

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

ЗАТВЕРДЖЕНО

на засіданні кафедри
економіки підприємства
та організації бізнесу
Протокол № 2 від 29.08.2023 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

ВЗАЄМОДІЯ В БІЗНЕСІ

робоча програма навчальної дисципліни (РПНД)

Галузь знань
Спеціальність
Освітній рівень
Освітня програма

**05 Соціальні та поведінкові науки
051 «Економіка»
другий (магістерський)
Економіка бізнесу**

Статус дисципліни

Мова викладання, навчання та оцінювання

обов'язкова

англійська

Розробник:
д.е.н., професор

Тетяна ВЛАСЕНКО

Завідувач кафедри
економіки підприємства та
організації бізнесу

Тетяна ВЛАСЕНКО

Гарант програми

Тетяна ВЛАСЕНКО

Харків
2023

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KHARKIV NATIONAL UNIVERSITY OF ECONOMICS
NAMED AFTER SEMYON KUZNETS**

APPROVED

At the meeting of the
Enterprise economics and
business organization department
Protocol No. 2 dated 29.08.2023

AGREED

Vice-Rector for Educational and Methodological
Work



Karina NEMASHKALO

INTERACTION IN BUSINESS

Work program of the discipline (RPND)

| | |
|---------------------|--|
| Field of knowledge | 05 Social and Behavioral Sciences |
| Speciality | 051 "Economics" |
| Educational level | Second (Master's) |
| Educational program | Business Economics |

| | |
|--|------------------|
| Discipline status | Mandatory |
| Language of Instruction, Learning and Assessment | English |

Developer:
Doctor of Economics,
Professor

Tatyana VLASENKO

Head of the Department
Economics of Enterprise and
Business Organization

Tatyana VLASENKO

Guarantor of the program

Tatyana VLASENKO

Kharkiv
2023

ENTRY

Modern business is a complex phenomenon, the success of which can no longer be guaranteed by the perfect organization of production, technical and technological capabilities or personal qualities of the staff. Success in modern business is determined by a significant number of various factors, most of which are concentrated in the external environment of the organization. This complicates and often makes it impossible to use traditional management technologies to manage success factors, and necessitates the search for new management approaches that would provide an opportunity to move away from passive forms of adaptation to the external environment, reduce the uncertainty of the result and increase the controllability of external factors. The paradigm of object management should be changed to the paradigm of management of influences and mutual influences of objects of the business environment.

Based on a thorough analysis of the characteristics of counterparties and a clear understanding of the goals of their own organization, the organization of interaction in business is focused on finding methods for making mutually beneficial decisions and communication processes that ensure them. Interaction in business involves a specialist's perfect mastery of both the means of analyzing and forecasting the behavior of external counterparties, and communication skills in building trust, establishing business contacts, conducting negotiations, and ensuring effective interaction. The result of studying the discipline should be the formation of an effective analytical, prognostic and interactional model of a specialist in the field of business.

The academic discipline "Interaction in Business" is a compulsory academic discipline and is studied in accordance with the curriculum for the training of specialists of the second (master's) educational level of specialty 051 "Economics", the educational program "Business Economics" for all forms of education.

The relevance and role of discipline in the system of professional training of future specialists is due to the need to form their ideas about the patterns of interaction of counterparties in the business environment, about methods of analyzing their characteristics, predicting behavior and implementing interaction, which would increase the efficiency and effectiveness of the organization. It is also important to develop the ability to work together, effective professional communication, and master self-organization skills. All this requires mastering modern management tools and the methodology of "soft influence" in the management of interacting autonomous socio-technical systems.

The purpose of the discipline is to form students' knowledge of the theory and practice of managing interaction with external counterparties, understanding the essence and features of reflexive technologies, the formation on this basis of professional competencies in managerial decision-making and business communication, which are necessary to ensure the effective operation of organizations in the environment.

To achieve the goal, the following main tasks are set:

mastering the theoretical provisions of the organization of interaction in business;

mastering the methods and principles of analysis, forecasting and implementation of interaction;

formation of skills and abilities in business communication in the processes of interaction with external counterparties;

development of skills and professionally important qualities necessary to ensure effective interaction.

The object of the discipline is the management of the interaction of autonomous socio-technical and economic systems.

The subject of the discipline is theoretical, methodological, organizational and economic aspects of interaction management.

The learning outcomes and competencies that are formed by the academic discipline are defined in Table. 1.

Table 1

Learning outcomes and competencies that form the academic discipline

| Learning Outcomes | Competencies that a higher education applicant must master |
|--------------------------|---|
| RN2 | GC3, SC2, SC5 |
| RN3 | ZK4, ZK5, SK2, SK12, SK13 |
| RN6 | SK6 |
| RN9 | SK4 |
| RN11 | GC3, GC4 |
| RN12 | GC3 |
| RN13 | SK13 |
| RN14 | GC1, GC7 |
| RN17 | ZK3, ZK4, ZK5, SK1, SK2, SK8, SK13 |

where, RN2. Develop, substantiate and make effective decisions on the development of socio-economic systems and management of economic entities.

RN3. Freely communicate on professional and scientific issues in the state and foreign languages orally and in writing.

RN6. Evaluate the results of own work, demonstrate leadership skills and the ability to manage personnel and work in a team.

RN9. To make effective decisions under uncertain conditions and requirements that require the use of new approaches, methods and tools of socio-economic research.

RN11. Identify and critically assess the state and trends of socio-economic development, form and analyze models of economic systems and processes.

RN12. Substantiate management decisions on the effective development of business entities, taking into account the goals, resources, constraints and risks.

RN13. Assess possible risks, socio-economic consequences of management decisions.

RN14. Develop scenarios and strategies for the development of socio-economic systems.

RN17. Form a trajectory of interaction with stakeholders of business structures based on a balance of interests.

GC1. Ability to generate new ideas (creativity).

GC3. Ability to motivate people and move towards a common goal.

GC4. Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity).

GC5. Ability to work in a team.

GC7. The ability to act on the basis of ethical considerations (motives).

SK1. Ability to apply scientific, analytical, methodological tools to substantiate the strategy of development of economic entities and the related competence of managerial decisions.

SK2. Ability to communicate professionally in the field of economics in a foreign language.

SK4. Ability to use modern information technologies, methods and techniques for researching economic and social processes, adequate to the established research needs.

SK5. Ability to identify key trends in socio-economic and human development.

SK6. The ability to formulate professional tasks in the field of economics and solve them, choosing the appropriate directions and appropriate methods for their solution, taking into account the available resources.

SK8. Ability to assess possible risks, socio-economic consequences of management decisions.

SK12. Ability to professional communication in the process of managerial decision-making based on the development of personal characteristics

SK13. Ability to develop a business development strategy and plans for interaction between stakeholder groups.

PROGRAM OF THE DISCIPLINE

The content of the discipline

Content module 1. Fundamentals of Interaction Management in Business

Topic 1. Interaction in business. Psychological aspects of interaction.

1.1. The concept and essence of interaction management. The role of interaction management in ensuring the success of the organization. Interaction management as a factor in increasing the adaptability of the organization. Interaction management as opportunity management. Advantages and disadvantages of interaction. Goals of interaction.

1.2. Features of interaction management in business. Differences between traditional management and management and interaction management: differences in the object, subject, goals and powers. Management of relationships with external counterparties. Opportunity management. "Soft" influence. Decentralized governance.

1.3. Tasks, functions and processes of interaction management. Tasks of interaction management. Interaction management functions in a commercial organization. Management processes in interaction management. Features of management communication in interaction management.

1.4. Psychological bases of interaction. Psychic reflection as the basis of interaction. Personality and its structure. Temperament, character, abilities, orientation. The influence of personal qualities on the effectiveness of interaction. Levels of compatibility: psychophysiological, characterological, value-based. W. Schutz's

Theory of Interpersonal Relations. Types of interpersonal needs. Types of behavior. T. Leary's Theory of Interpersonal Relations. E. Berne's Transactional Theory of Interaction.

1.5. Communicative, perceptual and interactive aspects of interaction. Content and form of communication. Communication goals. Communication models. Techniques for working with information. Communicative competence and mastery. Interpersonal perception. First impression effect. Image. Attitude. Attraction. Installation impact. Interactive aspects of interaction. Internal and external factors of interaction.

1.6. Social aspects of interaction. Group phenomena. Conformity. The influence of the minority on the majority. Status. Normative and supernormative behavior. Social roles. Social expectations. Social control.

Topic 2. Assessing and building trust in business

2.1. Trust as a factor of interaction effectiveness. The concept of trust. The role of trust in the formation of economic relations. Trust attributes. Benefits and Threats of Trust in Business. Types of trust. Levels of trust.

2.2. Trust Structure and Assessment. Components of trust. Approaches to measuring trust. Calculation of the trust coefficient according to D. Meister, C. Green, R. Halford. Credibility, reliability, proximity and level of self-interest orientation when assessing trust.

2.3. Methods of building trust. Consciousness-oriented methods of building trust. Methods of building trust focused on the subconscious mind. Mirroring techniques: direct, cross, indirect. Methods of forming sympathy. Non-verbal displays of respect and attention. Logical levels according to R. Dilts.

2.4. Concept, structure and functions of conflict. Conflict functions. Conflict situation. Incident. Conflictogen. Types of conflictogens. Signs of conflict. Causes of conflicts. Scheme of conflict development. The main phases of the conflict.

2.5. Approaches to conflict resolution. A structural approach to conflict resolution. Structural elements of the conflict. Parties to the conflict. The subject of the conflict. An image of a conflict situation. Motives of the conflict. Positions of the conflicting parties. Methods and means of influencing the structural elements of the conflict. Strategic approach to conflict resolution. Types of conflict resolution strategies. Conditions for the effectiveness of the application of strategies. Factors of conflict resolution. Actions in a conflict situation.

2.6. Communication skills in conflict. Self-control in a conflict situation. Reaction to emotions. Criticism. Responding to criticism in conflict. Rules of conflict-free communication. Behavior management tools. "Three-move" to neutralize anger. Pause as a tool for conflict management. Rules of criticism. Techniques for responding constructively to criticism.

Topic 3. Managing emotions in business interactions. Manipulations, deception and how to detect them.

3.1. *Emotions in business communication. The concept of emotion. The place of emotions in the structure of communication.* Emotions and emotional processes: affects, mood, feelings, experiences. Consistency of emotions. Functions of emotions in the regulation of behavior and business interaction. Classifications of emotions.

3.2. *Basic emotions and their non-verbal signs.* The role of basic emotions in life and communication processes. Types of basic emotions and their non-verbal signs. Cross-culturalism of basic emotions. Adaptive functions of the emotions of joy, anger, sadness, disgust, fear, surprise, contempt. Natural and false emotions. Signs of false emotions.

3.3. *Management of emotional states.* The concept of emotional intelligence. Model of emotional states in behavior management. The task of managing emotional states. Types of emotional states. Differences in emotional states and non-verbal manifestations. Criteria for identifying emotional states. Methods of managing emotional states. Self-control and self-regulation of emotions. Techniques for purposeful change of emotional states.

3.4. *Sources, mechanism and forms of deception in business.* Sources of deception in business. Deception mechanism. Basic forms of lying. Silence by omitting information. The essence, characteristics and features of the types of silence: lack of response; "amnesia"; Ignoring; "philosophical" answer; pressure on conscience; pressure on pity; demonstration of incomprehension; complaints about the context; Compliments; communication about communication. The essence, characteristics and features of the types of information distortion: enhanced excuses; "attack with questions"; tirade; a trick instead of a direct answer; presenting the truth in the form of lies; the truth of concealing the true causes of emotions; legend or half-truth.

3.5. *Recognition of deception.* Recognition of deception as the detection of inconsistencies in verbal and non-verbal behavior. Sensory sensitivity and its role in recognizing deception. Ways to increase sensory sensitivity. Logic-based deception recognition techniques. Horizontal analysis. Vertical analysis of information. Psychological methods of recognizing deception: keys of eye access, calibration of emotions.

3.6. *Manipulations and their prevention.* The concept of manipulation. Types of manipulation. Trap questions and their goals. Types of trap questions. Competency check. Demonstration of knowledge. Questions that go off topic. Provocative questions. Stages of manipulative influence on behavior. Countering manipulation. Means of counteracting manipulation: monitoring emotions; psychological sambo; constructive criticism; civilized confrontation.

Topic 4. Profiling in business interactions. Business Negotiations

4.1. *The concept and essence of profiling.* Profiling as a means of assessing and predicting the behavior of a business partner. Purposes of profiling. Components of profiling. Tasks of profiling. Profiling tools. Assessment of non-verbal behavior. Assessment of verbal behavior. Assessment of the context features that determine behavior. Stages of building a person's psychological profile. Emotional profiling.

Diagnosing goals and values. Character diagnostics. Linguistic and Presuppositional Analysis of Language.

4.2. *Metaprogram profiling.* The concept of a metaprogram. The concept of metaprogram profiling. Types of metaprograms. Characteristics and indicators of the main metaprograms. The "activity – passivity" metaprogram. Metaprogram of motivation "approaching – distancing". Metaprogram "internal reference – external reference". Meta-program of self-organization "alternatives – recipes". Metaprogram of focus of attention "general – partial". Metaprogram of Similarity-Difference Analysis Types of persuasion strategies.

4.3. *The concept and role of business negotiations.* The essence and role of the negotiation process in business. Features of business negotiations. Stages of business negotiations. Tasks of the stages of business negotiations. Business negotiation as a process of selling benefits. Stages of the process of selling benefits.

4.4. *Types of business negotiations.* Principled negotiations, tough negotiations, "war". Features of principled negotiations. Features of tough negotiations. Peculiarities of negotiations of the "war" type. Goals and methods of negotiation of different kinds.

4.5. *Ensuring business negotiations.* Information support. Logistics. Organizational support. Social and psychological support. Gathering information about a business partner. Tools for preparing for business negotiations. "Negotiation grid". Negotiation style and its criteria. Principles of Dispute Resolution.

Content module 2. Stakeholder Engagement Management

Topic 5. Interaction with customers.

5.1. *Goals and features of interaction with clients.* The importance of customers to the organization. The role and significance of customer interactions. CRM as a concept of customer relationship management. Client's interests in the context of interaction. The company's interests in interacting with customers. Typical customer requests.

5.2. *Preparation for work with clients.* Criteria for willingness to interact. The content of the training information. The structure of knowledge about your own business proposal. Knowledge of one's own preferences as the basis for argumentation of a business proposal. Knowledge of one's own shortcomings as a basis for overcoming possible objections. Structure of knowledge about the sales market and approaches to assessment: contingent of customers, needs and motives, frequency, volume and terms of acquisition, specific features. Competitor knowledge structure. Evaluation of the proposal.

5.3. *Sales technologies. Stages of sale. Content and technologies for establishing contact.* Methods of orientation in the client's situation and identification of his interests. Techniques for gathering information. Presentation of the offer and sale of benefits. Technologies for answering objections. Termination of contact: goals, options, techniques. Elements of a loyalty program. Evaluation of the effectiveness of loyalty programs. Behavior assessment. Attitude assessment.

Topic 6. Interaction with investors.

6.4. Goals and features of interaction with investors. Types of investors and their features. Investor's interests. The company's interests in relation to the investor. Typical financial requests of investors. Criteria for making investment decisions by an investor. Key criteria.

6.5. Preparation for work with investors. The content of preparation for working with investors. Objectives of investor relationship management. Business Risk Control Criteria. Preparation for investor relations management through the media. Preparation of proposals for retaining investors. Typical forms of fraud in financial statements when informing investors.

6.6. Investor Relations Management. Investor Relations (IR) as a Relationship Management Concept. Task Presentation of the project. Tasks IR. Types of transactions with the investor. Key issues of the agreement with investors. IR management tools: annual and quarterly report, website for investors, newsletters, presentations.

Topic 7. Interaction with suppliers.

7.1. Goals and features of interaction with suppliers. Supplier Management (SM) as a concept of supplier relationship management. Types of suppliers. Interests of the supplier. The company's interests in relation to the supplier. Key criteria for suppliers. Key criteria for suppliers.

7.2. Preparation for work with suppliers. Structure of preparation for work with suppliers. Typical tasks for suppliers. Typical tasks of working with suppliers. Risks and threats in working with suppliers. Typical criteria for evaluating suppliers. Supplier selection criteria.

7.3. Supplier Relationship Management. Supplier Relationship Management (SRM) as a technology for building long-term relationships with suppliers. Strategies for meeting supplier needs. Organizational processes for the implementation of strategies. Risk assessment of working with suppliers. Conditions for the implementation of partnerships. Conclusion of agreements and formalization of relations with the supplier. The content of the stages of work with suppliers.

Topic 8. Interaction with authorities and local communities.

8.1. Goals and features of interaction with authorities. The importance of interaction with government agencies. Government Relations (GR) as a concept of building relationships with authorities. Differences between GR management and lobbying. Functions of GR management. Types of power structures. Interests of the authorities. The company's interests in relation to the authorities. Typical requests of authorities. Opportunities arising from interaction with authorities.

8.2. Preparation for work with authorities. The content of preparation for working with authorities. Assessment of compliance of activities with the legislation. Internal processes and problems of the legal field of the organization. Strategies to meet the needs of authorities. Internal processes for providing strategies for interaction with authorities. Stages of GR program development.

8.3. *Ensuring interaction with authorities.* Methods of GR-management. Means of influencing the authorities. Written appeals. Appearances in the media. Financial support from social, business or political organizations. Participation in the work of commissions and committees. Development of bills. Conducting surveys.

8.4. *Ensuring interaction with local communities. Goals and features of interaction with local communities. Corporate involvement in the affairs of the local community (CCI). Ensuring interaction with local communities.*

Topic 9. Building a business performance management system based on a balance of stakeholders' interests.

9.1. *Models of performance management of the company.* model of the European Foundation for Quality Management (EFQM); The Performance Prism; Control Panel (Tableau de Bord). Characteristics of the Strategy Map Method in the Kaplan and Norton Model.

9.2. *Strategy for business development and interaction of stakeholder groups.* The concept of performance management based on the balance of interests of stakeholders: strategies and management decisions, stakeholder satisfaction, business processes, opportunities and resources, stakeholder contribution. Development of performance parameters for stakeholders. Map of balanced indicators of the enterprise. Maps of success and maps of failure.

9.3. *Hubert C. Rampersad's "Universal Performance Scorecard" (TPS).* Personal Balanced Scorecard (PBSC). Balanced Scorecard (OBSC). Total Quality Management (TQM). Performance Management and Competence Management. Kolb's Learning Cycle.

Topic 10. Evaluation of the effectiveness of interaction

10.1. *The concept of interaction effectiveness.* Indicators, criteria and indicators for evaluating the effectiveness of interaction. Models and concepts for evaluating the effectiveness of interaction. Performance levels.

10.2. *Approaches to assessing the effectiveness of interaction.* Methods for evaluating the effectiveness of interaction. Definition of performance evaluation goals. Selection of key performance indicators. Justification of the comparison base. Economic, image, social aspects of assessing the effectiveness of interaction. Evaluation of the effectiveness of individual interaction measures.

10.3. *Efficiency prism.* Ways to improve the efficiency of interaction. Individual characteristics and competencies in improving the effectiveness of interaction. Increase group processes. Improving the efficiency of cognitive and social processes in interaction. Improving the effectiveness of interaction by influencing the context of interaction.

The list of practical classes / tasks in the academic discipline is given in Table. 2.

Table 2

List of practical classes / tasks

| Title of the topic and/or task | Content |
|--------------------------------|--|
| Topic 1. Practical lesson 1. | Moderation: "Factors of success of interaction in business" Workshop: "Analysis of communication. Interaction Analysis". |
| Topic 2. Practical task 2. | Practicum: Psychological aspects of interaction. Workshop: "Methods of Building Trust" |
| Topic 3. Practical task 3. | Workshop: Conflicts in business interaction and ways to overcome them. |
| Topic 4. Practical task 4. | Elaboration of the material of the topic. Task: "Metaprogram analysis". Training: "Structure, Strategy and Tactics of the Negotiation Process" |
| Topic 5. Activity 5. | Workshop: "Formation of a business proposal". Practicum: "Sales Technologies". |
| Topic 6. Activity 6. | Case method: "Attracting investments". |
| Topic 7. Practical task 7. | Workshop: "Process Approach to Interaction" |
| Topic 8. Practical task 8. | Workshop: "Lobbying of interests and social responsibility". Search, selection and review of literary sources on a given topic. Task 10 "Response to a request". |
| Topic 9. Practical task 9. | Practicum: Developing Success Maps and Failure Maps |
| Topic 10. Practical task 10. | Workshop: Choosing a strategy for interacting with stakeholders. |

The list of independent work in the academic discipline is given in Table. 3.

Table 3

List of independent work

| Title of the topic and/or task | Content |
|--------------------------------|---|
| Topic 1 - 10 | Study of lecture material and regulatory framework of Ukraine |
| Topic 1 - 10 | Preparation for practical classes |
| Topic 3, 6, 8 – 9 | Performance of individual teaching and research tasks |
| Topic 1 - 10 | Exam Preparation |

The number of hours of lectures, practical classes and hours of independent work is given in the work plan (technological map) for the academic discipline.

Learning and Teaching Methods

For successful mastery of the material of the discipline in the educational process, the following are used:

1. Explanatory and illustrative method (lectures 2, 4, 6, 9, 10).
2. Reproductive method (practical tasks and tasks of independent work) (topics 1-10).
3. Method of problem presentation (lectures 3, 6, 8).
4. Research method (practicum-experiment on topics 2, 3, 5, 7, 8, 9).

In the study of theoretical material, the following are used: problem lectures, discussions, conversations, presentations.

Mastering practical skills and abilities is carried out through the use of experimental and research methods, work in small groups (topic 1), case study (topic 6), introspective reflection (topic 5), individual projects (3, 6, 8 – 9), trainings (topic 2), presentation of results (topic 1-10).

FORMS AND METHODS OF ASSESSMENT

The university uses a 100-point cumulative system for assessing the learning outcomes of higher education applicants.

Current control is carried out during lectures and practical and is aimed at checking the level of preparedness of the higher education applicant for the performance of specific work and is assessed by the sum of points scored:

– for disciplines with the form of semester control, exam (exam): maximum amount – 60 points; The minimum amount that allows a higher education applicant to take an exam (exam) is 35 points.

Final control includes semester control and certification of the higher education applicant.

Semester control is carried out in the form of a semester exam (exam). Passing the semester exam (exam) is carried out during the examination session.

The maximum amount of points that a higher education applicant can receive during an exam (exam) is 40 points. The minimum amount at which the exam (exam) is considered to be passed is 25 points.

The final grade in the academic discipline is determined by:

– for disciplines with the form of semester control, the exam (exam) is the sum of points for the current and final control.

During the teaching of the discipline, the following control measures are used:

Current control: Individual educational and research tasks (20 points), express survey (10 points); written test (10 points), colloquium (20 points).

Semester control: Exam (40 points)

More detailed information on the assessment system is given in the work plan (flow chart) for the discipline.

An example of an examination ticket and evaluation criteria for an academic discipline.

Example of an examination ticket

Simon Kuznets Kharkiv National University of Economics
The second (master's) level of higher education
Specialty "Economics"
Educational and professional program "Business Economics".
Semester II
Academic discipline "Interaction in Business"

EXAMINATION TICKET No. 1.

Test items

Task 1 (test). (20 points)

| | |
|---|--|
| <p>1. Interaction in business is:</p> <ul style="list-style-type: none">a) mutual influence of business entities;b) coordinated actions of subjects aimed at achieving their goals;c) any effective communication;d) purposeful change in the behavior of one of the subjects;e) communication that increases the effectiveness of the subject. | <p>2. Indicate which of the following does not apply to the tasks of managing emotional states:</p> <ul style="list-style-type: none">a) recognition of one's own emotional states;b) recognition of the emotional states of others;c) change in one's own emotional states;d) changes in the emotional states of others.e) curbing emotional manifestations. |
| <p>3. Indicate what are the main signs of the conflict:</p> <ul style="list-style-type: none">a) tension in the communication process;b) the presence of oppositely directed motives or judgments;c) damage caused by one of the parties;d) confrontation with mutual damage;e) the presence of opinions that contradict the position of the other party. | <p>4. Specify what is not related to the purposes of profiling:</p> <ul style="list-style-type: none">a) prompt assessment of the psychological characteristics of a person;b) prompt assessment of values, beliefs, motives;c) formation of diagnostic skills;d) prognosis of behavior;e) assessment of the reliability of information. |
| <p>5. Specify what is not related to the purposes of business communication:</p> <ul style="list-style-type: none">a) change of state;b) change of attitude;c) transfer of information;d) decision-making;e) invocation of action. | <p>6. Specify what is not included in the specifics of business negotiations:</p> <ul style="list-style-type: none">A. Common InterestsB. Transfer of InformationC. Conflict of Interestd. Range of Acceptable Actionse. Objectives of the Parties. |
| <p>7. Specify what is the client's main interest:</p> <ul style="list-style-type: none">(a) Cheap;b) qualitatively;c) loyally;d) quickly;e) Easy. | <p>8. Customer-centeredness as a principle of forming relationships with the client means:</p> <ul style="list-style-type: none">a) presentation of the proposal during the conversation;b) using the client's needs as a basis for formulating an offer;c) finding an offer with a double win;d) compliance with the rules of business etiquette;e) formation of a positive self-image. |
| <p>9. Specify what is not the main interest of the investor:</p> <ul style="list-style-type: none">(a) Income;b) reward for loyalty;c) capital;d) transparency of the company's information;e) trust in the company's management. | <p>10. Specify the characteristics belonging to the "Body" adjustment zone:</p> <ul style="list-style-type: none">(a) Posture;b) center of gravity;c) blinking;d) movements;e) facial expressions. |
| <p>11. Rapid, intensely emotional speech is a type of lie such as:</p> <ul style="list-style-type: none">a) attack with questions;b) tirade;c) subterfuge;d) complaints about the context; | <p>12. Specify the essence of the visual persuasion strategy:</p> <ul style="list-style-type: none">a) read;b) do it yourself;c) hear confirmation;d) see confirmation; |

| | |
|---|---|
| e) pressure on pity. | e) receive information several times. |
| 13. Which phase of the conflict is most likely to be resolved? a) primary; b) the phase of increasing tensions; c) the peak of the conflict; d) recession phase. | 14. Indicate the facial signs of such a basic emotion as disgust: a) the lower eyelids are tense; b) wrinkled facial expression; c) the upper lip is slightly raised; d) the raised corner of the mouth on one side; e) the gaze is absent-minded. |
| 15. Which of the factors of trust formation is not used in the model of D. Meister, C. Green, R. Halford: a) reliability; b) reliability; c) proximity; d) integrity; e) the level of orientation to one's own interests. | 16. Determine which of the following are the objects of management in interaction management: a) organization; b) relations with external counterparties; c) internal processes; d) external capabilities; e) personnel. |
| 17. The features of tough negotiations are: A. Only one of the parties is interested b. actions are taken that are contrary to the interests of the other party C. Both sides demonstrate a search for compromise d. The stronger side began to appropriate the resource of the weaker e. a clear breach of the obligations assumed. | 18. Types of objections according to G. Petrychenko are: a) denial of contact; b) objections on the merits; c) false objections; d) objection to the decision. |
| 19. Knowledge about the advantages of your own product in working with customers is needed for: a) establishing contact; b) for argumentation; c) deepening understanding; d) overcoming objections. | 20. Specify what does not apply to the IR principles: a) proactivity; b) targeting; c) work with sell-side analysts; d) coverage of positive and negative news; e) high-quality communications. |

2. Conduct a stakeholder comparison against the table provided (10 points).

| Criteria | 1 | 2 | |
|---|--|---|------|
| Organization/Position/Status | Clients | Suppliers | |
| The level of influence of the organization on the stakeholder. The result of the assessment is indicated by the letters H (high), L (low), M (medium) | high | medium | |
| Stakeholder Engagement or Influence Level (H, L, M) | high | high | |
| Needs/requirements. What the interested person needs, what is important to him/her | Quality/Price | Just-in-time payments | |
| Waiting. What results does the stakeholder expect? | Convenience, safety, profitability, satisfaction of basic food needs | For long-term cooperation | |
| Communications: what actions and communications you expect. | Advertising (social media, promotions, etc.) | Negotiations, support of cooperation. Logistics infrastructure. | |

| | | | |
|--|----------------------------------|---|--|
| Level of interest. Which circle does the stakeholder belong to (1 – allies; 2 – supportive; 3 – neutral; 4 – reluctant to participate; 5 – opponents) | 1 – Allies | 2 – supportive | |
| Probable problems. What are the risks, how to prevent them, what to do. | Loss of loyalty | Violation of deadlines, configuration, quality, integrity. Raising the price. | |
| Engagement Strategy | Sales network, price, assortment | Stability. Order increase. | |

3. Analyze the situation. Identify the structural elements of the conflict. Propose a strategy for resolving the conflict. (10 points)

Sergiy Kovalenko, Deputy HR Director, decided, with the consent of the Director of the enterprise, to implement effective software. In the development of new software, he plans to involve Andriy Ternovyi, the most experienced programmer of the enterprise, whose program is currently used, but only allows you to manage wages. The programming language used in the existing program allows for flexible programming, as well as convenient parameter settings. However, apart from Ternovyi, no other programmer can work on this platform. Being passionate about his profession, Andrey is very competent, but also a pronounced individualist, ambitious and not inclined to coordinate actions with other programmers. He did the programming himself, protecting his program with "Home Keys" and is convinced that his program does not need to be replaced.

Approved at a meeting of the Department of Enterprise Economics and Business Organization Minutes No. dated "___" ___

Examiner, Doctor of Economics, Prof. Vlasenko T. A.

Head. Department of Doctor of Economics, Prof. Vlasenko T. A.

Evaluation criteria

The final scores for the exam consist of the sum of the scores for all tasks rounded to the nearest whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, labor intensity and importance for solving the problem. Therefore, individual tasks and stages of their solution are evaluated separately from each other as follows:

Task 1 (test). (20 points)

For each correct test – 1 point.

Task 2 (diagnostic). (10 points)

4 – consideration of all stakeholders;

6 – correct assessment of stakeholders according to the criteria.

Task 3 (diagnostic). (10 points)

5 – correctly defined structural elements of the conflict;

5 – A correctly proposed strategy for resolving the conflict.

Recommended Reading

Main

1. Взаємодія в бізнесі. Методичні рекомендації до самостійної роботи студентів усіх спеціальностей першого (бакалаврського) рівня [Електронний ресурс] / уклад. Т. А. Власенко, В. В. Ушкальов; Харківський національний економічний університет ім. С. Кузнеця. — Електрон. текстові дан. (202 КБ). — Харків: ХНЕУ ім. С. Кузнеця, 2023. — 64 с. Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/29943>

2. Взаємодія в бізнесі. Методичні рекомендації до практичних завдань для студентів усіх спеціальностей першого (бакалаврського) рівня [Електронний ресурс] / уклад. Т. А. Власенко, В. В. Ушкальов; Харківський національний економічний університет ім. С. Кузнеця. — Електрон. текстові дан. (549 КБ). — Харків: ХНЕУ ім. С. Кузнеця, 2023. — 62 с. Режим доступу : <http://www.repository.hneu.edu.ua/handle/123456789/29942>

Additional

3. Vasylieva, O. A. Psychology of Business Communication: Educational and Methodological Manual. Izmail: IDGU, 2018. 177 p.

4. Ruhl, Y. V., and Martynova, T. O. Psikhologiya profilingu [Psychology of profiling]. Heps. Kyiv: DP Vid. Personnel House, 2018. 236 p.

5. Dilts R. B., DeLozier J. A., Deborah Sue Bacon Dilts D. S. B. NLP II: The Next Generation: Enriching the Study of the Structure of Subjective Experience. Santa Cruz: Dilts Strategy Group, 2018. 437 p.

6. Ekman P. Emotion in the Human Face. San Jose: Malor Books, 2021. 650 p.

7. Croft S. How to Analyze People: The Ultimate Guide to Speed Reading People Through Proven Psychological Techniques, Body Language Analysis and Personality Types and Patterns. Publishdrive, 2022. 86 p.

8. Ekman P. Emotion in the Human Face. San Jose: Malor Books, 2021. 650 p.

9. Fatouretchi M. The Art of CRM: Proven strategies for modern customer relationship management. Birmingham: Packt Publishing, 2019. 360 p.

10. Social Trust Foundational and Philosophical Issues / Eds. K.Vallier, M. Weber. New York: Routledge, 2023. 256 p.

11. Solomon M. R. Consumer Behavior: Buying, Having, and Being, Global Edition 13th Ed. London: Pearson, 2019. 640 p.

12. Helmold M. Innovative Supplier Management: Value Creation in Global Supply Chains. Cham: Springer, 2023. 259 p.

Information Resources

13. Paul Ekman Group. The official site of Paul Ekman [Electronic resource]. Access mode: <https://www.paulekman.com>.

14. Robert Cialdini PhD. The official site of Dr. Robert Cialdini [Electronic resource]. Access mode: <https://www.robertcialdinibf.com>.

15. The website of the PNS of the Kharkiv National University of Economics named after S. Kuzneta. Methodical support for education. disciplines "Corporate finance" [Electronic resource] / T. Vlasenko - Access mode : <https://pns.hneu.edu.ua/enrol/index.php?id=10328>