygin cites the following differences between a leader and a manager: - a leader is mainly called to regulate interpersonal relations in a group, and a manager regulates the official relations of a group as a certain social

organization; - leadership arises spontaneously, and the leader is either appointed or elected, that is, the process of nominating a leader is purposeful;

- leadership is a socio-psychological process, the power of influence is determined by the psychological characteristics of the leader himself and his group of followers, and leadership is a formal-management process based on the social sanctions of the authorities;

- leadership is an element of the microenvironment, and management is an element of the macroenvironment, that is, it is connected with the entire system of social relations;

- the leader makes decisions, focusing more on the interests of the group, the scope of his activity is mainly a small group, where he is the leader, and the scope of the manager's activity is wider, since he represents a small group in a wider social system. If for a leader moral criteria are in the foreground, then the manager is mainly engaged in control and distribution functions.

Very often, when talking about the management of organizations, people confuse two concepts: the concepts of leadership and management. In fact, there is a fine line between these seemingly identical words. Let's consider the definition of these terms. So, management focuses on getting people to do things right, while leadership focuses on getting people to do the right things. There is a difference between formal leadership - when influence comes from an official position in the organization and natural leadership - when influence comes from recognition by others of the leader's personal superiority. In most situations, of course, these two types of influence are intertwined to a greater or lesser extent. What is important here is not that the leader has qualities of superiority, but that his followers believe that he possesses these qualities. Leadership is a psychological characteristic of the behavior of individual members of a group, and leadership is a social characteristic of relationships in a group, primarily from the point of view of the distribution of management and subordinate roles. In contrast to leadership, management acts as a legal process regulated by society. However, despite the mentioned above differences, both the leader and the manager deal with the same type of problems

related to the stimulation of the organization's personnel, targeting them to solve certain tasks, taking care of the means by which these tasks can be solved. A manager is a person who directs the work of others and is personally responsible for its results. A good manager brings order and consistency to the work performed. He builds his interaction with subordinates more on facts and within the framework of established goals. The leader inspires people and instills enthusiasm in employees, conveying to them his vision of the future and helping them to adapt to the new, go through the stage of change. Managers tend to take a passive stance toward goals. Most often, they focus on the goals set by someone and practically do not use them to implement changes. Leaders, on the other hand, set their own goals and use them to change people's attitudes towards things. The officially appointed head of the unit has advantages in winning leadership positions in the group, so he becomes a leader more often than anyone else. However, it is important to remember that being a manager does not automatically mean being a leader, as leadership is largely informal. In addition, the behavior of a formal leader depends on whether he seeks to move up the official ladder or is satisfied with his current position and does not particularly seek promotion. In the first case, the leader, identifying himself with larger groups of the organization than with the group of subordinates, may consider that emotional attachment to the work group may become a brake on his path. A leader's commitment to his group may conflict with his personal ambitions and be in conflict with his commitment to the organization's leadership team. In the second - he completely identifies himself with his subordinates and strives to do everything in his power to protect their interests. Managers prefer order in interaction with subordinates. They build their relationships with them in accordance with the roles that subordinates play in a programmed chain of events or in a formal process of making and implementing decisions. This is largely due to the fact that managers see themselves as a certain part of the organization or members of a special social institution. Leaders select and retain people who understand and share their views and ideas reflected in the leadership vision. Leaders take into account the needs of employees, their

perceived values and their driving emotions. Leaders tend to use emotions and intuition and are always ready to evoke strong feelings of love and hate in their followers. Leaders do not associate self-respect with belonging to a certain organization.

Leaders ensure the achievement of goals by subordinates, controlling their behavior and reacting to every deviation from the plan. Leaders build their relationships with subordinates on trust, motivating and inspiring them. They establish trust as the basis of group, joint work. Using their professionalism, various abilities and skills, managers concentrate their efforts in the field of decision-making. They try to narrow down the set of ways to solve the problem. Decisions are often made based on past experience. Leaders, on the contrary, make constant attempts to develop new and ambiguous solutions to the problem. Most importantly, once a problem is solved, leaders take on the risk and burden of identifying new problems, especially when there are significant opportunities for corresponding rewards. It is accepted to distinguish between the concepts of leader and manager as, respectively, informal and formal leader. The process of influencing through abilities and skills or other resources needed by people is called *informal leadership*. In this case, influence comes from the recognition by others of the leader's personal superiority. *Formal leadership* is the process of influencing people from the side of their of position, official place in the organization. A formal leader is supported by formal authority delegated to him and usually operates within a specific functional area assigned to him. An informal leader is promoted due to his ability to influence others and due to his business and personal qualities.

TOPIC 7. MANAGEMENT STYLES

Management style is a certain system of management methods and techniques preferred by managers. The choice of one or another management style is determined by many interacting objective and subjective factors.

The objective factors include such things as the content of the performed activity, the degree of difficulty of the tasks to be solved, the complexity of the conditions in which their solution is carried out, the hierarchical structure of leadership and subordination, the socio-political situation, etc.

Subjective factors include typological properties of the nervous system (temperament), character properties, orientation, human abilities, habitual ways of activity, communication, decision-making.

Psychologists distinguish three main leadership styles: authoritarian, democratic and liberal. The basis of this classification is the order of distribution of duties, methods of development and implementation of decisions, forms of contact between managers and executors, control over their activities.

Authoritarian (or directive or dictatorial) management style: it is characterized by strict one-man decision-making by the manager ("minimum democracy"), strict constant control over the implementation of decisions with the threat of punishment ("maximum control"), lack of interest in the employee as an individual. Due to constant control, this management style provides quite acceptable work results, but there are more disadvantages than advantages:

- 1) high probability of erroneous decisions;
 - 2) suppression of initiative, creativity of subordinates, slowing down of innovations, stagnation, passivity of employees;
 - 3) dissatisfaction of people with their work, their position in the team;
 - 4) an unfavorable psychological climate ("snitches", "scapegoats", intrigues)
- leads to increased psychological stress, which is harmful to mental and physical health. This management style is appropriate and justified only in critical situations.

Democratic (or collective) management style: management decisions are made on the basis of discussion of the problem, taking into account the opinions and initiatives of employees ("maximum democracy"), the implementation of the decisions is controlled by both the manager and the employees themselves ("maximum control"), the manager shows interest and benevolent attention to the

personality of employees, taking into account their interests, needs, and peculiarities.

The democratic style is the most effective, as it provides a high probability of correct, balanced decisions, high production results, initiative, employee activity, people's satisfaction with their work and membership in the team, a favorable psychological climate and team cohesion. However, the implementation of a democratic style is possible with high intellectual, organizational, psychological and communicative abilities of the manager.

Liberal-anarchist (or permissive or neutral) leadership style is characterized, on the one hand, by "maximum democracy" (they can express their positions, but they do not seek to achieve real accounting, agreement of positions), and on the other hand, by "minimum control" (even the decisions made are not carried out, there is no control over their implementation, everything is left to its own devices"), as a result of which work results are usually low, people are not satisfied with their work, the manager, the psychological climate in the team is unfavorable, there is no cooperation, there is no incentive to work diligently, work sections consist of separate interests of subgroup leaders, hidden and overt conflicts are possible, there is stratification into conflicting subgroups.

Inconsistent (illogical) the management style is manifested in the unpredictable transition of the manager from one style to another (authoritarian, then permissive, democratic, then authoritarian again, etc.), which leads to extremely low work results and the maximum number of conflicts and problems.

Situational style management flexibly takes into account the level of psychological development of subordinates and the team.

Different management styles are interconnected, as an experienced manager is able to use one or another method depending on the circumstances: the content of the tasks to be solved, the specific composition of the managed group. The level of the management hierarchy, on the basis of which the manager functions and the level of responsibility associated with this level, also influences. There are data that indicate that at higher levels of the hierarchy, an authoritarian style is more

preferable, while at lower levels, the manager enters into a variety of informal relationships with subordinates. In this case, business and personal contacts are closer, so the collegial style of management prevails.

Management effectiveness is assessed by the following indicators :

- productivity of the managed team;
- success in solving professional tasks;
- psychological climate in the team;
- health of employees, presence of injuries;
- personnel turnover.

TOPIC 8. FEATURES OF THE ORIGIN, FLOW AND OVERCOME OF CONFLICTS. THE CONCEPT OF CONFLICT. CAUSES OF CONFLICTS.



Conflict is a clash of oppositely directed tendencies in the human psyche (intrapersonal conflict), in the relationships of people (interpersonal conflict) between groups (intergroup conflict). Conflict arises when conflicting interests, motives, points of view, positions collide.

The basis of any conflict is a situation that includes conflicting positions of the parties for some reason, or disputed goals and means of achieving them under the given circumstances or a mismatch of interests and desires, which ultimately keeps the subjects of a possible conflict and its object. However, in order for the conflict to begin to develop, an incident is necessary, when one of the parties begins to act, affecting the interests of the other party. If the opposite party responds in kind, the conflict turns from potential to actual.

In modern psychology, **a number of main elements of conflict are distinguished :**

- parties (participants, subjects) of the conflict;
- conditions of the conflict;
- images of a conflict situation;
- possible actions of the participants in the conflict.

The causes of conflicts can be very different, both objective and subjective. To resolve objective conflicts, it is necessary, first of all, to eliminate their causes. However, the emergence and development of objective and, especially, subjective conflicts largely depend on the style of behavior of the conflicting parties.

All conflicts have several causes. **The main causes of conflict** are: limitation of resources to be shared, interdependence of tasks, difference in goals, ideas and values, manner of behavior, level of education, as well as unsatisfactory communications.

Distribution of resources. Even in the largest organizations, resources are always limited. Management must decide how to allocate materials, human resources, and finances among various groups in order to most effectively achieve the organization's goals. Allocating more resources to any one manager, subordinate, or group means that others will receive a smaller share of the total. Thus, the need to allocate resources almost always leads to various types of conflict.

Interdependence of tasks. The potential for conflict exists wherever one person or group is dependent on another person or group for tasks. Since all organizations are systems that consist of interdependent elements, the interdependence of tasks can cause conflict if one unit or person does not perform adequately.

Some types of organizational structures and relationships seem to promote conflict arising from task interdependence. The cause of such conflicts may be the interdependence of industrial relations. On the one hand, the line staff depends on the staff, because they need the help of specialists. On the other hand, the

headquarters staff depends on the line staff, because they need his support at the moment when they find out the flaws in the production process or when they act as a consultant. Moreover, the staff usually depends on the line when applying their recommendations.

Certain types of organizational structures also increase the potential for conflict. This possibility increases with the matrix structure of the organization, which violates the principle of single leadership. The potential for conflict is also high in functional structures, as each major function focuses primarily on its own area of specialization. In organizations where departments are the basis of the organizational chart (regardless of how they are made up - product, consumer or territorial), the heads of interdependent units are subordinated to one general management of a higher level, thereby reducing the possibility of conflict arising from purely structural reasons.

The difference in goals. The potential for conflict increases as organizations become more specialized and compartmentalized. This comes from the fact that specialized units formulate their own goals and can pay more attention to their achievement than to the achievement of the goals of the entire organization.

The difference in ideas and values. The perception of a situation depends on the desire to achieve a certain goal. Instead of objectively evaluating a situation, people may consider only those views, alternatives, and aspects of the situation that they believe are favorable to their group and personal needs.

A difference in values is a very common cause of conflict. For example, a subordinate believes that he always has the right to express his opinion, while the manager may believe that the subordinate has the right to express his opinion only when asked, and certainly to do what he is told.

The difference in behavior and life consciousness. These differences can also increase the potential for conflict. Studies have shown that people with character traits that make them more authoritarian, dogmatic, who do not take into account such a concept as self-respect, are more likely to enter into conflicts. Other studies have shown that differences in life consciousness, values, education, age

and social characteristics reduce the degree of mutual understanding and cooperation between representatives of different units.

Unsatisfactory communications. Poor communication is both a cause and a consequence of conflict. It can act as a catalyst for conflict, preventing individual workers or a group of them from clarifying the situation or the point of view of others. If management fails to convey to subordinates that the new performance-related pay scheme is not designed to "squeeze" the workers, but to increase the company's profits and improve its position among competitors, subordinates may react in such a way as to delay the pace work. Other common communication problems that cause conflict are ambiguous quality criteria, failure to clearly define the job duties and functions of all employees and departments, and mutually exclusive job demands. These problems can arise or spread due to the inability of managers to develop and communicate clearly defined job duties to subordinates.

TOPIC 9. CONFLICT FUNCTIONS

Conflict can be functional and contribute to an increase in organizational effectiveness, or dysfunctional and lead to a decrease in personal satisfaction, group cooperation, and production efficiency.

The main functions of conflicts:

Any conflict signals the presence of a problem that requires a solution, allows you to know it. Conflict stimulates the process of learning the opponent's interests, values, and goals. Disagreements and discussions as forms of conflict behavior contribute to the search for truth. In the course of clashes, opponents get to know each other better, learn useful knowledge and accumulate experience. Another function of conflicts is integration. They help to unite people. Emergence, development, and the main resolution of the conflict unites groups, communities, promotes the harmonization of social relations, stimulates the socialization of groups and individuals, and the search for like-minded people leads to the unification of people, that is, to integration.

Conflict functions

Having a significant energy potential, conflict plays a major role in regulating people's behavior and activities. Based on the fact that conflict is usually accompanied by acute negative emotional experiences, its negative functions are often emphasized.

The **negative** (destructive) functions of conflict include the following. In the field of intra-personal conflicts, such a conflict leads to psychological discomfort of the individual, his emotional instability, nervousness, self-doubt, the lack of a positive life program, a promising life line, and even to the "breaking" of the personality as a whole. Interpersonal and intragroup conflicts are accompanied by the following **negative manifestations**:

- violate the system of communications and relationships between people;
- hinder the achievement of the organization's goals;
- weaken group unity;
- endanger the interests of specific participants in the conflict;
- undermine their authority and deprive them of the support of their environment;
- lead to fruitless waste of energy and resources;
- cause the emergence of new conflicts;
- contribute to the emergence of hostility, violence and cruelty;
- emphasize the need to achieve "victory" in the conflict, rather than solving the problem;
- cause feelings of dissatisfaction and a negative emotional state in the participants of the conflict, etc.

Intergroup conflicts generally endanger the stability of a certain social association (whether it is a separate organization or society as a whole); change the priorities of certain social groups; hinder the introduction of innovations and reforms, contribute to the emergence of crisis situations; can even lead to casualties and bloodshed (social-political and military conflicts), etc.

However, conflict as a psychological phenomenon also has other, **positive (constructive) functions** . Special attention should be paid to this moment, since

the analysis of only negative functions does not exhaust the essence of many conflicts.

Intrapersonal conflict, among other things, contributes to self-analysis of the individual, self-understanding of one's needs, interests, identification of the most priority ones, awareness of one's relationships with people, self-improvement of the individual (on the basis of a feeling of dissatisfaction with oneself).

Interpersonal and intragroup conflicts often perform the function of a so-called safety valve, which allows you to free yourself from negative emotions and act constructively. They contribute to the understanding of various complaints and claims; reveal different views on the problem; make it possible to make group decisions more effectively; contribute to the implementation of certain norms of behavior; unite people who have common views and interests; give people the opportunity to express their thoughts, contributing to their self-realization and self-affirmation, etc.

Intergroup conflicts contribute to the implementation of socio-political and economic reforms, the establishment of new approaches to solving certain social problems, and force people to look for new ways of interaction between people and performing joint activities.

Therefore, conflicts play not only a negative, but also a positive role in the activities of organizations. What the conflict will be in each specific situation (whether only negative aspects will prevail in it, or whether it will also have a positive meaning) largely depends on the extent to which the parties to the conflict are aware of the significance of the conflict and are able to manage its course.

TOPIC 10. TYPES OF CONFLICTS.

A conflict is a clash of oppositely directed, incompatible tendencies (needs, interests, value orientations, social attitudes, plans, etc.) in the mind of a single individual, in interpersonal interactions and interpersonal relationships of individuals or groups of people.

The following classification of conflicts can be given:

1. according to the scale of the conflict, they are general, covering the entire organization, and partial, affecting a separate part of it;
2. by stages of development - nascent, mature or fading;
3. according to the degree of consciousness - blind or rational;
4. according to the forms of flow - peaceful or non-peaceful;
5. in terms of duration - short-term and protracted, such that for a long time the entire organization is feverish. Prolonged conflict can cause a crisis and ultimately lead to its destruction or significant change;
6. in relation to a separate subject, conflicts are internal and external;
7. from the point of view of the organizational levels to which the parties belong, conflicts are horizontal and vertical;
8. according to the field of occurrence - business, related to the person's performance of official duties, and personal, such as affect his unofficial relations;
9. based on the distribution of losses and gains between the parties, we can talk about symmetric and asymmetric conflicts. In the first case, they are divided approximately equally, in the second case, some win (lose) significantly more than others;
10. based on the degree of external manifestation, the conflict is hidden (latent) or open. Latency occurs if the participants hide the conflict from prying eyes or it has not yet matured. Open conflict is easy to control, so it is less dangerous;
11. according to the direction of development, growing and falling are distinguished;
12. depending on the number of reasons underlying the conflict, they are divided into one-factor and multi-factor;
13. according to their consequences - constructive and destructive.

As for the classification of conflicts on different grounds, based on existing views, the following types should be defined.

1. Systemic . Such a conflict occurs as a result of the aggravation of internal contradictions characteristic of any social system. Among them should be named:

component and system, part and whole, long-term and short-term, internal and external, diversity and uniformity, organization and disorganization, etc. The main thing is that intra-systemic or functional connections between system components begin to break down, as a result of which these components come into conflict with the system or with each other.

2. By areas of manifestation. This approach is based on the selection of subjects of conflicts and spheres of life of society, where conflicts may occur. According to these characteristics, conflicts are divided into economic, political, international, cultural, social, etc.

3. By degree of severity. On this basis, agonistic (conciliatory) and antagonistic (irreconcilable) conflicts are distinguished. Missed opportunities to resolve agonistic conflicts sometimes lead to their transition to a chronic form and even to an antagonistic one.

4. On other grounds separate legal, domestic, material, spiritual, etc., when the basis of the classification may be the number of participants, the motivation of actions, the degree of settlement of relations, resources, etc. Conflicts of "uncontrolled emotions" should be mentioned separately - riots, pogroms, mass disorder, etc. A separate group is also formed by conflicts of interests, conflicts of views (cognitive).

Management of a conflict situation requires the determination of the main types of conflicts, their causes and methods of resolution.

There are four main types of conflict:

Intrapersonal repressive conflict. This type of conflict can manifest itself in different forms. One of the most common forms is a role conflict, when conflicting demands are placed on one person regarding what the results of work should be. An intrapersonal conflict can also arise due to a mismatch between production tasks and the personal needs of employees.

This type of conflict often arises if the duties, rights and powers of the employee are not balanced, when he is assigned duties for the performance of which he does not have the corresponding rights and powers. As a result, such an

employee is constantly in a state of stress or does not fulfill his duties, or assigns certain rights to himself in order to fulfill them properly. Intrapersonal conflict also occurs when there is overload and underload at work.

Most of these conflicts are related to a low level of job satisfaction, self-doubt or the organization of which the employee is a part.

Interpersonal pressing conflict. This type of conflict is the most common. It is expressed in different ways in the organization. In particular, as the struggle of managers for limited resources, capital or labor, for the use of certain equipment, for the approval of certain ideas.

Interpersonal conflict also appears as a clash of personalities. People with different character traits, views and values are sometimes simply unable to coexist. As a rule, the views and goals of such people are very different, and each of them does not accept the position of the other.

Conflict between the individual and the group. Production groups establish certain types of behavior. Everyone must adhere to them in order to be recognized as a group and thereby satisfy their social needs. However, if the expectation of the group is in conflict with the expectation of the individual, conflict may arise. An example can be when a person, trying to do more, working overtime or overachieving. And this behavior is viewed by the group as negative.

Conflict may arise between an individual and a group if the individual takes a position that differs from that of the group.

Intergroup conflict. Any organization consists of formal and informal groups, between which conflicts may arise. Most often, the conflict arises due to differences in the goals or interests of functional structural groups.

Conflicts that unfold in organizations are characterized by the objective-subjective nature of their occurrence: on the one hand, they are caused by external, objective factors (the socio-political and economic situation in society, the state of development and material and technical support of the industry, features functioning of a specific organization, etc.), and on the other hand, internal, subjective factors (psychological characteristics of conflict participants, their

needs, interests, degree of significance of the conflict situation for them, character traits, etc.).

According to the causes of occurrence, intrapersonal, interpersonal, intragroup and intergroup conflicts can be classified as follows:

- conflicts roles - collision of different social roles performed by one person or several people (groups);

- conflicts wish - collision of several desires in the mind of one person or collision of consciousness of several people (groups) regarding the same desire;

- conflicts norms of behavior - clash of values, norms of behavior, life experience during interaction and communication of people (groups).

Common causes of conflicts	Specification of the causes of various types of conflicts	
	Causes of intrapersonal conflict	Causes of interpersonal, intragroup and intergroup conflicts
Role conflict	Expectations from a person of inadequate role actions (on the part of society, a specific organization, management personnel)	Inadequate performance of social roles by participants of joint activities and managerial interaction (different attitudes towards activities, different goals of activities)
Conflict of desires	Clash of different desires (needs, interests, etc.) in the mind of one person, which may be of a personal nature or be related to the activities of the organization	Clash of minds of different people (groups) regarding some desire, personal or related to the goals of the organization (allocation of limited resources, achievement of the goal in the process of competition)
Conflict of norms of behavior	Clash of values, norms of behavior, life experience in the mind of one person	Clash of values, norms of behavior, life experience of people (groups) in the process of communication and social interaction

Table 1.

TOPIC 11. FORMS OF MANIFESTATION OF CONFLICTS

To clarify the essence of the conflict, it is important to identify the main signs of its manifestation.

Signs of conflict are:

- presence of a situation perceived by the participants as a conflict;
- indivisibility of the object of the conflict, that is, the object of the conflict cannot be divided between the participants of the conflict interaction;
- the desire of the participants to continue the conflict interaction to achieve their goals, rather than a way out of the existing situation.

Characteristic features of the conflict are uncertainty of the outcome, divergence of goals and behavior of each of the parties.

The beginning of the conflict is determined by objective (external) signs of behavior directed against another participant. If the other participant realizes that these acts are directed against him and opposes them, then the conflict begins; if actions do not start, then a conflict situation arises.

The beginning of the conflict is determined under the following conditions:

- the first participant consciously and actively acts, causing damage to another participant (opponent), while the action means both the transfer of information and physical action;
- the second participant (opponent) realizes that the specified actions are directed against his interests;
- the second participant begins aggressive actions against the first in response. Only from this moment it can be considered that the conflict has begun.

Thus, there is no conflict if only one participant acts or the participants perform only mental actions (planning a goal, considering a plan of action, predicting future behavior). The conflict begins when the parties begin to actively oppose each other, each pursuing its own goal. Before that, we only have a conflict situation.

The development of the conflict, as a rule, occurs with the gradual expansion of the composition of its participants, sometimes the subject of the conflict: the emergence of a small conflict situation involves two subjects in the interaction,

they involve their defenders, witnesses, lawyers; the interests of witnesses are affected, the subject of the conflict and the composition of its participants are growing.

The end of the conflict is the termination of the actions of all parties to the conflict, regardless of the reasons that started the conflict.

TOPIC 12. STRUCTURE AND STAGES OF THE CONFLICT

The structure of the conflict is a set of stable connections of the conflict that ensure its integrity, identity to itself, difference from other phenomena of social life, without which it cannot exist as a dynamically interdependent whole system and process.

In addition to the concept of "conflict", the concept of "conflict situation" is often used - a specific concept related to conflict. The conflict situation is a fragment of the conflict, a complete episode of its development, a kind of "photograph" of the conflict at a certain point in time. Therefore, **the structure of the conflict** can be considered as the structure of the conflict situation.

Micro and macro environment. During the analysis of the conflict, it is necessary to distinguish such an element as the conditions in which the participants of the conflict are located and act, that is, the micro- and macro-environment in which the conflict arose. This approach allows us to consider the conflict not as an isolated system, but as a social situation. Social environment - the closest environment of the person, as well as social groups, the representative of which is the given individual. Taking into account this environment at the level of the micro- and macro-environment allows us to understand the content side of the goals, motives of the parties, as well as their dependence on this environment.

Characteristics and typology of the main participants in the conflict:

Participants in the conflict. In any social conflict, whether interpersonal or interstate, the main actors are people. They can enter into conflicts as private persons (for example, in a family conflict), as official persons ("vertical" conflict)

or as legal persons (representatives or founders of organizations). In addition, they can form various groups and social groups up to such entities as the state.

The degree of participation in the conflict can be different: from direct opposition to indirect influence on the course of the conflict. Based on this, the following are distinguished: the main participants in the conflict; support groups; other participants.

The main participants in the conflict. They are often called sides or opposing forces. These are the subjects of the conflict that directly take active (offensive or defensive) actions against each other. Some authors introduce such a concept as "opponent", which, translated from Latin, means "one who denies, an opponent in a dispute".

Opposing parties are a key link in any conflict. When one of the parties leaves the conflict, it ends. If in an interpersonal conflict one of the participants is replaced by a new one, then the conflict changes, in fact, a new conflict begins. This happens because the interests and goals of the parties in an interpersonal conflict are individualized.

In an intergroup or interstate conflict, the exit from the conflict or the appearance of a new participant does not affect its course. In such a conflict, irreplaceability does not concern the individual, but the group.

In the conflict, it is possible to single out the side that first started the conflict actions. It is called **the initiator of the conflict**. In the literature, you can find such a term as "causing agent". Obviously, this concept is less successful, since a priori it carries a certain negative content load. If one of the parties initiates the conflict, it does not mean that it is wrong. For example, if the innovator did not manage to achieve the implementation of the innovation without conflict, and therefore goes into opposition, then the evaluation of his actions will be positive.

However, in long and protracted intergroup conflicts, it is difficult to determine the initiator. Many of these conflicts have a history spanning decades, so it can be difficult to identify the step that led to the fight.

Such a characteristic of the opponent as his rank is often singled out.

Opponent's rank is the level of the opponent's capabilities to realize his goals in the conflict, "power", which is expressed in the complexity and influence of his structure and connections, his physical, social, material and intellectual capabilities, knowledge, skills and abilities, his social experience conflict interaction. This is the breadth of his social connections, the scale of public and group support.

The ranks of opponents also differ in the presence and magnitude of their destructive potential. In interpersonal conflicts, this is physical force, weapons, in wars - armed forces, the nature of weapons, etc.

Support groups. Almost always in any conflict there are forces behind the opponents, which can be represented by individual individuals, groups, etc. They can fundamentally change the development of the conflict, its outcome, either by active actions, or only by their presence and silent support. Even if we take into account that certain incidents during the conflict may occur without witnesses, the outcome of the conflict is largely determined by their existence.

The support group may include friends, subjects related to the opponents by some obligations, as well as colleagues (supervisors or subordinates of the opponents). In intergroup and interstate conflicts, these are states, various interstate associations, public organizations, and mass media.

Other participants. Subjects influencing the course and results of the conflict belong to this group. These are instigators and organizers. An instigator is a person, organization or state that pushes another participant to the conflict. The instigator himself may then not take part in this conflict. His task is to provoke, cause conflict and its development. The organizer is a person or group that plans the conflict and its development, foresees various ways of ensuring and protecting the participants, etc.

Sometimes the participants in the conflict include mediators (mediators, judges, etc.). But this is not entirely legitimate. The third party in the conflict (the mediator) performs the task of ending the conflict. Participants to one degree or another take part in the conflict, contribute to its development, support and develop

the struggle. The mediator acts by non-violent methods, therefore he is not among the participants in the conflict.

The dynamics of conflict development includes the following **components** :

1. **The emergence of a conflict situation.** Conflict does not arise suddenly, instantaneously, it is preceded by hidden or open socio-psychological processes between individuals or in the consciousness of an individual, and finally in some group, that is, a conflict situation first arises.

A **conflict situation** is understood as a combination of a person's intentions and the conditions for their achievement that is relatively stable over a period of time. With this definition, the psychological situation turns out to be one that consists of two main parts: intentions and conditions, changes in which lead to a change in the situation.

In the period preceding the conflict, the mental world of the individual (mental processes, properties, formations and states) can manifest itself in different ways. At the same time, emotional experiences can be characterized by increased anxiety, fear, hostile feelings, the desire to resist, prejudice, aggressiveness, ups and downs, confidence or insecurity, etc. others These internal states and experiences give rise to an imbalance of the "personality - environment" system, which affects the personality , which, in turn, causes inconsistency of its internal and external state, negatively affects its perception of its environment.

In a specific situation, the imbalance of the internal psychological structure of the individual can be expressed in increased irritability, a negative reaction to people, words, objects, phenomena, etc. others A disorder in the psychological structure of an individual brings it to such a critical state that sometimes a minor action is enough to cause a conflict. Therefore, it is important to take timely measures to prevent or neutralize a conflict situation. The conflict can and must be prevented at this stage, that is, the stage of the pre-conflict situation, when disagreements and contradictions are just emerging.

2. **Awareness of an objective conflict situation.** When the contradictions become conscious and the opposite side responds with real actions (behavior), the

conflict becomes reality, because only the perception of the situation as conflict generates the corresponding behavior (from this it also follows that the contradiction can be not only objective, that is, actually existing, but also subjective, imaginary or only perceived as such). In order for the conflict to be realized, an incident is necessary, that is, a situation in which one of the parties begins to act, limiting the interests of the other party.

There are the following variants of correlation between the subjective and objective sides of a conflict situation:

- a conflict that is adequately understood by the participants. This is an objective conflict situation, and the parties understand it correctly;

- the conflict is perceived relatively inadequately and is not understood by the participants. In this case, there is an objective conflict situation, and the parties perceive the conflict relatively adequately, but with one or another deviations from the real state of affairs;

- a conflict that is generally not understood. An objective conflict situation exists, but it is not perceived as such by potential conflict participants;

- false conflict. There is no objective conflict situation, but the parties perceive their relationship as conflictual.

After the conflict is realized, the parties move to conflict behavior, which is aimed at blocking the achievements of the opposite party, its aspirations, goals, intentions.

It is important that the parties themselves should be aware of their behavior as a conflict. It may also be the case that the actions of one subject in relation to another become a means of relieving internal tension. In this case, the intrapersonal conflict turns into an interpersonal one.

3. The incident, the motive for the conflict. Circumstances that contribute to creating a conflict can be different. As a rule, the impetus for an individual's entry into a conflict is an internal or external incentive caused by a personal reaction based on the individual's already formed relationship to the environment around him. These can be a contemptuous gesture, facial expressions, rude, harsh

words, offensive tone, physical or moral insult, unkind look, humiliation of a person's dignity, prejudiced attitude towards a person, biased assessment of the results of an individual's or group's activity, indifference, formalism, bureaucracy, etc.

At the same time, the word and the intonation with which it is pronounced are the most active stimulus that pushes a person to conflict confrontation. The word itself has a stimulating function based on the presence of a certain relation to the partner. A negative reaction to the words is evidence of tension in relations between people. It can be expressed in facial expressions, gestures, "unkind look", alertness, emphatically inattentive or tactless behavior, indifference, disrespectful attitude, etc.

4. **The growth and escalation of the conflict** is usually accompanied by a clash of opposing parties in the form of demonstrative behavior, statements, and sometimes physical actions. This clash has an acute emotional nature and is characterized by a high degree of internal tension between the conflicting parties.

Non-objective or incomplete resolution of the conflict causes repeated conflict. At the same time, even if the conflict is resolved objectively, only a contemptuous posture, gesture, look, expression is enough to cause a new conflict. This is explained by the fact that previously formed negative attitudes in the relations of conflicting persons continue to operate for some time, and a person can involuntarily experience prejudice against his opponent, involuntarily hold a prejudiced opinion about him and even act to his detriment.

Both strong and weak, but recurring conflicts, which are the result of less attention to them, have a negative impact on the team. It is necessary to try not to allow repeated conflicts on the same issue, since conflict relations tend to be fixed in stereotypes of behavior.

5. **The resolution of the conflict** is the final stage of the conflict dynamics, because the subjective conclusion does not eliminate the causes of the conflict, it often strengthens disagreements, contradictions, and divides the group.

The last stage of the development of the conflict is possible both as a result of a change in the objective conflict situation, and due to the transformation of its images, which are in the participants of the conflict.

The resolution of the conflict can be complete or partial:

- complete solution at the objective level through the transformation of the objective conflict situation. For example, the spatial or social separation of the parties, their provision of scarce resources, the absence of which led to the conflict;
- partial resolution at the objective level as a result of a change in the objective conflict situation due to the loss of interest in conflict actions;
- a complete solution at the subjective level due to a radical change in the image of the conflict situation;
- partial resolution at the subjective level due to a limited but sufficient (for a temporary cessation of the contradiction) change in the image of the conflict situation.

Sometimes, the full resolution of conflicts requires the involvement of a third party in order to find a solution that satisfies both parties. A third party (arbiters, mediators or mediators, assistants) is an individual or group external to the conflict. They are specially selected and invited to provide professional assistance in reaching an agreement and resolving the conflict.

Stages of conflict development:

1. In the dynamics of the conflict, in its implementation as a process, four main stages are distinguished.

Emergence of an objective conflict situation. This situation is not immediately distinguishable by people, so it can be called a stage of potential conflict.

2. Awareness of objective conflict situations When contradictions become aware and the opposite party responds to real actions (behavior), the conflict becomes reality, or only the perception of the situation as conflict prompts the corresponding behavior (the contradiction can be not only objective, actually existing, but also subjective, imaginary). In order for the conflict to be conscious,

an incident is necessary in which one of the parties begins to act, limiting the interests of the other.

3. Transition to conflict behavior. After the conflict is realized, the parties move to conflict behavior aimed at blocking the achievements of the opposite party, its aspirations, goals, and intentions.

4. Conflict resolution is the fourth component. It is possible as a result of changing the objective conflict situation and transforming it into the image of the opponents.

TOPIC 13. STRATEGY OF BEHAVIOR IN A CONFLICT SITUATION

K.Thomas identifies five main styles of behavior in a conflict situation: competition, cooperation, compromise, evasion and adaptation. He also emphasizes that different styles can be combined in behavior in different situations

1) the competitive style can be used by a person who has a strong will, sufficient authority, power, is not very interested in cooperation with the other party and seeks to satisfy his own interests first of all. This style can be used if:

- the outcome of the conflict is very important to you, and you make a big bet on solving the problem in your favor;

- you have sufficient power and authority, and it seems obvious to you that the solution proposed by you is the best;

- you feel that you have no other choice and you have nothing to lose;

- you have to make an unpopular decision, and you have enough authority to choose this step;

- you interact with subordinates who prefer an authoritarian style.

However, you should have meaning that this is not a style that can be used in close personal relationships, because it will not be able to cause anything other than alienation. It is also inappropriate to use it in a situation where you do not

have enough power, and your point of view on some issue differs from the point of view of a more significant person.

2) the cooperation style can be used if, defending your own interests, you are forced to take into account the needs and wishes of the other party. This style is the most difficult because it requires longer. The purpose of its application is to develop a long-term mutually beneficial solution. This style requires the ability to explain your desires, listen to each other, and restrain yourself emotions. To resolve the conflict, this style can be used in situations where:

- it is necessary to find a joint solution, if each of the approaches is important and does not allow compromise solutions;
- you have a strong, long-term, interdependent relationship with the other party;
- the parties are able to listen to each other and explain the essence of their interests, are able to integrate points of view .

3) style compromise - the essence of which is that the parties seek to settle differences with mutual concessions. In this regard, it resembles the style of cooperation, however, it is carried out on a more superficial level. This style is most effective if both parties want the same thing, but know that it is impossible at the same time (for example, the desire to occupy the same position or the same room). This approach to conflict resolution is appropriate to use in the following situations:

- both sides have equally convincing arguments and have the same power;
- the satisfaction of your desire is not too important for you;
- you may be satisfied with a temporary solution, because there is no time to develop another, or other approaches have turned out to be ineffective;
- a compromise will allow you to gain at least something, rather than lose everything .

4) evasive style is usually implemented when the problem is not so important to you, you do not defend your rights, do not cooperate with anyone and do not want to spend time and energy on solving it. This style is also implemented

in those situations when one of the parties has more power, or understands that there is no right, or believes that there are no serious grounds for continuing contacts. Avoidance style is recommended in situations where:

- the source of disagreement is insignificant for the parties in comparison with other more important tasks, and therefore you believe that it is not worth spending energy on it;

- the parties want to gain time to study the situation and receive additional information before making any decision;

- it is dangerous to try to solve the problem immediately, as an open discussion of the conflict can only make it worse the situation ;

- subordinates themselves can successfully resolve the conflict.

It should not be thought that this style is always an escape from the problem or a evasion of responsibility, because often it can resolve itself over a period of time, or the parties can deal with it later when they have enough information.

5) the accommodation style means that you act together with the other party, but at the same time do not try to defend your own interests in order to smooth out and restore a normal atmosphere. Thomas and Kilmann believe that this style is most effective when the outcome of the case is important to the other party and not very important to you, and then you sacrifice your own interests for the benefit of the other party. The style of adaptation can be applied in such most characteristic situations when:

- the most important task is to restore peace and stability, not to resolve the conflict;

- the subject of disagreement is not important for you, it is more important to maintain good relations;

- you realize that the truth is not on your side;

- feel that you do not have enough power or chances to win.

The styles or strategies of behavior that are chosen by the participants of the conflict are of decisive importance for its further development, and often for the final result, the outcome of the conflict. Avoidance and adjustment strategies, as

already mentioned, although they have different psychological meaning, are aimed at moving away from conflict interaction. Rivalry and cooperation strategies are mainly considered separately, but within the framework of real interaction, they can merge into one another: yes, initial attempts to come to an agreement, not crowned with success, can be changed by the struggle of the parties, on the contrary, unsuccessful attempts at a "forceful" solution force the participants of the situation to negotiate options conflict resolution. None of the strategies discussed can be effective in all situations without exception, and none of them can be singled out as the best. It is important to use each of them effectively and consciously do one or the other choice , taking into account specific circumstances.

TOPIC 14. METHODS OF CONFLICT RESOLUTION

A conflict arises when there is an area of disagreement - a subject of dispute, a fact or issue (one or more) that caused disagreement. At the same time, each participant in the conflict has his own idea of the situation. These ideas often do not coincide. The conflicting parties react in different ways and most often do not know how the opponent sees this situation.

The main methods of conflict resolution can be distinguished:

1. In order to reduce tension, it is necessary not to dwell on one's own state or one's thoughts. You need to try to adjust to your partner, mentally put yourself in his place and imagine what events led him to this state. Looking into your partner's eyes, watching the changes in his face, posture, hand position, try to feel how you would feel and how you would act in this state.

2. You will have just enough time to do all this before the "aggressor" can speak. If you give him such an opportunity, and still leave a pause after this, then this will allow the "opponent" to relieve tension, remove his aggressive charge and facilitate further contact. Of course, it is necessary to listen very carefully to everything said.

3. In case of an aggressive attack, the best effect will be the surprise of your reaction. Let's see what the "aggressor" expects. According to his "script", you

must either "respond in kind", that is, fall into irritation, anger, shout back, etc., or, frightened, give in, admit defeat. To avoid such a development, your task is not to provide the expected result. A reaction of aggression or fear is typical in a conflict; offended or attacks or "gives up". Therefore, instead of receiving, for example, it is much more expedient to use the echo technique and "return" his statements to the partner, fully maintaining self-control and politeness. As a result, the tension decreases, the partner feels your respect and interest in him, and you get full information about the reasons for the conflict and the opportunity to explain something.

4. Conversation will go more peacefully, if you tell your partner about the impression his words made, about the state in which they brought you, sincerely, directly, indelicately, without affecting personality the offender, but speaking about the impact you felt . For example, you should not say: "You are rude" or "Are you rude to me " , but it is better to say: "I am offended by your words", "I am upset by the way you talk to me".

5. Sometimes it is useful to also say about emotional condition partner, for example: "I think you are very upset by this."

6. It is very important to let your partner feel that you respect his personality. At the same time, it is necessary to avoid threats, attempts to use the partner in one's interests to the detriment of his own.

7. Let the partner feel his importance, the value of his judgments and opinions.

8. If necessary, refer to the facts, argue your point of view.

9. If you see that your partner is right about something, immediately admit your mistake and try to offer a way out of the situation. This will give him the opportunity to understand that you are an honest and conscientious person.

10. If you see weak points in claims partner, use the luna technique and repeat them in a slow tempo. This will allow the interlocutor to look at his statements from the side and see his own mistake without your direct reference to it will facilitate its recognition and allow us to bring our positions closer together.

11. Humor is a great way to relieve emotional tension, but it should be used very carefully. Often unsuccessful joke can become a reason for conflict. Humor directed against a partner is especially dangerous in this respect. Such humor can be perceived as mockery, bullying , although maybe you didn't want to offend anyone.

12. Emphasize your closeness with the interlocutor, find something in common between you. Show that you understand the state of the interlocutor. This is especially effective when the partner is younger than you or has a lower status in the relationship situations (for example, he is a beggar, and it is up to you to say "yes" or "no").

Develop a special strategy of behavior in difficult situations. Pay attention to the words: "get offended", "get offended", etc. They have the reflexive participle "sya" (abbreviated word "myself") which implies that language is about something we do to ourselves (offend ourselves, offend ourselves).

There are rules for conducting a conflict conversation:

1. first objectively describe the situation and the problem it contains as you see it;
2. give the partner the opportunity to describe his vision of the situation;
3. report your emotional state, positive and negative feelings;
4. separate the emotional state from the tasks to be solved;
5. in the situation of a spontaneous outbreak of the partner does not answer at the same time, wait until he (partner) "cools down";
6. apologies for true feelings are not needed;
7. emphasize the commonality, similarity of interests between you and your partners, show interest in your partner's problems, admit your wrongdoing;
8. address the facts, not their interpretation; claims are made to specific behavior, events, misunderstandings, actions of the partner, and not to his personality;
9. leave the past and future alone, find a specific solution in a specific situation;

10. avoid communication barriers;
11. openly express your wishes;
12. offer specific options for getting out of the situation; ask your partner if he sees any other solution to the problem; process the development of the agreement should be flexible, i.e change during the discussion of controversial issues.

Thus, mutual trust and the achievement of fair agreements are more likely if people are positively (cooperatively) oriented towards mutual well-being and less likely if they negatively (competitively) perceive this possibility.



TOPIC 15. BUSINESS ETIQUETTE. BUSINESS COMMUNICATION ETIQUETTE. CORPORATE CULTURE: CONCEPTS, TASKS, PRINCIPLES AND ITS FUNCTIONS.

Corporate culture is a set of the most important provisions of the organization's activities, determined by the mission and development strategy, which are reflected in the social norms and values of the majority of employees. Such a culture allows to distinguish the organization, creates an atmosphere of identification for its members, strengthens social stability and is a controlling mechanism that directs and shapes the relations and behavior of employees.

The essence of corporate culture is a specific form of existence interdependent system, which includes a hierarchy of values that dominate among employees of the organization and a set of ways of their implementation that prevail in it at a certain stage of development.

The following **sources of formation of corporate culture are distinguished:**

- a system of personal values and individually peculiar methods of their realization;

- methods, forms and structure of the organization that embody some values, including the personal values of enterprise managers;

- an idea of the optimal and acceptable model of employee behavior in the team, which reflects the system of intragroup values that have developed.

The corporate culture of the organization makes it possible to solve two key problems: to establish optimal relations of the enterprise with the external environment (external adaptation) and to promote stable and productive work of personnel on a partnership basis (internal integration).

Due to its specific functions and orientation (positive or negative), corporate culture can significantly influence work behavior, motivation for self-development of employees, as well as the degradation of the enterprise's labor potential.

Corporate culture performs the following functions:

- providing employees with an organizational identity;
- determination of the internal perception of the enterprise and its main values, which serves as an important source of self-identification of personnel as a team (affects the level of competence and labor mentality - components of labor potential);

- helping new employees to quickly adapt and get involved in effective work, to correctly perceive phenomena occurring at the enterprise, thanks to knowledge of the main principles of corporate culture (affects organization and labor activity);

- stimulating the manifestation of individual and collective responsibility in the performance of outlined tasks, in particular in the field of innovation (affects mobility and the ability to develop innovations).

In the literature, corporate culture is classified as negative and positive, depending on the influence on the formation of labor values of personnel:

- **positive corporate culture** fixes for the employee the value of his professional activity as a way of personal labor, creative self-realization and self-

development and the value of his enterprise as a condition for ensuring his own urgent needs;

- a **negative corporate culture** reflects a situation where labor activity for personnel at a particular enterprise is beneficial to varying degrees, but not valuable from the point of view of personnel self-development and creative self-realization.

The formation of a positive corporate culture can be observed at enterprises that are developing stably, where the manifestation of positive signs of the outlined culture is stable or temporarily unstable (the culture is oriented towards the development of production and the social development of the team). The corporate culture of the enterprise determines the path of its development in the field of personnel management. It is unique and unrepeatable, each enterprise has certain features.

The principles of corporate culture are the basic starting points that ensure its formation and development. The company's adherence to the principles of corporate culture affects its future state, the effectiveness of management decision-making, and the effectiveness of employees' activities. The principles of corporate culture reflect the basic principles and provisions for effective personnel management. Each enterprise can independently develop the principles of corporate culture, but they must be divided into general and special ones.

General principles of corporate culture:

1. *The principle of socio-economic and intellectual development.* Corporate culture should focus on ensuring economic prosperity, social and intellectual development of all employees.

2. *The principle of comprehensiveness and systematicity* provides for the formation and development of corporate culture from the point of view of its coverage of all employees, phenomena, elements and processes that ensure the company's activity.

3. *The principle of measurability and utility.* Corporate culture should fulfill the function of usefulness both for people and for the enterprise.

4. ***The principle of openness and continuous improvement*** presupposes the orientation of the corporate culture towards improvement and stable development. Corporate culture should be open, constantly improving, striving for new achievements.

5. ***The principle of coordination*** is that the corporate culture should primarily ensure order in the work of the enterprise and coordinate the behavior of people in the enterprise, as well as outside it.

6. ***The principle of obligation***. The company's management has the right to monitor compliance with the norms and rules of corporate culture.

7. ***Principle of remuneration***. Corporate culture should ensure equal and fair remuneration for employees who adhere to its norms.

8. ***The principle of compliance with current legislation***. The company independently determines the norms and rules of corporate culture, the system of rewards for their compliance, the mechanism for monitoring their compliance, models of corporate culture development, however, in accordance with the requirements of the law, such actions can be carried out only on the basis of current legislative and regulatory acts and not contradict them.

The special principle of corporate culture:

1. ***The principle of free expression***. Corporate culture should be unobtrusive and formed depending on the type of activity the organization is engaged in.

2. ***The principle of consistency and correspondence of goals***. Each enterprise develops its own mission, strategy, goals. Corporate culture should correspond to these goals and ensure their achievement.

3. ***The principle of clarity*** shows management's awareness of the importance of corporate culture. Managers must be able to clearly formulate the basic requirements for corporate culture, what they want to achieve through its use.

4. ***The principle of person-oriented management***. Corporate culture should be focused on person-oriented management.

5. ***The principle of "management-employee" relations***. The basis of corporate culture should be: honesty, decency, upbringing, justice, respect,

recognition of authority, on the one hand, and recognition of the value and individuality of each employee in the formation of relationships, on the other.

6. *The principle of the standard.* Corporate culture should be a standard of effective activity.

Examples of leading companies show that a strong and highly developed culture contributes to strengthening the company's position, increasing its profits, and improving the efficiency of employees.

Corporate culture has three levels:

The first - surface level - is external manifestations (manner of behavior, language, rules, trademarks, branded clothing, interior of premises, architecture of buildings).

The second is the semantic level of culture, which forms values and clarifies the purpose of the corporation's investment.

The third is a deep level, where values are perceived automatically on the subconscious mind and are considered true and unchanging, not in need of improvement.

Initially, corporate culture is introduced by the founders and top management of the organization's executive power. They bring their philosophy of life, views on the world, ideas, values, norms of behavior, language and manner of communication.

All moral values and leadership style subsequently become the tradition of the organization, and subsequently give rise to commitment to corporate values and beliefs.

The tasks of corporate culture are:

- adaptation to the environment;
- creating the unity of the organizational environment by integrating the members of the organization.

The functions of corporate culture are:

- creation and provision of spiritual values;

- personnel assessment in accordance with accepted norms. This is how employees are evaluated, their positive and negative actions, progressive and non-progressive attitudes towards the organization are determined;
- development of corporate norms and their inclusion in regulatory provisions (job instructions, as well as monitoring of their compliance);
- training and providing staff with new knowledge ;
- participation of personnel in determining the meaning of life, the meaning of one's own work and social mission ;
- ensuring mutual understanding of personnel and their interaction ;
- preservation and accumulation of human relations experience in the organization.

Ethical values of corporate culture:

To the main forms of embodiment of corporate culture belong to:

- rituals and ceremonies; - stories; - symbols; - language.

Rituals and ceremonies any events are intended for the audience, they are presented in an artistic form that corresponds to the values of the organization.

Types of rituals:

- getting used to the employee's new position;
- promotion of an employee to a new social status;
- in the field of employee training and development.

Stories - these are oral stories about real events in the organization, which are communicated to new employees as an example of serving cultural norms and values.

Symbols - is an image with a sign or model that reflects some ethical value.

Language - this is a specific manner of speech, terms, numbers that help to express what can be learned from common language.

Internal and external factors influence the formation of the organization's values:

1. **Power relations.** Power is the influence of one person on another to change their behavior. Power is a necessary condition of management is influenced by five types of power:

- 1) Legitimate (legal) power.
- 2) The power of encouragement as an aid in promotion.
- 3) The power of coercion.
- 4) Expert power as the power of professionalism.
- 5) Reference power as the power of an example.

2. **Values and norms of the external environment.** Each employee of the organization is obliged to constantly focus on interaction with other organizations as possible sources of external models.

3. **Personal traits of employees and organizational behavior of personnel.** Here, a strict administrative and democratic personality is considered.

4. **Formal organizational structure and organizational processes.** This factor of influence, which forms the ethics of management, contains the basic principles of building the organizational structure of the management of the organization.

Types of corporate cultures:The practice of corporate governance has four categories of corporate cultures.

Adaptive (entrepreneurial) culture has great flexibility and adaptability to market requirements.

A strategic mission culture requires adherence to one's own strategic goal by achieving intermediate goals.

Clan culture interests all members of the organization in participating in a common cause.

Bureaucratic culture is aimed at strategic goals in a stable environment.

Organizational culture considers two types of culture in corporate organizations from the point of view of power relations: democratic culture; authoritarian culture.

TOPIC 16. FEATURES OF THE IMAGE OF A BUSINESS PERSON

The appearance and manners of behavior appear as a whole, creating an image of a person who is appreciated by the environment. An image that is consciously formed with the expectation of its perception by others is called an image. Image (eng. image) (of an individual or organization) is the impression that the organization and its employees make on people and which is fixed in their minds in the form of certain emotionally colored stereotypical ideas (thoughts, judgments about them). That is, it is a generalized and emotionally colored image of a specific object that exists in the mass consciousness. The practice of business etiquette shows that an image is formed both on the basis of a person's real behavior and under the influence of other people's assessments and opinions. The socio-psychological phenomenon of the image is that it lives in people's thoughts, although they clearly understand it. Therefore, the image has an external form (clothes, manners of behavior) and an internal content (the leading idea), the mutual correspondence, dynamic unity and balance of which must be taken care of constantly.

The image should create certain positive associations, be designed for a specific audience and be adequate to the real state of affairs. The image should say about us what we ourselves would like. There are people who, communicating with others, seem to adapt to their expectations, submit their goals to them. Other people are characterized by the ability to influence others by actively shaping their image. This ability is called self-presentation.

There are no small things in the formation of the image, since anything can cause a whole series of associations, including negative ones. According to studies, in almost 90% of cases, people form an image of a person based on their appearance after the first meeting. The first minute of the meeting is decisive in creating a social and psychological portrait of the partner (interlocutor), it determines the nature of further relationships. It is difficult to change the first opinion later.

The creation of an attractive image is of great importance, especially for a business person, as it contributes to the formation of his reputation among colleagues, subordinates, clients and thus affects success in business. Recently, a new branch of scientific knowledge has even appeared - image ecology, which studies and spreads knowledge about image among business people.

Psychological factors of image formation:

Image is not just manners of a certain kind, an adequate style of clothing and a lexicon corresponding to this style. Psychological factors of image formation play a very big role in creating one or another type of appearance. After all, we receive the main part of information about another person through non-verbal channels.

The first impression we make can have a significant impact on our future destiny. For example, if we suddenly did not like something on the first date or when applying for a job, we may lose the possibility of further relations with the person we like, and career prospects.

After all, we have only one chance to make a positive first impression! According to researchers, during the first meeting with a person, a fairly stable opinion about him is created in just the first six seconds of communication. Moreover, this impression is postponed on an unconscious level. The one with whom we intend to communicate unconsciously learns our emotional state very quickly. Consciousness, on the other hand, evaluates verbal aspects: the appearance of a person, the peculiarities of his behavior, tone of voice, the specificity of expressions, and so on.

These aspects, although quite important, still play a secondary role in the perception of those around us - if desired, they are quite easy to change. But with non-verbal perception it is much more difficult. Usually, we ourselves do not fully know what non-verbal signals we send to others. But it is precisely these signals that create a dominant image of a person and are very important for those who are thinking about the question of how to create their image.

It often happens that, thinking about the image, we do not pay enough attention to our inner state. As a result, the efforts made to create one's own image, without taking into account the psychological factors of image formation, may turn out to be useless. Yes, trying to create an image of this or that plan, we will correctly select accessories and clothing style for it, yes, we will change our lexicon and manners... But if, at the same time, we ignore the work on the internal state, we will not be perceived in the right way. Or they will perceive it, but superficially.

For example, for the image of a business person, it will not be enough to dress in a strict suit and develop the necessary manners of behavior. First, it is necessary to develop an internal mood for serious pursuits of one or another type of business. If we are prone to frivolity and a frivolous attitude to our duties more than to a sense of responsibility, no amount of suits and manners will help us win authority in the business environment. Because inner carelessness will certainly manifest itself in some mechanical gestures, involuntary posture, unaccountable movements. All this, perceived by others on a non-verbal level, will make them doubt our reliability and our ability to correctly solve tasks and assess the situation.

In a word, before thinking about external methods of forming the image of a business person, one should conduct a thorough analysis of one's own "self" and highlight the features most relevant to this image.

Such **traits for a business person** will be self-confidence, firmness and the ability to make independent decisions. If they are expressed rather weakly in our character, it means that we need to work on ourselves and develop the necessary character qualities. The uniqueness of the individual is priceless, and the biggest problems of image formation arise precisely when we try to adapt this uniqueness to some stereotypes.

The image is constant and situational, and **the elements that create a person's** image are:

- visual perception: physical attractiveness, manners, clothes and accessories;

- intellectual perception: personal characteristics that are revealed during communication and interaction;
- status perception: profession, position, position in society;
- social background, personal characteristics of the environment: family, friends, acquaintances, colleagues;
- the influence of the interior on perception: style, color and sound design, spatial characteristics;
- moral values and manners of behavior.

Stages of image formation are based on such principles as:

- society's perception of the personal traits and character of a person engaged in one or another type of activity;
- a person's perception of the world around him, his lifestyle, his social status, and to some extent the psychological aspect of society;
- of himself, which is based on his life experience and current internal state, on his moral and values, internal culture and psychological and attitudes;
- understanding that information about a person reaches others not only through visual and audio channels, and that our appearance, manner of behavior, level of knowledge cannot yet serve as a guarantee that others will form the desired impression about us. A big role in the formation of this impression is played by the non-verbal message, which is unconsciously fixed in the form of almost the most significant information about the person.

In a word, we can say that creating the image of a business person is the development of a collective, generalized image that will maximally reveal the qualities of character necessary for success in one or another type of activity.

Features of the personality must be present in this image, **such** as:

1. professional culture and competence;
2. communication;

3. thoughtfulness;
4. have the ability to influence people of different psychological types;
5. to keep a distance in relations with people (in particular, to prevent manifestations of familiarity in business communication);
6. unobtrusive vigor;
7. the ability to arouse interest in oneself and sympathy.

To the following points can be attributed to the **stages of image design**:

- study of own psychological capabilities;
- adequate assessment of one's physical data;
- of personal qualities necessary for successful work in one or another area of business;
- development of these qualities with the help of means appropriate to this development;
- selection of attributes appropriate to the image of a modern business person: clothes, accessories, etc.;
- checking the effectiveness of one's image in practice.

The formation of the image of the individual as a representative of the organization and the image of the organization occurs thanks to the use of psychological mechanisms of the relationship between the individual and the group: to the extent that the individual, identifying himself with the organization, becomes an element of the "We are the organization" system, to the extent that his image corresponds to the image of the organization and vice versa. Therefore, the image of the organization's representatives is no less important than the image of the organization as a whole. And although they do not exist without each other, there is no indirect connection between them (an unpopular party may have a popular leader, and vice versa). The ideal is the coincidence of both types of image.

Specialists distinguish three **key stages in** the process of forming the desired image:

- 1) determination of what exactly needs to be changed or what to become ;

- 2) drawing up a mental scenario to imagine yourself in a new role ;
- 3) implementation of the planned scenario in life.

The image creation technology takes into account the following components:

- movement towards differences that distinguish a certain object from others;
- emphasis on personal characteristics ;
- entering the personality into the model of the actor's behavior, that is, into the context of a symbolically saturated subject ;
- active use of associated symbols to create visual characteristics ;
- active management of mass communication means ;
- fight against autonomous communication flows (rumors, etc.);
- symbolization of autonomous spheres (clothing, hairstyle, look, etc.).

Image formation traditionally takes place according to the following principles:

- repetition: based on the properties of human memory: information that is repeated is well remembered. Repeated repetition, as is known, adapts the human psyche to the information being communicated ;

- continuous strengthening of influence: this principle justifies the strengthening of reasoned and emotional appeal, for example: "This is only for you..." or "I am for you..." etc. It has been proven that a gradual (and not explosive) increase in influence is perceived more positively. This is due to the fact that the human sensory apparatus resists bursts of information. When information crosses the limit of what is possible, the channels of its perception and processing are blocked. Gradual and continuous strengthening of influence is a prerequisite for the expected results ;

- "double challenge": according to it, the message is perceived not only and not so much by the mind. The most important role is played by subconscious mental processes, the emotional sphere of the human psyche.

In order to create the necessary image of a business person and thereby strengthen your influence on others, it is necessary:

- monitor the correct posture (this creates the image of a self-confident person);
- keep a calm pace of movements (one who is always in a hurry or moves very slowly is not always trusted);
- avoid unfavorable positions, keep the required distance during communication ;
- use a firm and short handshake when meeting as a means of establishing contact,
- look into the eyes of the interlocutor ;
- smile more often ;
- do not ignore gender, age and other biological and social characteristics of interlocutors.

In this sense, it is no less important to **form the image of the head of the organization**, which contains the following **requirements**:

1. **Professionalism and competence**: the manager must have knowledge, possess the methods of implementing his duties. The source of knowledge is books, own and other people's experience. You can get them thanks to personal diligence, insight, self-criticism, and receptivity. It is important to state that a manager cannot afford to learn only from his own mistakes.

2. **Dynamism**, quick reaction to the situation, activity: the manager must be able to react to the event in time and make the appropriate decision.

3. The **leader's moral reliability**: this is a necessary condition for the employees of the organization to be able to trust the leader and at the same time feel his support.

4. **The ability to influence people by deed, word and appearance**: educational influence by deed is realized in the form of a personal example, active involvement of people in work activities, influence by word - thanks to the skillful use of means of business rhetoric. The influence of appearance involves effective

self-presentation (ethics of communication, aesthetics of clothing, attractive manner of behavior, etc.).

5. **Humanitarian education:** such humanitarian values as social security, health, spiritual wealth, ecological safety of people can form the basis of the worldview principles of the manager. Therefore, a positive image of the manager is created by concern for the prosperity of the organization, the interests of subordinates, proper working conditions, openness to employees, a wide circle of communication, etc.

6. **Psychological culture of the manager:** the manager's knowledge of the employee's psychology, the ability to select a team according to the requirements of the organization and the individual characteristics of the personnel, their characterological traits are prerequisites for the successful operation of the organization.

And the wisdom of a business person is the result of his skillful orientation in a specific situation, which requires the correct choice of a behavior model. When choosing a **model of behavior**, it is advisable to keep in mind the following universal criteria:

- the model of behavior must comply with the law and not contradict the law and order in society ;
- moral integrity, compliance with generally accepted standards of morality ;
- approval of a personal goal as a criterion for choosing a model of behavior (the more significant the personal goal, the greater the motivating force it has);
- critical assessment of one's own choice of behavior model ;
- consideration of gender characteristics in personal behavior (the most rational is the manifestation of qualities expected from women or men).

It is necessary to try to keep any situation under control, because fussiness is the most noticeable and unacceptable. A person who respects himself will not lose his sense of self - worth in any situation. Leisure, smoothness of movements always have a positive effect on others, because real affairs are never done in a hurry. Kindness, politeness, friendliness, ability to listen always make the best

impression. At the same time, assertiveness and self-confidence are often perceived as incompetence.

TOPIC 17. REQUIREMENTS FOR BUSINESS CLOTHES: MEN'S AND WOMEN'S ONES

Obviously, if more than half of the impression about us is formed on the basis of how others see us, it is necessary and important to be able to transmit the correct visual signals: to dress accordingly, to have a well-groomed appearance and adequate gestures, facial expressions and posture. If your appearance, clothes, gestures and facial expressions convey adequate signals, they work for you, in the opposite case - against you. In the business world, it is extremely important that the visual signals others receive from you convey the information they need and characterize you as a professional.

Appearance can enhance your reputation as a professional, or it can cast doubt on your professional abilities. Any element of appearance that looks "too much" (jewelry, perfume / lotion, hairstyle or element / piece of clothing) can reduce the strength of your professional image or even tarnish it. Business appearance is a kind of signal that we are ready for professional activity not only with our knowledge and skills, but also psychologically.

The decision regarding this or that element of the wardrobe should first of all be based on the following **key points**:

- clothes must "fit" into the working atmosphere of your place of work ;
 - clothes should meet the expectations and ideas of the people who work with you (superiors, colleagues, clients, business partners).
 - people always judge you by your clothes, which is the main element in creating a successful positive first impression and an important element in its further support ;
 - choosing an outfit that matches the dress code of your workplace, but is a little more stylish at the same time, gives you an edge, no matter where you work.
- The first statement emphasizes the importance of clothing in modern business

relationships; the second defines the role of clothing in creating a professional image that will help you move forward in your career.

Understanding your organization's / firm's / company's / institution's employee dress policy, as well as determining for yourself how you can look your best within the established framework, will not only give you the opportunity to show your individuality, but will also be evidence of your foresight, focus in the future and confidence in oneself, one's abilities.

You need to choose your work clothes in such a way that they:

a) corresponded to the existing rules at your place of work / of the Code and did not go beyond the prescribed limits;

b) gave you the opportunity to express your "I" and at the same time show how you see your professional future, your further career movement. At the same time, you update if necessary / change your wardrobe.

If you do not follow the existing rules regarding employee dress, it may be seen as a challenge to the management. A woman who wears too much jewelry or a skirt that is too short, like a man who always wears a sports jacket and "doesn't like" ties, by their appearance declare that they do not belong to the team, and that they are not serious about their career. At the same time, paying special attention to your clothes (style, styles, etc.), as well as to your appearance in general, does not always mean that you are doing yourself a favor: you may get the impression that you are primarily and exclusively interested in your appearance in appearance, not in deed.

Requirements for work clothes:

- Work clothes should represent your organization.

When you deal with people "from the outside" in business, you always represent not only and not so much yourself as your company in such cases / the firm / organization. Whatever the business dress code in your workplace, always try to look your best. You never know how things can turn during the day. To avoid getting into an unpleasant situation (for example, you are suddenly invited to a management meeting to give a report on the progress of work on a certain project

on a day that has always been a calm, informal day without a tie for you), you may need to have a change of clothes at work. But it's best to dress to be prepared for any situation that may arise.

- You have to dress for others (clients, business partners, etc.).

Work with clients, representatives of other companies / companies also affects the style of your clothes. Depending on whether you are working on a project together with a company whose office is located in a prestigious business district, or the office of a partner company is located in a warehouse, you will choose the appropriate clothing. When dressing for work, do not forget that your outfit should be such that the people around you, who work with you, feel comfortable. Respect others and yourself - this is the main key to a successful choice.

- Work clothes must be neat and clean.

A blouse with a button torn off, as well as trousers with a grease stain, should stay at home until you get them back in shape. The same applies to shoes: even on days when it is pouring outside, they must be clean. Even if the business dress code allows you to work in jeans and a shirt with short sleeves and an unbuttoned collar, your outfit should be neat, otherwise it will become a manifestation not of your style, but of your bad habit of not taking care of your appearance.

- Work clothes should match your style, appearance and physique. One of the ways to choose your outfit is to determine which color, style, and its details suit you best. The color of your skin, hair, eyes; the features of your figure are of decisive importance here. Follow the principle of simplicity. If you buy most of your wardrobe in similar colors / tones, this will give you the opportunity to practically avoid mistakes when combining them, as well as reduce your costs.

- Work clothes should be for work.

Work clothes should emphasize your attractive features, but at the same time can not be too revealing, drawing more attention to you than the professional activity requires. Like it or not, very open blouses, tight pants (both men's and

women's), too short dresses and skirts, transparent fabrics send unprofessional signals. A smart business person knows and remembers that at the workplace it is absolutely necessary to look like a competent, self-confident, knowledgeable employee who can be relied on in any matter.

- Clothing should correspond to the time of day.

Coming to work in an outfit that is more suitable for an evening event is a bad idea. Even if you choose clothes that are more sophisticated than usual because you have an important business lunch, you should not stop at a black evening dress with a scarf. One of the first lessons of corporate culture, which every business person should learn, is the determination of the type, style of clothing, suitable, accepted for work (which is daytime) in a certain specific place.

Special attention should be paid to how this thing sits on you, how it fits you. It is important to be sure that the new wardrobe item you choose not only fits your size, but also suits you and makes you more attractive.

If you are short, don't buy clothes that are much larger, they can "eat" you. If you are tall, wearing short pants or a shirt or jacket with inappropriate - short - sleeves can make you look (and feel) awkward.

If the item is too tight, don't wear it. As much as it pains you to admit the truth, choose the necessary thing in the right size - the one that fits you, not the one you think is yours. Bulging buttons, unevenness of a compressed body, in fact, only focus the attention of others on what you are trying to hide. If your weight is significant, avoid horizontal lines or clothing or accessories that visually divide your figure instead of creating a single elongated silhouette.

Buy what fits you well now, not what you hope will fit later, when you've shed the pounds you've been trying to shed for the last three years.

Don't buy anything without trying it on. See if you can sit down in a new outfit without the buttons coming apart in the front; can you move freely; whether there are any unnecessary wrinkles and unplanned folds in the clothes when you put them on. Use the three-way mirror to see yourself from the front, back and sides.

First of all, men should make sure that their pants, jacket and shirt are not too short. When choosing a double-breasted jacket, check whether you can button it freely when standing without pulling in your stomach. Shirt sleeves should peek out from under the jacket sleeves by approximately 1.6 cm, this rule also works in summer. The end of your tie should be level with the middle of the belt and no higher than the top edge of the belt. The trouser legs should rest on your shoes in the front, and should fall freely on them in the back.

Women's business clothes:

Women should avoid any outfit that is too tight, short, revealing, or that is more playful and girlish than feminine and business-like. This does not mean that clothes should not suit you, advantageously emphasizing the strengths of your figure, no - it can and should do so. But at the same time, your outfit should give you the opportunity to be attractive, but not loud, and not interfere with performing the necessary physical actions (for example, drawing a diagram when presenting a project, getting papers from the top shelf of the closet, etc.).

Women's business wardrobe is much more diverse than men's, but at the same time it should be completed in accordance with the main directions of this type of clothing. At the same time, every woman should try to create her own individual style that best reflects her personality and personal taste.

There are three main directions / styles of business clothes for women, which determine what exactly is the center of the wardrobe:

- 1) a suit with a skirt ;
- 2) a blazer or jacket, which is combined with other elements of the wardrobe;
- 3) a dress that includes one or two parts.

A trouser suit, extremely common and popular, may be undesirable in some institutions and organizations, and large international corporations sometimes do not recommend it for female employees. In any case, the choice of each specific outfit involves taking into account the color and type of fabric.

A suit with a skirt.

Such a suit is the recommended standard for your business wardrobe. It creates a profitable, strong image. If the jacket is single-breasted, it can be left unbuttoned, while a double-breasted jacket must always be buttoned (this also applies to the inner button). To look taller and slimmer, choose a suit of the same color. At the same time, your suit can be not only one color, but consist of a skirt and a jacket / a jacket of contrasting colors (it can have not only a skirt of the color that matches the color of the jacket, but also a skirt of a contrasting color).

Choice of colors. The best colors for business suits are black, navy blue, gray, dark beige and burgundy. / burgundy. Light, thin stripes or cells are acceptable. Be careful when choosing a suit with both parts of red, yellow or lemon colors. Such an outfit can " sound " too much, attracting unnecessary attention from others.

Choice of fabric. Some types of wool, such as gabardine, can be worn all year round and they serve well and for a long time. Cotton products can be a good choice in warm climates and for the warm season. Products made of linen and canvas should be bought only if they contain synthetic materials / artificial materials such as polyester, acrylic. Without such additives, such fabrics wrinkle easily and should therefore be avoided. You should be careful about things made of silk, which can, firstly, be easily wrinkled, and secondly, often have a too refined (evening) look.

Blazer.

This is a jacket / a jacket that can be used in daily practice to combine in different ways with skirts and thus expand your wardrobe. A blazer, as a rule, has a less formal look.

Choice of colors. You can recommend the same colors as for the suit - black, dark blue, gray, burgundy and dark beige. Be careful when buying plaid, patterned or tweed jackets: they can be quite difficult to combine with other clothes.

Choice of fabric. As for a suit, gabardine, wool with synthetic admixtures is a safe choice. Silk and linen with impurities are also possible for the jacket. Avoid

leather, velvet, corduroy, velor and coarse paper / denim fabrics. They do not create a professional appearance in any way.

Blouses.

Choice of colors. Blouses can be of a wide range of colors. Try as best as possible to select and combine them with your suits. The most profitable and "working " colors are white, snow - white and beige: they are suitable for almost any suit.

Choice of fabric. For blouses, silk is the best choice. Pay attention to the instructions: nowadays there are some types of silk that can be washed. Cotton is also a possible option for business blouses. The only and main requirement for this kind of products is perfect ironing. If you have settled on a product made of polyester, which involves both machine and hand washing, make sure that the fabric has a natural appearance.

Dress

A dress that consists of one or two components / parts, can be worn separately or with a jacket. Although in general, a dress does not create such a strong professional image as a suit, but it can be very suitable for certain situations. A coat-style dress (where the front buttons are from top to bottom) is considered more business-like than a blouse-style dress (where the front buttons are only up to the waist line).

Choice of colors. Gray, dark blue, beige, light brown, red, and burgundy are recommended. A light stripe or check is acceptable. Avoid bright pictures.

Choice of fabric. Natural silk is the best choice, while artificial silk can also be a good choice. Linen and linen can be used only if they have artificial impurities: clean linen and linen easily wrinkle and products made of them will not have the required appearance by the end of the working day. Cotton should be avoided because, in principle, it is considered not formal enough for business attire.

Decorations.

Avoid cheap jewelry. Give preference to gold, silver products and artificial jewelry / synthetic materials of high quality. Pearls add elegance to any business outfit. Avoid jewelry that wobbles and wobbles. Do not wear more than the situation requires. Limit your choice to one ring on each hand and one chain around your neck. Buy the most expensive watch that your budget allows.

Belts

Choose leather straps that have a small clasp. The strap should coordinate with your shoes.

Scarves

Choose scarves that have the colors of your suit. The only choice is 100% silk, because other fabrics are difficult to tie beautifully and conveniently.

Pantyhose.

Neutral colors (light beige, skin color) will always be a good choice. You can also choose a color that is half a tone darker than your skin tone. A light gray color, like the color of the bone, is also a good choice.

Do not wear dark stockings with light shoes. Do not forget that any problems (knots, loose loops) are much more visible on dark stockings than on light ones. In addition, very dark stockings can have the appearance of sweatpants that tightly hug the legs, which should be avoided. White stockings are often seen as a sign of belonging to medical personnel. Avoid stockings with patterns: they will draw attention to your legs more than necessary in a business situation. It is a good habit to have a spare pair of stockings in case of all kinds of "accidents".

Shoes.

Classic leather shoes are the most common option of business shoes for women, because they are both comfortable and attractive. Recommended heel height: 2.5 — 5 cm. Avoid sandals, shoes with open toes or heels.

It is believed that the color of your shoes should match the lowest color of your clothes (skirts, dresses, trousers) or be darker. Matching the color of the shoes and the lower part of the clothes visually makes a person taller and slimmer. If the

color of your shoes is different (which will not match the color of your clothes), your legs will attract attention, and this is not desirable in business situations.

Neutral colors such as black, navy blue, burgundy, gray and beige are recommended. Red, pink and yellow colors should be avoided. White color, even in summer, is more suitable for social than for business situations and events. If you like to walk to work, wear shoes with very low heels or flat soles. You should not choose sports shoes for this. You never know who you will meet on the way to work or near it (perhaps your boss or a member of the board of directors). At the same time, you cannot wear business shoes when there is half a meter of snow mixed with salt on the street, which melts, turning into muddy dirty water that floods everything around. It's just not practical. In such weather, you should wear elegant rubber boots that will allow you to move without problems. Bring your business shoes with you.

Bags / Briefcases.

Preference should be given to leather bags and briefcases. At the same time, you should avoid designer labels on bags. It is believed that a briefcase with both hard sides and soft sides will be a suitable choice for women. The most practical colors are black, brown and burgundy. Small handbags should match your shoes in color. This rule does not apply to portfolios.

Details. Make sure that your underwear is the right size and fits you well: being the wrong size or the wrong cut, it can spoil the whole impression of your outfit, emphasizing the "weak" sides of your figure.

Well-chosen glasses can be an additional positive element of your professional image. Therefore, if you wear glasses every day and all day, try to choose a pair that would work for you as much as possible.

Avoid glasses with tinted glass or chameleon glasses (the glass of which darkens / brightens depending on the strength of the light in the place where you are). They will hide your eyes from the interlocutor, and therefore he may perceive you as an insincere person, and therefore, distrust your words, which does not help matters at all.

Men's business clothes:

Men, as a rule, have less choice in clothes than women, but this does not mean that they should not think about their wardrobe. In fact, it is precisely this difficult (less wide) choice that leads to the fact that a man's clothing conveys more information about its owner. You need to develop a style that reflects your individuality and your own taste.

There are two different types of clothing that are acceptable for business men and, more broadly, business people:

- 1) a suit consisting of two parts;
- 2) separate jacket and trousers that are combined.

Suit

A business suit that consists of two pieces (jacket and pants) is the best choice for most areas of business. It is believed that a business person should have at least five suits (single-breasted with two or three buttons and double-breasted), which will form the basis of the wardrobe.

Double-breasted jackets are always buttoned (this also applies to the inner button). The color of the buttons should match the color of the fabric from which the suit is made.

The recommended width of lapels on a jacket is 7.5 to 8.5 cm, it is unlikely to go out of fashion than wider or narrower lapels. Cuffs on trousers are, in principle, a matter of personal taste and choice of each individual man, but in general trousers with cuffs are considered less formal.

Suit jackets should not be worn with other trousers. A waistcoat adds more formality to a suit.

Choice of colors. Dark blue, gray and charcoal are the colors of power ("strong" colors). Be careful with the color brown, because many perceive it negatively. You should also be careful with the color black because it can intimidate others. Medium intensity blue color is perceived by people as friendly. A light stripe of adequate width on the fabric can add appeal and variety to your outfit.

Choice of fabric. Wool and wool blends can be worn all year round, and they don't wrinkle easily. Cotton / poplin can be a suitable choice for warm weather. In any case, before you buy something, make sure that the fabric from which it is made does not wrinkle easily. If it wrinkles, think again: clothes made of such material will not "last" all day without numerous wrinkles and creases on it.

Separate jacket and trousers.

A separate jacket and trousers should always be of contrasting colors to reduce your less formal look. Plaid jackets are generally too informal for business and the business sector in general.

Choice of colors. "Strong" colors - dark blue, gray, coal - are easily combined with a large number of contrasting colors. Brown and beige colors will be the best choice for a separate jacket, which is combined with blue trousers and a matching shirt and tie. The medium-intensity blue color provides a versatile choice, easily combining with dark blue and gray colors.

The darker color of the jacket allows you to choose trousers of lighter colors, including light brown and beige.

Choice of fabric. Like suits, individual jackets should be made of wool, its combinations, cotton or combinations with silk. It is desirable to have trousers made of gabardine or combinations with wool.

Shirts.

Men's business shirts should always have long sleeves, regardless of the season. At the same time, the edges of the sleeves should be approximately 1.5 cm peeking out from under the edge of the jacket sleeves.

Choice of colors. Plain shirts are most suitable for a business person / businessman, while white remains the best and safest option. Light blue color is also acceptable and quite common. In some companies / organizations, a possible alternative to solid colors are shirts with a light blue, beige or red stripe. Peach and lavender colors should be avoided, as well as checks, dots and wide stripes.

Choice of fabric. 100% cotton is the best choice, but starching and ironing it properly requires considerable (often even professional) attention and skill.

Tie.

The end of the tie should be level with the middle of the belt, but not higher than its upper edge. Be very careful with a bow tie. A tie of this type is usually associated with an appropriate (formal, evening) outfit - a tuxedo or tailcoat, and therefore worn during the day in business situations can be considered a manifestation of eccentricity. The width of the tie should be approximately 7.5 cm, while it should not be forgotten that it changes over time.

Choice of colors. The color of the tie and the color of the suit should complement each other, but not match. The most common base colors are burgundy, red and dark blue. Additional colors (colors of details or pattern), like the details and the pattern themselves, should be subtle and at the same time not stand out sharply, "not shout".

Choice of fabric. Products made of 100% silk are preferred. These ties are elegant and can be worn year-round in any climate. Geometric shapes and stripes are good choices, an alternative option is a soft pattern.

When combining a suit, tie and shirt, use the following possible options:

- 1) two plain things, one with a pattern;
- 2) one plain thing, two - with a pattern.

The combination of three things with a pattern requires high skill and taste, but at the same time it can look extremely attractive (or become, without proper skill, a style disaster).

A tie and a handkerchief should complement each other without being similar / identical picture.

Decorations.

Men should wear no more than one ring on their hand. Business people can wear high quality gold, silver or steel watches. Wear a watch even when your internal timer works perfectly: the lack of a watch in a business person may be

perceived by others (business partners, clients) as a lack of attention and respect for time.

Belts.

Straps should be leather (perhaps crocodile skin) black, brown or burgundy. The color of the belt should match the color of the shoes. You should choose belts with a buckle that does not catch the eye.

Socks.

The most common socks are made of nylon or thin cotton. They should reach the middle of the calf (end at a height of 20-25 cm from your sole): then you will never have to show off your bare legs while sitting, even with your legs crossed.

Acceptable color - black, brown or dark blue. Socks of white, beige or any bright color or with a large pattern can attract extra attention to your feet.

Choose a color that matches or matches the color of the pants. The exception is beige trousers, in which case the socks should match the color of the shoes.

Shoes.

People around you always look at your shoes, so you should pay as much (if not more) attention to them than to your clothes and try to follow the existing rules.

You can choose leather shoes with or without laces. At the same time, be very careful with shoes without laces, on the front of which hang a couple of decorative knots. In principle, they are less official, and in some areas / in the fields of professional activity are generally perceived as "home slippers". In the office, it is advisable to avoid shoes with thick soles, although they are possible during the cold season.

The color of the shoes should not be lighter than the color of the pants.

Black shoes are worn with suits of gray, dark blue and black colors. Dark brown shoes are suitable for brown or beige suits.

Briefcase / Wallet.

The briefcase should be made of brown and black or burgundy leather.

It is recommended to carry the wallet in the inside pocket of the jacket. When it lies in the trouser pockets (it doesn't matter if it's on the side or the back), the overall look of the suit suffers a lot.

TOPIC 18. FEATURES OF BUSINESS CARD DESIGN.

Business cards are an important element of protocol contacts with business partners. The absence of a business card can become an obstacle in establishing and maintaining business relations. Business cards are used by diplomats, businesspersons, officials, and cultural and artistic figures. Using business cards in most cases makes the life of a business person easier.

Business card design rules.

A business card has ceased to be a luxury these days and is necessary not only for the director, but also for any employee.

What is important in a business card - image or functionality?

Image - beautiful, stylish business cards, complex production technology. The main thing here is to stand out.

Functionality is a way to convey information about yourself, your company, and the nature of its activities to those around you. The main thing here is the simplicity and comprehensibility of the presentation.

The "golden mean" is, as always, quite difficult to find. But it's worth a try.

The business card should be made so that the person receiving it from you has a good impression. Designing a business card is a matter of taste. But some rules should still be followed.

A standard business card is a sheet of white, slightly stiff cardboard measuring 5×9 sm. The business card of a woman who is not an official, but the wife of an official, is one centimeter smaller - 4×8 sm. Senior officials may have 6×10 business cards; business cards of their wives, respectively, will have a format of 5×9 cm.

Only diplomats strictly follow the rules for issuing business cards. The requirements for design of business cards in business practice are not so strict. But still, it is better if ***the business card has a classic look:***

- from the top in the center - the name of the company (organization of the institution) in which the owner of the business card works (if he has several places of work, then the main one is indicated);

- below in the center - first and last name (in the Ukrainian and Russian or English versions - last name, first name and patronymic);

- lower - position ;

- lower left, i.e. in the lower left corner - phone, fax; the following option is also possible: mobile phone, fax, and postal address are indicated in the lower right corner, and the left one remains empty.

The text of a classic business card is printed in black font on a white background. Other colors can be used only for the image of the company's advertising sign in the upper left corner of the card.

Business cards are used in the following cases:

1. Greetings. It is accepted to congratulate your foreign partners on the day of their national holiday. Usually, the form of greeting is sending a business card. By tradition, this inscription is an abbreviated designation of the corresponding French words.

P.F. (to congratulate);

P.F.N.A (New Year's greetings).

If you received such a greeting, you must send a greeting in return. On the business card they write:

P.R.F.N.A. (thank you for the New Year greetings).

2. To express my condolences an inscription is made on the business card:

P.S. (for sympathy).

For expression of gratitude. As a sign of gratitude for certain services, a business card is sent within 24 hours with the inscription:

P.R. (pour remercier - to thank).

4. For invitation on reception. With this one purpose above on visiting cards is written name and surname the one who are invited, and below is specified view reception (breakfast, dinner etc.), place, date and time him conducting. You can also use an invitation to which you attach your business card.

5. For notification of departure from the country. When leaving the country where you were on a short- or long-term business trip, if you did not have the opportunity to say goodbye to your business partner in person, you can send him a business card with the inscription:

P. P. S. (so that say goodbye).

6. For notification of change of address. Along with the old business card, a new one containing the new details is sent.

7. Representation. To introduce yourself to the person with whom you intend to cooperate, you can send your business card together with the business card of another person whom the future partner already knows well. Then on the second business card it is written:

R.R. (to present).

The answer is to send a business card without a caption. Business cards are never signed or dated.

If the business card is sent by mail or courier, it is placed in an envelope on which the addressee's name, surname and position are printed or written.

The upper right corner of the business card, which is brought to the addressee in person, is folded, which shows special respect for the person. Such a card can never be delivered by courier or sent by mail - this is a gross violation of etiquette.

Business cards received or delivered must be answered within 24 hours.

After meeting, the first to leave his business card is the one whose position is lower, other things being equal, the one who is younger in age.

Types of business cards:

World practice has the experience of using various types of business cards that differ in their functional purpose.

Standard card - is usually used when getting acquainted, which implies a further relationship. It contains the name of the institution, surname, first name, patronymic (printed in capital letters), position, business address, telephone (sometimes also home).

There are two main types of business cards - **business and personal**, as well as many other varieties formed from them.

Business cards are one of the most important elements of an organization's corporate style. Therefore, in order to maintain a good image of the company, all its employees should have official business cards made in the same style. The right to choose the depicted elements of emblems, trademarks, trade marks or logos remains with the organization. But there is one mandatory condition: the colors on the business cards of all employees must be strictly observed.



There are two types of business cards - a representative card and a company card.

Business card of the company, companies, institutions or organizations.

Contains the full name of the organization, address, telephone, fax. It is used for representative purposes and for greetings on behalf of the company. It is given to potential partners and clients before the start of business negotiations. Leaving such a card means giving the interlocutor the right to use all the coordinates and contacts indicated on it from 9:00 a.m. to 7:00 p.m.



A card used for a special and representative purpose.

It is used in cases where etiquette involves handing over a business card, and the owner himself has no intention of continuing the acquaintance. The card contains the surname, first name, patronymic; position, name of the organization, but no address or phone number. Sometimes such cards indicate the address of his (her) website. Can also

be used when sending a souvenir to a well-known person who knows your coordinates.

If you are handed such a card, remember: you must follow the rules of perpetuity and do not ask to write a phone number. Such cards are often left with secretaries to avoid mistakes when drafting documents. Business cards are placed, for example, in bouquets of flowers, but only if the addressee has a personal, work or physical card of the sender.

When holding large events (conferences, presentations, exhibitions, festivals), the organizers order larger business cards - badges - with the name (patronymic) and surname of the participant, his position (and / or academic title) and the organization (company, educational institution or scientific center) that he represents. Badges are pinned on the left side of the chest and worn exclusively at the venue. Apparently, a badge is the only business card on which it is appropriate to place a person's photo next to their name; it should not be done on other cards.



Another type of business cards that perform the function of advertising - CD business cards. It's a regular CD that can hold hundreds of pages of text and illustrations, pictures, graphics, tables, as well as music, animations, and voiceovers. CD business cards are used for company presentations at exhibitions and conferences. Travel companies use them as tour catalogs, banks and financial companies - as an addition to a package of services, advertising agencies - as a portfolio of creative works.

TOPIC 19. REQUIREMENTS FOR OFFICE DESIGN

There is no office and no prescription in the same eye men 's. The office should look at and show the level of your success in the world.

In the design of the office, it will be appropriate to use psychological aspects. The manager 's office serves not only his/her working place, but that premises where there is a partner will be a visitor, i.e. no matter what to contain

the personal zone, where it will be pleasant to work, as well share a socially significant area where it is convenient. It should be pleasant in these places, where and where to conduct the negotiations, etc.

Each element in the design of the office carries the necessary load.

Business style involves choosing the color in which the interior will be made. The choice of color depends on the size of the room, floor, lighting and even what is visible outside the window.

For offices on the lower floors, that is, for lower light conditions, the predominant colors that create the illusion of the sun are cream, yellow and a gradation of shades in between. White color in its pure form should be avoided, but all shades of white (except shades of the cold spectrum) are allowed.

Almost all desaturated pastel colors, as well as blue and green, are suitable for offices with good lighting. Only the pink color should be removed from the pastel range, it is incompatible with the idea of the business sphere.

For small offices, warm colors that visually expand them are suitable, for too large ones - dull ones, but the main solution is not given to color, but to the visual distribution of space (furniture, partitions), large lamps.

As a rule, it is better to decorate the walls in a monochromatic scale or with the help of figured plaster (it often gives splashes of color). Design under stone or brick (only for bright and large rooms) and under wood (for small ones) is also suitable.

Furniture can be chosen based on the priority style and the set task. If the main task is to show that things are going well and the owner is getting rich quickly, then furniture made of expensive wood species is chosen, thorough, inspiring respect and trust. If it is desired to show the mobility of the owner, then the furniture is chosen quite simple, but with a large number of modern materials - glass, metal.

The most important elements of furniture will be the table and chairs or chairs, since you will conduct negotiations at the table, offering the visitor to sit down. The size and shape of this furniture is very important for visitors.

A beautiful combination is given by white or black furniture, if the cream-yellow range of the cabinet is chosen. For cold tones, the best effect will be given by furniture in the color of natural wood or the color of warm shades. In large offices, dark-colored furniture supplemented with glass details (dark-tinted glass) is acceptable.

When you invite a person to sit down, it is suggested landing place must to place to conversations i.e it has to be comfortable but in that the same time non-relaxing For this one goals fit shallow chairs, semi-chairs or soft chairs from convenient back Because yours visitors can be of different constructions, then in any case you need to be apart from the standard ones have non-standard furniture. her offer visitors thorough build, which uncomfortable sit on more fragile constructions.

The table can be used as the one you work at, but better, if you will have a special table for conducting meetings It maybe to be additional prefix to the working one a table or a full table is better round in order to visitor not felt your pressure (by round a table distance between you and yours a visitor in whatever him points will remain approximately the same).

If you you want to create an illusion special interest, then select a table from rounded recesses (in the form of an "eight"), then you will sit opposite each other on both sides of the table and give the meeting an element of intimacy.

If the visitor needs to be "put in place" or you are nothing good from such visit not are you waiting you can remove visitor, sitting down him far from himself. An oval long table is more suitable for this purpose, what gives the illusion of your peacefulness (rounding corners) and distancing (a large distance between interlocutors). In this case, the visitor is better off offer a chair with a straight line backrest and hard seat.

Near with yours a table or by back in you preferably to place cabinets with papers. Firstly, it at once will show that you are a man of business (should be prominent folders and necessary literature, not souvenirs). Second, it will be convenient to quickly find during a conversation necessary papers.

On the desktop there should be constantly necessary subjects: telephones, computer, diary and all, what is required for driving records. Some business people believe that on the table have to be folders with documents on which a businessman is working and a table turns into his own genus storage. They think that showing volume works, show the best business qualities. But actually visitors perceive such a working place only like an unkempt desk littered with papers. AND is created false impression, what host office "drowned in affairs", and man, what drowned in papers, it cannot be successful, it will not turn out to be mobile, what importantly for possible the client So what neat table at once will show that you do not drag with affairs, do not like drag, yours actions about primed and fast For a person for the first time with you met it very good sign, stimulus for continued cooperation.

But do not repel a person with perfect emptiness at his own the table Then there may be an unjust thought, that you are not business at all. Especially avoid buying their multi - colored rivers magazines, which usually are taught to visitors. Firstly, such magazines should be in reception rooms, and not in offices, they have to be fresh and there must not be many. Second, magazines though somehow should answer sphere activity your office Otherwise, the visitor will decide what is his you are doing business lazily, and all the time you kill on reading nonsense or decision crosswords Magazines and edition, which they can to be in yours personal office, above all, they must be solid and correspond yours direct occupation Magazines "with pictures" usually do not belong to such.

In the office, if the lighting allows, it is very desirable to put a couple plants. It is pleasantly invigorating to officially decorate the atmosphere and office. But avoid prosperity plants, if not you wish to transform office at the branch of the botanical garden.

If the office is small, and sometimes you have to lead talks with a significant number of participants, it is desirable to have special rooms for negotiations. To issue him preferably simply and in styles himself office, having created a maximum comfortable business environment. Table for rooms should be oval or

round. The last one is more acceptable but suitable far not for every rooms. If there is a choice - round or oval table, but round is inconvenient (rooms drawn out) then use oval one, but not too elongated.

When seating visitors, do not sit on the extended end table, and orient yourself on him the middle opposite you, put the most important person for you visitor. The position of the visitors at such a table should correspond to the decrease their significance (which less important for you are a visitor those further from center he should to be located). If highlighting special rooms for negotiations is impossible, use portable partitions, in this case "big table" may serve as a place for discussion of working questions with your own employees.

One of the main factors in the formation of the image of a business person is **the desktop** (place) - it is the owner's face, behind which people "meet" and form the first, often the most important, impression about him. It may sound paradoxical, but psychologists have proven that the interior of the desktop can really affect professional fate.

The first problem, which must be optimally solved, *is the location of the table*. For this, it is necessary to use the following recommendations:

- placing the table "facing the window" will not allow you to concentrate on work, will divert attention to natural processes outside the window (sun, rain, wind, etc.);

- the position "facing the wall" provokes a chronically bad mood, low work capacity, lack of creative thoughts ;

- the location of the table next to the door will provide its owner with additional services of the help desk ("Where can you find...", "You won't tell...");

- standing with his back to the door, the employee will constantly feel restlessness, insecurity and anxiety, as he will subconsciously expect danger from behind. In this case, you can put a rear-view mirror on the table ;

- the ideal location of the desktop is considered to be when its owner does not sit with his back to the door, and his gaze can control the windows and doors of the office.

A businessman's desktop should have:

a) in the background: a table lamp, a clock, a monitor (the system unit must be under the table);

b) in the foreground: a keyboard, a mouse with a mat, a telephone and stationery.

This organization of space is called "everything at hand" and allows you to receive and process a maximum of information, while making a minimum of movements. Note that recently the strict interior of the business table has been enriched with some fashionable details. For example, a table can be "enlivened" with several small figurines. Another trend is "domestication" of the table by placing family or home photos on it.

There are two pens on the table - a pen and a ballpoint pen. You can't do without the first one if you need to sign important documents, because according to business etiquette, such documents are signed with a pen, and without the second one - if you need to write long and a lot.

Nowadays, a pen has turned from an ordinary writing tool into a defining thing - a must-have attribute of a prosperous businessman, which clearly demonstrates the status, wealth and lifestyle of its owner. A stylish and elegant pen will emphasize the business image. This is the same status accessory as a watch and a tie, so the pen must be chosen in accordance with the status of its future owner. Design, brand (manufacturer) and ease of use are of great importance when choosing an image pen.

As a rule, the buyer of a precious pen is not its consumer, since this accessory is in most cases a gift. They are usually bought as a gift for people over twenty years old. Although age is not so important today, the position, occupation and level of wealth of a person play a decisive role.

A pen is often bought complete with a ballpoint pen and ink of the same brand. There is a distinction between pens intended for men and women. Refined, elegant, decorated with precious stones or an elegant pattern, made of gold or

silver, they are used by women. For men, there are dresses of restrained tones and strict forms. Special attention is paid to product packaging.

Manufacturers of nibs offer them in an assortment, depending on the thickness of the nib itself. For this, the generally accepted system of designations is used (in Latin letters F, M, B, and their combination with U and E determine the intermediate thickness):

à UF – ultra - thin pen used for artistic works;

à EF is an extra-thin pen, which is ideal for writing with a weak pressure;

à F – thin, designed for normal writing with thin lines with medium pressure;

à M – medium, recommended for medium line thickness with medium pressure, universal;

à B – wide, with a massive round point for drawing bold lines;

à E B – extra wide, with a large rounded tip for drawing bold lines and expressive signatures;

à E E B – extra-extra - wide, for people who want their signature to look very convincing.

Note that pens of the first and last groups are very rare. As a rule, they are made to order.

In the conditions of highly developed technologies, many people associate a **diary** with an electronic page, but the traditional business diary does not lose its position, remaining a common means of storing information. The diary is always at hand, it is the first thing that is put on the table before starting negotiations. Looking at it, you can learn the taste and style of its owner, and sometimes the company it represents (if the diary has a logo or corporate symbols).

It is clear that the name "diary" is conditional, as it is intended for short notes and reports related to the work of its owner. Such a diary can become a good assistant on the way to success, as it contains plans for a week, a month, a year. Valuable material is saved, analyzing which, you can draw important conclusions: how to better organize work, where, when and how mistakes were made, which

matters should be given more attention or vice versa. Efficiency can be determined by looking at records. And if you record all your achievements in it, it will become a kind of "journal of successes".

The main requirements for business diaries are the following:

- high-quality cover made of leather or imitation leather with metal corners ;
- high quality paper ;
- strong firmware of all elements of the diary ;
- availability of standard blocks: phone book; information block (maps, telephone codes of cities, international telephone codes, car codes, units of measurement, general information about the countries of the world (capital, national currency), international sizes of clothes and shoes ; product marking); notebook.

According to psychologists, interesting trinkets that surround a person at his desk during the day have a positive effect on maintaining vitality. However, it is important that such things are correctly located and useful from the point of view of work organization.

TOPIC 20. RULES OF TELEPHONE COMMUNICATION

A telephone conversation is one of the varieties of oral speech, characterized by specific features caused by extralinguistic reasons:

- interlocutors cannot see each other and cannot use non-verbal means of communication, i.e. convey information using facial expressions, gestures, appropriate facial expressions, eye signals, etc. (absence of visual contact between interlocutors);
- time limitation (telephone conversation cannot be too long);
- the presence of technical obstacles (interference from third-party subscribers, bad audibility).

So, if you are a business-minded and goal-oriented person, foresight, if you are concerned about your own authority, as well as the prestige of your company and are used to taking into account everything down to the smallest details, then

developing certain principles of behavior in telephone communication is simply necessary and irreplaceable. Specialists in the problems of oral business communication suggest following the following rules for conducting a telephone conversation.

If you call:

- first of all, say hello, name the organization you represent, as well as your surname, first name and patronymic. Usually, the first words of a phone conversation are perceived vaguely, so say your last name and first name - at least it will be heard;

- if you are calling an institution or a stranger, you should ask for the surname, first name and patronymic of the interlocutor. You can also tell who exactly you would like to talk to;

- if you are calling on an important matter, ask first if your interlocutor has enough time for the conversation;

- pre-write a list of questions that need to be clarified and keep this list in front of your eyes throughout the conversation;

- the caller always ends the conversation. When ending the conversation, be sure to say goodbye, remembering that it is tactless to hang up without waiting for the last words of your interlocutor;

- if important agreements are reached, send confirmation later by letter or fax.

If they call you:

- try to pick up the phone as soon as possible and name the organization you represent;

- if necessary, write down the name, surname and contact number of the interlocutor;

- speak tactfully, politely demonstrate understanding of the essence of the caller's problems;

- do not hang up unexpectedly, even if the conversation is uninteresting, boring and too long for you;

- if you make a promise, try to keep your word and fulfill it as soon as possible. In case of complex issues, offer a mutual meeting for a detailed discussion of the essence of the problem;

- always briefly summarize the conversation, listing the agreements that you have reached.

Regardless of who is calling:

- be friendly, in no case express your dissatisfaction with something;
- ask questions and carefully listen to the answers to them;
- try to remain tactful and reserved, even if the conversation becomes very unpleasant for you;

- sympathy for you will increase if you call the interlocutor by name and patronymic several times during the conversation;

- especially emphasize the most essential. If you call some numbers during the conversation, you should repeat them several times to avoid unpleasant misunderstandings;

- remember that the sound of the voice is distorted to a large extent on the phone, so your articulation must be clear, and the pace of speech - even, tone - calm, composed;

- try to use the lexical possibilities of the literary language as widely as possible (first of all, rich synonymy), but at the same time always express yourself concisely and precisely, in correctly constructed sentences. Follow the logic of the presentation of your thoughts, the sequence.

- speak in an average voice.

A business conversation consists of the following stages:

- 1) the moment of establishment of contact;
- 2) presentation of the essence of the case (notification of the purpose of the call, approach to the issue, discussion of the reported information);
- 3) ending the conversation.

We start any telephone conversation with a short expression of politeness: Good afternoon (morning, evening)! Good (morning, evening)! If you are calling

on business, you need to state not only your last name, first name and patronymic, but also the position you hold. If the caller forgot to name himself, the interlocutor has the right to ask: *Excuse me, who am I speaking to?*

If the person you need does not pick up the phone, you should apologize and ask to call the person you need: *Good afternoon. I apologize for the trouble, could you invite Ivan Petrovych (Mr. Petrenko) to the phone; Please ask Olha Vlasivna (Mrs. Olha, Mrs. Romanchuk) to the phone...* They usually answer like this: *Hello. Please wait a moment, I will now hand her the receiver;...Please wait;...Please wait....Unfortunately (sorry), Ivan Petrovych has left, he will return at 2 p.m. Perhaps you would like to leave him a message. He has a deputy, maybe he could help you.* When the person you want comes to the phone, you should definitely say hello again and introduce yourself.

It is tactless to give wrong information to the caller, to speak rudely if he has made a mistake with the phone number. In turn, if you called the wrong number, you must apologize for the trouble caused. Always try to be polite, because your tact is first of all respect for yourself.

Once the connection is established, try to present the information clearly, concisely, and to the point. Such a conversation will characterize you as an experienced, business person who does not abuse other people's time and attention, as a person who perfectly knows the etiquette of a telephone conversation.

Another extremely important condition for conducting a conversation is the logic and consistency of the expression of thoughts. It is unacceptable for your conversation to be chaotic, because then the purpose of your call may remain unclear to the interlocutor.

Do not forget to observe pauses - in this way, you will give the interlocutor the opportunity to express his attitude to the problem. In the conversation, avoid being categorical, make an effort to make the tone of your conversation as friendly as possible. If you respect yourself and your interlocutor, try to avoid categorical and imperative statements.

You should not call in personal matters from a business phone, and in business matters it is inappropriate to call home to the person who has to fulfill (solve) them. If you are called at work on personal matters, answer that you will definitely call after work.

Do not abuse the pronoun I, because your conversation is a dialogue, not a monologue.

About the rules of business telephone conversation etiquette

- The most optimal time for phone conversations from 9.30 to 21.30. In exceptional and extreme cases, you can call at any time.

- If you need to call partners abroad, specify the time difference (so that your call does not ring late at night or in the morning).

Using a business phone includes knowing the basic rules of telephone communication culture.

- It is necessary to remember that a telephone conversation, like business communication, depends on the emotional color in which it takes place.

- The shorter and richer the telephone conversation, the more useful it is.

- Remember that your speech is your business card and the business card of the company or organization you work for. Therefore, after picking up the phone, say: informative "Zlagoda Company", "Marketing Department".

- "Yes" is said as an affirmation to the question that will be asked of you. Saying "I'm listening" is also not recommended, because it's so clear that you haven't closed your ears.

- It is recommended to speak calmly and with dignity, even if a very important person is calling. In your conversation, you should create the impression that you are a competent employee, and not a confused newbie in this business.

- Do not ask questions like: "What do you need?", "What did you want?" Better to ask: "How can I help you?" "Can I help you?"

- It is necessary to conduct a conversation in a friendly tone, to speak in a friendly manner.

- It is recommended to smile so that your interlocutor feels it.

- You cannot use "parasite words" in a business conversation: aha, uhu, eh. To confirm the idea that you are listening with interest, use the words: of course, I understand you, yes.

- Never say you don't know anything. The subscriber will think that you are an incompetent employee. Since you are a representative of the company and are also interested in the growth of its prestige, show a desire to help the subscriber find out the necessary information, ask to call back. At the appointed time, prepare the necessary data.

- If your colleague is not there, and he is asked to the phone, you cannot answer "He is not there". It is necessary to say: "It will be at 3 o'clock. Do you want to convey something to Mykola Ivanovych?" Do not immediately hang up if you have answered, because the caller may have some other questions. And your promptness can be regarded as elementary tactlessness.

- The person who called can end the conversation, or a person older in age or position.

- In a conversation, politeness formulas can be often used: Please! Sorry for the trouble! Thank you! Thanks for the advice! Thanks for the info! Goodbye!

- Address the interlocutor by name and patronymic, mentioning his position or rank. If you forgot, it is better to apologize and ask again. You can't use the pronoun you all the time.

- It is not possible to solve important official matters in absentia (by telephone).

- The secretary helps the manager communicate with partners (she (he) establishes contact with the desired subscriber, answers calls).

- It is recommended to unlock the phone during the hours of reception of visitors.

During a telephone conversation:

- it is necessary to take into account that words sound more clearly after mini-pauses;

- numbers, surnames, sometimes it is better to repeat the question twice;

- unpleasant words should be pronounced in a normal voice so that the interlocutor thinks about their meaning;

- do not use parasitic words;

- make sure that the speech is clear and understandable, the voice is strong and firm;

- as in a work of art, so in a telephone conversation there is a beginning, a climax and a denouement. The culmination is the discussion of the situation.

- sometimes the final part of the phone conversation needs to be thought out in advance.

When phone calls do not give you the opportunity to focus on an idea and formulate it correctly in a business plan or in a report, then before you pick up the phone, you think about whether you should do it?

What to do when you are busy with an important matter and cannot talk on the phone?

- It is recommended to turn off the phone, and at this time let the answering machine work (but we do not advise abusing this, there is a risk of missing an important call for you).

- You can take off the phone, apologize for being busy, ask when you can transfer.

- If you are called for service, it is better to pick up the phone after the second or third call, but if you pick it up after the first, they will think that you have nothing else to do ; after the fifth - you perform your duties poorly).

Mobile phone and business relationships

Mobile phone has become an attribute of a modern business person.

Of course, the traditional rules of telephone communication remain in force: the one who started the conversation ends the conversation; it is better that phone calls do not interrupt the conversation, but along with this, new ones appear that take into account the specifics of mobile communication.

The mobile device is always with its owner, therefore, as a rule, no one else can answer the call, so there is no need to call the right person to the phone. But on

the other hand, this call can be inconvenient for the caller, so it is necessary to ask about it immediately, so as not to put the person in an uncomfortable position.

It is absolutely unacceptable to use a mobile phone at conferences, during meetings. In this case, it is necessary to forward the incoming call to the mailbox of the voice mail or turn on the vibration call instead of the sound signal.

You should not put your mobile phone on the table during a business meeting, so as not to show contempt for the interlocutor, as if the conversation with the partner is less interesting and significant than the conversation expected on the phone.

Even during a break in a business conversation, it is better to go to another room to talk on the phone.

It is necessary to try to compensate or smooth out the inconveniences that the mobile phone owner may cause to others. Someone who talks on the phone on the go, sometimes does not say hello to acquaintances, does not yield on the road. In such a situation, it is better to stop on the side, finish the conversation on the phone and then continue walking.

The main rule of using a mobile phone: it should not cause inconvenience or show disrespect to others.

The most important mistakes in the culture of communication by phone.

1. Do not ask if you have dialed the wrong number: *"Where do I get through the phone?"*, *"And what number is this?"*. Just specify: *"Is it 555-34-56?"*.

2. It is not possible to pick up the phone and having answered, now say: *"a minute"* and force calls to wait until you handle your affairs. If you absolutely cannot speak, for example, because you have to open the door, say: *"I'll call you back in a few minutes"* - and don't forget to fulfill this promise.

3. Do not risk dialing a number by memory if you are not completely sure that you remember it.

4. Don't play a very witty game *"Guess who?"*. If your colleagues do not recognize your voice.

5. Do not ask: "*What are you doing on Saturday afternoon?*" If you want to propose something at this time. This question presupposes refusal if the interlocutor is busy, or an uncertain answer. You can put him in an awkward position by forcing him to admit that he has nothing to do on a Saturday night. It is better to explain what the matter is, and offer to meet with the interlocutor if he is free at this time.

6. Don't tell "*Hello*", when you hang up if you work in a large company. It is better to pronounce her name.

7. Do not forget that conversations with busy people should be as short as possible.

8. Do not allow the visitor who entered during a telephone conversation to listen to you, but ask to come in after a few minutes.

9. Improvisation, calling without prior preparation of the necessary materials. Key words, conversation plan are not recorded.

10. Do not pick up the phone for a long time (it is necessary to pick up to 4 rings).

11. Do not say "*Hi, Yes*" at the beginning of the conversation. It is necessary to say: "Good morning (day)".

12. Ask: "Can I help you?", It will be correct to ask: "How can I help you?"

13. The purpose of the conversation is unclear.

14. Unfavorable time for calling (lunch time, end of working day, etc.).

15. Monologues instead of listening answers to the questions asked.

16. Further recording of business conversations is not conducted, recording on random pieces of paper is not acceptable.

17. Leave the phone unattended, even for a short time.

18. To speak: "*No one is there*", "*Please call back*". It is necessary to write down the information and number of the subscriber, promising to call back.

19. Conducting parallel conversations.

20. Non-specific agreements as a result.

21. Use informal communication style in a business environment.

22. Do not turn the conversation into an interrogation by asking questions like: *"Who am I talking?"* and because *"What you need?"*.

It is necessary to monitor your diction. You should not clamp the microphone with your hand when you pass something from the conversation to those nearby - your comments can be heard by the partner talking to you on the phone. In the event of a complaint or complaints, do not tell your partner that it is not your fault, that you are not involved in this and that you are not interested in it.

In the conditions of official communication, it is not allowed to raise the tone. The tone should be calm, restrained, even, regardless of the situation. Even if your interlocutor is irritated and expresses dissatisfaction, shows emotional intemperance, possessing himself and suppressing himself desire answer however, you have an additional advantage. You can learn to control yourself thanks to psychological preparation and constant attention to your language. In conflicting situations you can't put all the blame on the other side. Acknowledging at least partial responsibility for what happened removes the situation of "rolling the ball" (alternating mutual accusations) and brings the conversation back into the direction of constructive dialogue. It is known that a friendly attitude towards the interlocutor, readiness to listen to him is the basic rule of business etiquette.

TOPIC 21. PSYCHOLOGICAL FEATURES OF PUBLIC SPEAKING

Each speaker must have certain skills and abilities to work with the audience. Public communication of people during a speech involves their active thinking and mnemonic activity, concentration of their attention to receive and process information.

A public speech is an oral monologue with the aim of influencing the audience. In the field of business communication, such genres as report, informational, greeting and sales speech are most often used.

The **classical scheme** of public speaking is based on **5 stages**:

1) selection of necessary material, content of public speech;

2) making a plan, distributing the collected material in the necessary logical sequence;

3) "verbal expression", literary treatment of language;

4) learning, memorizing the text;

5) proclamation.

Today, 3 main stages are distinguished in public speaking: pre-communicative, communicative and post-communicative (See table 2).

Pre-communicative	Communicative	Post-communicative
1. Defining the topic and purpose of the speech	Proclamation of the speech	Speech analysis
2. Evaluation of the audience and the environment	Answers to questions, conducting polemics	
3. Selection of material		
4. Creation of the text		
5. Rehearsal		

Table 2

- Preparation for any speech monologue begins with defining its topic and purpose. The topic is determined either by the author himself or by those who invite him to deliver a speech. The title of the presentation should be clear, concise, and as short as possible. It should reflect the content of the speech and attract the attention of listeners.

- When developing the agenda for meetings, it is necessary to pay special attention to the wording of reports and messages. Topics should guide people to participate in the discussion of specific problems. Therefore, it is advisable to "decipher" the agenda item "Miscellaneous" - a person will have the opportunity to prepare and think through his speech in advance. Some speeches do not have titles: welcome, rally, and others.

- When starting the development of the text, it is necessary to determine the purpose of the speech. The speaker must have a clear idea of what kind of reaction he is seeking. The main goals of a public monologue are messages and influence.

The speaker can set the task of informing listeners, giving certain information. Does he expect to excite the audience, to form people's beliefs, ideas that will become the motives of their behavior, that is, calls for some actions. Often these tasks intersect, and are combined in one speech. You should inform the listeners of your aspirations and tasks.

- It is important to assess the composition of the future audience: tune in to your listeners in advance, put yourself in their place, "see things through their eyes." The necessary data about those for whom the speech is intended are: educational level, direction of education (humanitarian, technical...), cognitive interests, gender, age, attitude to the topic and to the speaker.

- It is always easier to speak, addressing a homogeneous (homogeneous) composition (dilettantes, specialists, colleagues, students, people of the same political views, etc.). The more homogeneous the audience, the more predictable it is reaction to the speech. When addressing young people, one should not flirt, flatter, teach, reproach in ignorance, incompetence, emphasize one's superiority, avoid pressing problems and questions. You cannot speak before listeners with a high level of professional or scientific training if there are no new views, approaches to the solution of the problem, you cannot allow repetitions, trivial judgments, demonstrate your superiority, abuse numbers, quotes, evade the essence of the problem.

- It is more difficult to deliver a speech in a heterogeneous (heterogeneous) audience. If the audience is different in composition, it is necessary, if possible, to address some fragment to each group. It is worth thinking in advance about what to say to certain, especially authoritative, important persons, if you know that they will come.

- It is also necessary to find out the size of the audience. A large number of listeners is more difficult to manage. In the vast majority, a person is gullible, prone to depersonalization, incapable of criticism, sees everything in black and white colors, reacts to emotions. The larger the audience, the easier, more vivid, more imaginative it is to speak. Knowledge of one's listeners, "targeted"

preparation of a speech acquire special importance during the discussion of some difficult issue in a narrow circle of specialists, business people.

- It is worth finding out in what environment the performance will take place
- in the hall, in the office, whether there is a lectern, a table, a microphone, etc.

- The chair helps to concentrate attention on the speaker, one should sit behind it freely, casually, establishing and trying to maintain a constant distance of 20-30 centimeters between the mouth and the microphone.

Proxemics - the science of temporal and spatial organization of communication - describes the ways of placing listeners in the audience.

- It is also necessary to find out after which other speeches your speech is planned. After all, each subsequent speech should be more interesting in content and form than the previous one.

- The next stage of the pre-communicative stage - "encoding" - composing the text - begins with the selection of material. To make the speech meaningful, it is better to use not one source, but several. Material sources are divided into groups:

1. Direct - materials obtained by the author from life through observations, own experience:

- a) knowledge, practice;

- b) personal contacts, conversations, interviews;

- c) imagination - imaginary creation of new pictures, images, projects based on past experience with elements of creativity.

2. Mediated by:

- a) official documents:

- b) scientific and scientific - popular literature;

- c) fiction;

- d) newspaper and magazine articles;

- e) radio and television transmissions;

- f) reference literature: encyclopedias, dictionaries;

- g) results of sociological surveys.

- "Live" experience is always well received by listeners, it is convincing and they believe it.

- The material of a public speech can be theoretical or factual. The saturation of the speech with one or another type of material depends on the genre. Yes, in the reporting report, you need to cite a lot of facts in order to prove the position and convince the listeners. The material of the speech must be authentic. They check the accuracy of information, numbers, dates, quotes, and names in advance.

- By systematizing the material, the speaker creates a plan, thinks through the composition, the logic of the presentation, composes and edits the text.

- Preparing a written text has many advantages. The written speech can be checked and corrected; it is easier to remember and stays in memory longer. It is necessary to write on separate sheets, on one side. An experienced speaker can limit himself to drawing up theses or a synopsis of a detailed speech plan.

- Rehearsal is reciting the text mentally or out loud, preferably in front of a mirror. You need to find a pose in which you feel easy and comfortable, and try to remember it; to study the face - to straighten frowning eyebrows, mimic wrinkles that run over the forehead; think over gestures, methods of establishing contact. Experience shows that 20-25 minutes of preparation are spent on 3 minutes of speech. If the speech is carefully designed, then at the moment of meeting the audience, the speaker will hold himself confidently.

- There are three ways of delivering a speech:

1) Reading the text;

2) Playback from memory with reading of individual fragments (based on the text);

3) Free improvisation (impromptu).

- They read those speeches, the text of which cannot be deviated from: diplomatic, ceremonial, reports and co-reports of official content. Other types, as a rule, are pronounced based on a written basis. It is enough to look down on the page to resume the progress of the presentation, find the desired number, etc. p. Such a speech creates the impression of fluent mastery of the material, enables the

speaker to confidently communicate with listeners. The speaker, however, does not always have the opportunity to prepare the text in advance. Sometimes you have to speak impromptu at meetings, meetings, gatherings. At the same time, a great mobilization of memory, energy, and will is required. Improvisation is possible only on the basis of great knowledge, possession of rhetorical skills.

- After the speech, the speaker often answers the listeners' questions, debates with them. This form of communication requires a quick response, benevolence, and a sense of humor from the speaker. The speaker's answer is intended not only for the opponent but also for all those present.

- The technique of public speaking recommends not to hurry with the answer, but first to make sure that the question is correctly understood; answer succinctly, clearly and do not give unfounded or questionable answers; have reference material on hand for those who want a more detailed justification of your assumptions.

Establishing contact with the audience:

- The highest manifestation of mastery of public speaking is contact with listeners, that is, the common mental state of the speaker and the audience. It arises on the basis of common mental activity, similar emotional experiences. The speaker's attitude to the subject of the speech, his interest, conviction cause the listeners to react accordingly. As the saying goes, the word belongs half to the speaker and half to the listener. The main indicators of mutual understanding between communicators are a positive reaction to the speaker's words, external expression of attention from listeners (their posture, focused gaze, shouts of approval, smiles, laughter, applause), "working" silence in the hall. Contact is a variable value. It can be complete (with the entire audience) and incomplete, stable and shaky in different fragments of the speech.

- In order to win the audience, it is necessary to establish and constantly maintain eye contact with it. The speaker usually slowly looks around the listeners.

- Before starting the speech, they endure a short psychological pause - 5 - 7 seconds.

- No matter how interesting the topic is, the attention of the audience eventually becomes dull. It must be supported by the following rhetorical techniques:

- reception of questions - answers. The speaker asks questions and answers them himself, raises possible doubts and objections, clarifies them and reaches certain conclusions ;

- the transition from a monologue to a dialogue (polemic) allows you to involve individual participants in the discussion process, thereby activating their interest ;

- the technique of creating a problematic situation. Listeners are offered a situation that raises the question: "Why?", which stimulates their cognitive activity;

- reception of novelty of information, hypothesis forces the audience to assume, reason.

- Reliance on personal experience, opinions that are always interesting to listeners.

- Demonstration of practical significance of information.

- Using humor allows you to quickly win over an audience.

- A short digression from the topic gives listeners the opportunity to "rest".

- Slowing down with a simultaneous decrease in voice strength can draw attention to the important places of the speech ("quiet voice" technique).

- Effective means of contact are special words and phrases that provide feedback. These are personal pronouns of the 1st and 2nd person (I, you, we, we and you), verbs in the 1st and 2nd person (let's try to understand, negotiate, note, please, note to yourself, think, specify, etc.), appeals (dear my dear colleagues), rhetorical questions (Do you want to hear my opinion?). The listed language means of contact help to overcome the "barrier", serve to unite the speaker with the listeners.

Pose, gestures, facial expressions of the speaker:

Pose, gestures, facial expressions - belonging to an individual style. These elements of the kinetic system of communication act on the visual channel of

perception, focus attention on the content of information received through the auditory channel, increase emotionality and thereby contribute to better assimilation of the expressed thoughts. According to psychologists, 25% of speech is perceived visually.

The speaker must achieve a sense of stability, balance, lightness, mobility and naturalness on the podium, in front of the audience. The sight of a person standing still for a long time tires listeners. During a long speech, an experienced speaker changes his posture. A step forward at the right moment reinforces the significance of this or that part of the speech, and helps to focus attention on it. By stepping back, the speaker seems to give the audience the opportunity to "rest" and then moves to another position of the speech. You should not walk, move in different directions during the performance.

The skill of the speaker is manifested in the strengthening of the influence of gestures and facial expressions. Excessive virtuosity does not decorate the speaker and causes irony, hostility. From meaningful gestures that contribute to the success of the speech, it is necessary to distinguish meaningless, mechanical ones (shaking the head, straightening hair, clothes, turning a pen, etc.). They claim that the best gesture is the one that is ignored by the listeners, that is, which organically merges with the content of the speech.

In the art of oratory, the following are used: **Rhythmic** gestures emphasize logical emphasis, slowing down and speeding up speech, place of pauses. For example, slow movement to the right when saying the phrase "He says that the water is straining." **Emotional** convey shades of feelings (compressed clack, oval movement of the hand, "the hand that cuts off" phrase). **Indicative** it is recommended to use in very rare cases when there is an object, a visual aid, to which you can point. **Fine art** visually represent the object, show it (for example, a spiral staircase). **Symbolic ones** carry certain information. This group includes a gesture of categorization (saber wave with the fingers of the right hand), a gesture of opposition (the hands make a "here and there" movement in the air), a gesture of separation (palms open in different directions), a gesture of generalization (an oval

movement with two hands at the same time), the gesture of unification (the fingers of the palms of the hands are joined).

The main indicator of the speaker's feelings is the facial expression. The facial expression of the speaker stimulates the emotions of the audience, capable of conveying a range of emotions: joy and sorrow, doubt, irony, determination... The facial expression must correspond to the character of the speech. A good speaker's "face speaks with speech." The face and the entire appearance of the performer should express a benevolent and even friendly attitude. Audiences don't like angry or indifferent people.

Analysis of the speaker's speech: after the speech, an analysis is necessary. First of all, in order to find, highlight and take into account the admitted shortcomings.

Scheme of speech analysis:

- What is the topic of the speech? Has its goal been achieved? Is the topic suitable for the audience, or is it of interest?
- What material is used in the text of the performance?
- What is the composition of the speech? What methods of presenting the material are used?
- Is the speech logical or evidential?
- Does the speech meet the criteria of correctness, accuracy, expressiveness, richness of speech?
- What is the method of delivering a speech?
- Did the speaker follow the requirements of speech technique?
- What is the appearance of the speaker, are gestures and facial expressions appropriate? How freely does he hold himself in front of the listeners?
- Is contact with the audience established? By what means?

S. F. Ivanova in her work "Specifics of Public Speech" identified individual language types:

Rational - logical. Speakers of this type are inclined to analyze phenomena, to reasoning and rigorous argumentation of their own and other people's actions.

Their preparation for any performance is distinguished by a consistent selection and strict systematization of materials, consideration and development of a detailed plan. This plan seems to "sit inside them", and the speakers do not use it during the speech. They are often worried about something else: how to make their speech more vivid, emotional, what examples to choose to interest the audience. "Logicians" are most often sanguine.

Emotionally intuitive. Representatives of this type speak passionately, enthusiastically, peppering their speech with sharp words and puns, but they cannot always follow a solid logical sequence of speech and "make ends meet." They do not always write a plan for their performances, believing that it binds them. There is a coincidence of emotional speech type with choleric temperament.

Philosophical. Orators - "philosophers" are more or less emotional, prone to analysis, sometimes they are very organized in their work, and sometimes without any visible organization they reveal a single question, get to the root, and suddenly, like a ray of light, irradiate everything with the found idea. Their common feature is the desire for research, a deep understanding of phenomena right in front of the listeners, the desire and ability to involve the audience in this process. Most often, this group consists of people with a phlegmatic temperament.

Lyrical or figurative. Deep emotionality, lyricism, inner excitement, acute vulnerability, insight - features characteristic of this type. Most often, it is based on a refined, melancholic character.

So, the competence of the manager in communication literally influences all spheres of administrative activity: diagnostics and forecasting of a condition and change of a management subsystem, formation of the program of activity of subordinates, the organization of decision execution. Therefore, knowledge of business communication psychology helps to take into account the peculiarities of the manager's relationship with subordinates, business meetings, negotiations, informal conversations and contact meetings, and the culture of behavior. Observance of rules and laws of business communication undoubtedly promotes

the growth of professionalism of the expert and success of the professional activity.

QUESTIONS FOR SELF-TESTING

1. What is the importance of communication in human life?
2. Analyze the functions of communication.
3. What are the levels of communication?
4. What is business communication and how does it differ from people's everyday communication?
5. Define the essence and levels of moral culture of business communication.
6. What methods of communication do you know?
7. What is the role of manipulation and actualization in business communication?
8. Analyze the theory of transactional analysis as a way of business communication.
9. Analyze communication models according to V. Satyr.
10. Analyze leadership styles.
11. Describe the verbal means of communication.
12. What means of communication are non-verbal?
13. What role does the language of kinesics (gestures, posture, etc.) play in business communication?
14. What role does distance play in communication?
15. Explain why verbal means during communication should correspond to gestures, facial expressions?
16. Define and analyze the features of an individual business conversation.
17. Define and describe the forms of collective discussion of problems.
18. How can you effectively use the phone to solve business problems?
19. What are the rules of communication on a mobile phone?
20. Analyze the features of business communication in electronic space.
21. Describe the stages and process of preparing for a public speech.

TASKS FOR SELF-TESTING

1. **Define the essence of the humanistic orientation of communication.**

- 2. Describe communication as interpersonal and intergroup interaction, as a process of getting to know each other.**
- 3. Describe communication as a social-communicative form of personality activity.**
- 4. Describe the choice of style and model of business communication.**
- 5. Explain the theory of "transactional analysis" by E. Bern (psychological status of "father", "adult", "child").**
- 6. Determine the requirements for participants in business communication**
- 7. Prepare presentations for each point of the plan.**

Plan:

- 1. The concept of communication as the basis of people's life and their interaction. 2. Peculiarities of business communication, its humanistic orientation.*
- 3. Ethics and psychology, their essence and place in the content of the educational discipline.*
- 4. The concept of professional ethics, culture of communication, etiquette, its varieties.*
- 5. Moral culture of communication and its levels.*
- 6. Moral values, norms and principles, their significance for achieving a high level of communication culture.*
- 7. Classification of communications by content and form of implementation.*
- 8. Types of communications.*
- 9. The importance of knowing the psychological foundations of the communicative process, classifying people according to the characteristics of their psyche.*
- 10. The main functions of communication and their characteristics.*
- 11. Basic types of interpersonal interaction. The role of interpersonal relationships in communication.*
- 12. Psychological and ethical aspects of defining types of communication, their characteristics.*
- 13. Ways of influencing people during communication. Persuasion, suggestion, mental infection, as a group of psychological methods of influencing people.*
- 14. The essence of such concepts as imitation, strokes, manipulation and actualization.*
- 15. Communication models and styles.*
- 16. Three styles of leadership in managerial activity.*
- 17. Strategies and tactics of communication in the process of business interaction.*
- 18. Moral factors in choosing effective methods of business communication*
- 8. Write down the definitions of the main terms and concepts:** *Communication, business communication, ethics, professional activity, communication.*
- 9. Choose the appropriate term or concept for each definition:**

<i>a) science that studies the way words are used and the meanings conveyed by words;</i>	1. Information.
<i>b) any additional signal, unforeseen by the source of information, creates errors in the transmission;</i>	2. Communication.
	3. Communication process.

<p>c) <i>top-down and bottom-up communications;</i></p> <p>d) <i>a set of information and data for the successful implementation of analysis, control, adoption and organization of the implementation of management decisions;</i></p> <p>e) <i>telephone conversations, public speeches, meetings, direct communication, etc.;</i></p> <p>f) <i>means for encoding information intended for transmission;</i></p> <p>g) <i>reaction to the information that was read, seen and heard;</i></p> <p>h) <i>exchange of information between two or more people, the main purpose of which is to ensure understanding of the information that is the subject of exchange, i.e. messages;</i></p> <p>i) <i>attention to the feelings of other people, an attempt to see the situation, issues and problems highlighted from another person's point of view;</i></p> <p>g) <i>the process of exchanging information and content between two or more people;</i></p> <p>k) <i>a means for broadcasting informational messages, which can amplify or change their content;</i></p> <p>l) <i>communications not provided for by the organizational structure of communications are carried out informally, using methods not planned by the management;</i></p> <p>m) <i>communications carried out between persons who are at different levels of the hierarchy;</i></p> <p>n) <i>communications in the form of planning and reporting documentation, memos, reports, announcements, directories, company newspapers, etc.;</i> o) <i>communications carried out between persons who are at the same level of hierarchy.</i></p>	<p>4. <i>Noise.</i></p> <p>5. <i>Horizontal communications.</i></p> <p>6. <i>Vertical communications.</i></p> <p>7. <i>Diagonal communications.</i></p> <p>8. <i>Informal communications.</i></p> <p>9. <i>Oral communications.</i></p> <p>10. <i>Written communications.</i></p> <p>11. <i>Semantics.</i></p> <p>12. <i>Verbal symbols.</i></p> <p>13. <i>Non-verbal symbols.</i></p> <p>14. <i>Feedback.</i></p> <p>15. <i>Empathy</i></p>
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TEST FOR SELF-ASSESSMENT

Choose the correct answer option.

1. What are the two main channels of information support for managers:
 - 1) official and unofficial;
 - 2) written and oral;

3) formalized and spontaneous;

4) written and electronic?

2. What is the essence of the concept of "communication":

1) the process of exchanging information and content between two or more persons;

2) exchange of information and content between two or more people;

3) the process of exchanging information between two or more persons;

4) the process of exchanging information and content between two or more people in the process of carrying out a purposeful activity?

3. Noise is:

1) any information provided by the source, it creates errors in transmission;

2) an additional signal, unforeseen by the source of information, which creates errors in the transmission;

3) additional information, unforeseen by the recipient, which creates errors in transmission;

4) any additional signal not foreseen by the information source.

4. What belongs to the "Five "C" of communications", according to R. Falmsr:

1) clarity, completeness, conciseness, concreteness, correctness;

2) clarity, transparency, conciseness, reliability, correctness;

3) reliability, completeness, conciseness, timeliness, correctness?

5. What are the communication obstacles caused by the ambiguity of words called:

1) obstacles during perception;

2) verbal obstacles;

3) bad feedback;

4) semantic obstacles?

6. What are somatic problems in communications related to:

1) the choice of symbols that would most accurately reflect the desired content;

2) the degree of influence of the message on the behavior of the subject;

3) accuracy of transmission of communication symbols;

4) inability to listen?

7. What is the name of the informal chain of information transmission that is used, most often characterized by the selectivity of communications and the efficiency of information transmission:

1) "single-core"; 2) cluster; 3) the "gossip" chain; 4) probabilistic?

8. What two major classes of communications are distinguished by the American authors M.H. Mescon, M. Albert, F. Hedouri:

1) between two individuals and an individual and a group;

2) vertical and horizontal;

3) between the organization and its external environment and between levels and divisions of the organization;

4) formal and interpersonal?

9. What is the essence of empathy:
- 1) attention to oneself and the environment;
 - 2) attention to other people's feelings;
 - 3) attention to oneself;
 - 4) complete lack of attention to anyone?
10. Who is the author of 10 rules of effective listening:
- 1) T. Hall; 2) K. Davis; 3) R. Falmer; 4) V. Vroom?
11. To resolve the conflict means:
- a) to eliminate the conflict situation;
 - b) deepen the conflict;
 - c) exhaust the incident;
 - d) defend one's point of view. 1
12. Ethics is:
- a) the science of human behavior;
 - b) teaching about reflection;
 - c) philosophical science of morality.
13. Ethics as an independent science emerged:
- a) in the 20th century;
 - b) in the 19th century;
 - c) in the days of Antiquity;
 - d) in the village of the 18th century.
14. The founder of ethics is considered to be:
- a) Aristotle;
 - b) Cicero;
 - c) Plato;
 - d) Socrates.
15. Define the concept of "morality".
16. The concept of "morality" was introduced for the first time by:
- a) Cicero;
 - b) Aristotle;
 - c) Socrates.
17. The functions of ethics include:
- a) cognitive;
 - b) descriptive;
 - c) outlook;
 - d) valuable - orientational;
 - e) communicative;
 - f) the function of producing ethical knowledge.
18. Define the concept of "ethics" as a science.
19. In which of the ethical and philosophical teachings of the Ancient East is the concept of "zhen" (humanity) the main concept?
- a) Jainism; b) Confucianism; c) Taoism; d) Buddhism.
20. The structure of morality includes: a) moral relations; b) moral consciousness; c) moral practice; d) moral obligations; e) moral functions.
21. Conscience is
- a) an internal controller;
 - b) intimate feeling;
 - c) a person's moral awareness of his duty and responsibility to society, self-evaluation of his own actions.
22. Choose the most complete definition of the concept of "duty":

- a) responsibility to oneself;
- b) volitional self-compulsion;
- c) the moral readiness of a person to submit his actions, his behavior to social requirements.

23. The category of morality, which defines a person's awareness of the main content of his activity, life plans, purpose and purpose in society includes:

- a) "happiness"; b) "love"; c) "good"; d) "meaning of life".

24. Find the correct definition of etiquette:

- a) politeness;
- b) culture of behavior;
- c) a set of rules of behavior adopted in a certain society; d) shortcut, label.

25. The homeland of etiquette is: a) Italy; b) France; c) Spain.

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