

Educational Institution “ Belarusian State Economic University”

APPROVED BY  
Rector for “ Belarusian State Economic  
University”  
V. Yu. Shutilin  
28 05 2019  
Reg. No. 3771-19/academic year

**Business Protocol and Communication: Case Studies and Analysis**

Specialty 1-26 80 05 “Marketing”

2019

**AUTHOR (S):**

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**REVIEWERS:**

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**RECOMMENDED FOR APPROVAL:**

by the Inter-cultural Business Communication Department, Educational Institution “Belarusian State Economic University”  
(Protocol No. *9* of *25.04.* 2019)

Scientific Advisory Board of Educational Institution“ of Belarusian State Economic University”  
(Protocol No. *6* of *25.06.* 2019)

## INTRODUCTION

The curriculum of the discipline "Business Protocol and Communication: *Case Studies and Analysis*" in English is included in the cycle of disciplines of the specialty 1-26 80 05 "Marketing" of the Master's program "Event Marketing", Degree "Master", and it aims to:

1) development of analytical, critical thinking and creative approach towards the process of business communication in international cooperation;

2) skills development to employ communication tools in the context of business decision-making needs in the international business community,

3) ability to apply the rules of the business protocol and business models to practice as recommended by leading experts in this field.

*The purpose* of the discipline "Business Protocol and Communication: Case Studies and Analysis" is to provide theoretical and practical foundations of the business protocol and the specifics of communication in international marketing cooperation with communicators with different cultural backgrounds, in English. The discipline is expected to contribute to analytical and critical thinking and develop a creative approach towards business communication, the development of skills and employment of the effective communication tools. The prerequisite for developing skills is material selected for analysis and working on specific examples of business situations. That also involves expert recommendations for students' independent studies of the cases selected and presented by recognized management schools from leading European universities, with a wide experience in MBA and Executive MBA training programs, and from the Harvard Business Technology School in the USA.

The key objective of the discipline "Business Protocol and Communication: Case Studies and Analysis" is the formation, development and improvement of professional linguistic and cultural competence of the Master's Degree level. That shall allow to effectively employ the tools of English-speaking communication in the international business environment.

Successful mastering of the discipline "Business Protocol and Communication: Case Studies and Analysis" contents is ensured by the previous training of students in such disciplines as "Relationship Marketing", "Basics of Event Management", "Intercultural Communication", "Communicative Technologies", "International Communication", as it blends together, deepens and integrates the knowledge and skills previously acquired by students.

As a result of studying the discipline, the student is to:

*know*: theoretical foundations of marketing-oriented oral and written international communication in partnerships of various cultural backgrounds in certain speech situations in the English-speaking business environment;

*be able to*: apply the skills of effective international marketing-oriented communication across cultures;

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As a result of studying the discipline, the student is to:

*know:* theoretical foundations of marketing-oriented oral and written international communication in partnerships of various cultural backgrounds in certain speech situations in the English-speaking business environment;

*be able to:* apply the skills of effective international marketing-oriented communication across cultures;

*own*: tools for establishing, developing and restoring / completing oral and written communication in a business environment across cultures.

The program study of the subject “Business Protocol and Communication: Case Studies and Analysis” for the higher educational specialty is developed taking into account the main provisions of the concept of teaching foreign languages in the system of continuous education of the Republic of Belarus, the concept of modern language education.

The organization of training in this academic discipline is carried out on the basis of the principles of competence-based and systemic approaches.

The total number of academic hours is 108, the curriculum-based number of in-class hours in the specialty 1-26 80 05 “Marketing” of the Master’s Program in specialization of “Event Marketing” is 108 hours, incl. those in-class is 36 h, of which 22 hours of lectures and 14 of seminars. Ongoing monitoring includes the credit-test, the number of credits is 3.

## 1 Educational Documentation Package

**DISCIPLINE THEMATIC PLAN**  
**LECTURES**  
**2 Semester**  
**(22 hrs)**

No.	Topics	Hrs.
1	<b>Business protocol and formality rates internationally.</b> Perception of business protocol and etiquette in different cultures. Political, cultural and economic impact upon business protocol and communication. Major industry sectors and business centres worldwide. Types of international business events. Business environment features. Communication styles across cultures. Regional differences.	2
2	<b>Business etiquette &amp; customs at international events.</b> Self-introduction styles and etiquette rules. Greeting and parting rules. Names and titles. Hierarchy and status differences, gender aspects, addressing rules, punctuality. Making connections internationally. Intermediaries in business relations. Business entertaining. Gift giving. Business attire rules.	2
3	<b>Business communication concepts, communicative dos and don'ts.</b> Five main concepts: businessman's personal attributes; attitude to partners; communicative relevance; informative efficiency; business speech norms and standards. Sensitive topics and classified data, extent of sincerity and self-disclosure in international communication. Communicating the truthful facts, bad news and feedback in business environment. Major rules of a business conversation. Oral vs. written communicative situations.	2
4	<b>Business culture &amp; protocol, negotiation styles across cultures.</b> Analytical preparation for the event. Top five negotiation technologies, strategies and verbal vs. non-verbal tactics. International technologies of negotiations: English – “merchandising”; German – “warrant”; Japanese – “elastic”; and African – “debating”. General international protocol aspects. The preparation procedures: a Research the partner, identify the partner's culture and their national or local dimensions b Thorough analyses of the subject. “Problem tree” approach	2

	c Negotiation objective formulation. SMART approach d Agenda as the basis of business protocol e Position identifying. SWOT analyses f Suggestions and offers, alternative proposals g Agreement documents preparation a In-company talks and participants instructing	
5	<b>Event arrangements for international negotiations.</b> a Defining the formality rate guiding the business protocol b Considerations for the date, time and agreeing about the place of the event / chain of events. A social program c Defining the roles and team-building procedures d Preparation and technical support for the accessories and equipment at the event e Rules for making and exchanging business cards in the language agreed for the negotiation f Rules for making invitations and notification letters for the parties and third parties	2
6	<b>In-office negotiation procedures and protocol.</b> Three formality-driven communication styles for negotiations. Experts and expert groups at negotiations. Outset/start as the ritual stage of negotiations. Authority representation procedure and rules. The table, three styles of participants positioning for the negotiating procedure. Language, interpretation and interpreter's etiquette. Timing, time limits and phases of negotiation. Coffee-breaks and lunch rules and etiquette. Hierarchy and status differences. Effective negotiator's competency. Culture of business documents.	2
7	<b>Negotiation stage-to-stage formalities and etiquette aspects.</b> Proposal and bargaining rules. Ethics of “win-win”, “win-lose” and “lose-lose” approaches in bargaining. Decision making styles. Closing the deal strategy. Handling breakdowns and disagreements. Diplomatic vs. disagreeable behaviors. Five conflict resolution strategies. Three approaches to problem-solving. Acceptable persuasion patterns. Careful humor and non-verbal communication across cultures. Typical mistakes of international negotiations. Balance between tolerance and business needs.	2
8	<b>Business protocol for international events management: meetings and presentations.</b> Organizing meetings and	2

	presentations. Punctuality and time aspects across cultures. Business cards or lists of part. Preliminary conversations. Establishing a procedure, agreeing on agenda. Flexible, fixed or no-agenda approaches. Etiquette rules for discussion and decision-making procedures. MFU (meeting follow-up) procedure. Acceptable and unacceptable behaviors for international events. Harmonizing the patterns of verbal and non-verbal communication with the formality rate of the event. Presentation and Q&A etiquette rules.	
9	<b>Internal and external business communication in an international organization.</b> Internal operational communication; External operational communication; Network communication. Styles of communication flow in different corporate cultures: strictly hierarchical, creative and informal, male vs. female and others. Six components of a great corporate culture by John Coleman: Vision, Values, Practice, People, Narrative and Place. Types of communication flows in the company / organization: top-down, bottom-up and horizontal communications. The role of business protocol, attire and communication patterns in the company / organization.	2
10	<b>Business communication protocols of international partners:</b> USA, Russia, Scandinavians, France, Italy, Spain, Germany, Great Britain, China, Japan, India, Arabian partners. Western vs. eastern cultural differences in business communication. Widespread international stereotypes. Need for a balanced approach to international communication. Useful language for ritual phases in business communication.	2
11	<b>Typical mistakes and raising awareness of business protocol and etiquette in business communication.</b> Ways to improve business etiquette and international communication skills. Luft's Johari Window model for self-awareness, personal development, group development and understanding relationships. Improving business communication in an organization. Role of e-communication and networking.	2
<b>Total</b>		<b>22</b>

**DISCIPLINE THEMATIC PLAN**  
**SEMINARS**  
**2 Semester**  
**(14 hrs)**

No.	Topic	Hrs.
1	<b>Case study 1: Business rapport and relationship building etiquette.</b> Prepare for a preliminary conversation on business with an unknown visitor and apply the seven rules for rapport by Daniel Coleman. Exemplified by a case on creating the context for a pre-negotiation conversation, and expert comments after the assignment completion. BN, 13/84/63.	2
2	<b>Case study 2: Communication failure working West vs. East (high-context vs. low-context cultures).</b> Exemplified by negotiation outcomes different evaluations by the British and the Chinese parties. Misunderstandings and risks. Typical Western and Eastern business agreement protocols and expert comments after the assignment completion. CAC, 78/65.	2
3	<b>Case study 3: Poor and unclear business communication while working internationally.</b> Exemplified by a negative business context in transfer of some jobs from one location (Switzerland) to another (Germany). Appropriate "changes project" communication protocol, ethical issues and expert comments after the assignment completion. CAC 76//64.	2
4	<b>Case study 4: The international negotiation preparation. Team-building phase.</b> Exemplified by the international company based in Miami, putting together a dream-team for an upcoming international negotiation in the North China Electric Power Company, Shanghai. The case-study and expert comments after the assignment completion. BN 9/61/81/87/103.	2
5	<b>Case study 5: The negotiation ritual phases protocol for integrated negotiation.</b> Tracks 1.14, 1.15, 1.16 (establishing a procedure an proposal phase). Exemplified by the rope-play on a procedure of exploring interests between an executive and their Boss concerning a missed deadline over the phone. Case study and solutions taking into account hierarchical communication protocol. Expert comments after the assignment completion. BN, 25/68/91/106.	2
6	<b>Case study 6: Business protocol and etiquette issues for handling breakdowns at international negotiations.</b> The subcontract case study exemplified by a tricky situation – a very risky contract between a Danish	2

- h Considerations for the date, time and agreeing about the place of the event / chain of events. A social program
- i Defining the roles and team-building procedures
- j Preparation and technical support for the accessories and equipment at the event
- k Rules for making and exchanging business cards in the language agreed for the negotiation
- l Rules for making invitations and notification letters for the parties and third parties

**Topic 6 In-office negotiation procedures and protocol.** Three formality-driven communication styles for negotiations. Experts and expert groups at negotiations. Outset/start as the ritual stage of negotiations. Authority representation procedure and rules. The table, three styles of participants positioning for the negotiating procedure. Language, interpretation and interpreter's etiquette. Timing, time limits and phases of negotiation. Coffee-breaks and lunch rules and etiquette. Hierarchy and status differences. Effective negotiator's competency. Culture of business documents.

**Topic 7 Negotiation stage-to-stage formalities and etiquette aspects.** Proposal and bargaining rules. Ethics of "win-win", "win-lose" and "lose-lose" approaches in bargaining. Decision making styles. Closing the deal strategy. Handling breakdowns and disagreements. Diplomatic vs. disagreeable behaviors. Five conflict resolution strategies. Three approaches to problem-solving. Acceptable persuasion patterns. Careful humor and non-verbal communication across cultures. Typical mistakes of international negotiations. Balance between tolerance and business needs.

**Topic 8 Business protocol for international events management: meetings and presentations.** Organizing meetings and presentations. Punctuality and time aspects across cultures. Business cards or lists of part. Preliminary conversations. Establishing a procedure, agreeing on agenda. Flexible, fixed or no-agenda approaches. Etiquette rules for discussion and decision-making procedures. MFU (meeting follow-up) procedure. Acceptable and unacceptable behaviors for international events. Harmonizing the patterns of verbal and non-verbal communication with the formality rate of the event. Presentation and Q&A etiquette rules.

**Topic 9 Internal and external business communication in an international organization.** Internal operational communication; External operational communication; Network communication. Styles of communication flow in

different corporate cultures: strictly hierarchical, creative and informal, male vs. female and others. Six components of a great corporate culture by John Coleman: Vision, Values, Practice, People, Narrative and Place. Types of communication flows in the company / organization: top-down, bottom-up and horizontal communications. The role of business protocol, attire and communication patterns in the company / organization.

**Topic 11 Business communication protocols of international partners:** USA, Russia, Scandinavians, France, Italy, Spain, Germany, Great Britain, China, Japan, India, Arabian partners. Western vs. eastern cultural differences in business communication. Widespread international stereotypes. Need for a balanced approach to international communication. Useful language for ritual phases in business communication.

**Topic 12 Typical mistakes and raising awareness of business protocol and etiquette in business communication.** Ways to improve business etiquette and international communication skills. Luft's Johari Window model for self-awareness, personal development, group development and understanding relationships. Improving business communication in an organization. Role of e-communication and networking.



	appliance company Lextra and a Taiwanese electrical goods manufacturer. The deal negotiation case study and solutions, expert comments after the assignment completion BN 43/102/78.	
7	<b>Case study 7: Business protocol for international events management: meetings and presentations.</b> Business protocol and etiquette issues for organizing meetings and presentations in international settings. Exemplified by a meeting by a HR department of a multinational company in the food sector. Discussion on recommendations to develop international awareness and skills of the company's managers who market the goods globally. Considerations for the agenda, leading the meeting, discussion styles and decision-making rules. Expert comments after the assignment completion. CAC, 21/77/79/81.	2
<b>Total</b>		<b>14</b>

## CONTENTS OF THE LEARNING MATERIAL

### 2 Semester

**Total – 36 hrs. incl. 22 of lectures**

**Topic 1 Business protocol and formality rates internationally.** Perception of business protocol and etiquette in different cultures. Political, cultural and economic impact upon business protocol and communication. Major industry sectors and business centres worldwide. Types of international business events. Business environment features. Communication styles across cultures. Regional differences.

**Topic 2 Business etiquette & customs at international events.** Self-introduction styles and etiquette rules. Greeting and parting rules. Names and titles. Hierarchy and status differences, gender aspects, addressing rules, punctuality. Making connections internationally. Intermediaries in business relations. Business entertaining. Gift giving. Business attire rules.

**Topic 3 Business communication concepts, communicative dos and donts.** Five main concepts: businessman's personal attributes; attitude to partners; communicative relevance; informative efficiency; business speech norms and standards. Sensitive topics and classified data, extent of sincerity and self-disclosure in international communication. Communicating the truthful facts, bad news and feedback in business environment. Major rules of a business conversation. Oral vs. written communicative situations.

**Topic 4 Business culture & protocol, negotiation styles across cultures.** Analytical preparation for the event. Top five negotiation technologies, strategies and verbal vs. non-verbal tactics. International technologies of negotiations: English – “merchandising”; German – “warrant”; Japanese – “elastic”; and African – “debating”. General international protocol aspects. The preparation procedures:

- h Research the partner, identify the partner's culture and their national or local dimensions
- i Thorough analyses of the subject. “Problem tree” approach
- j Negotiation objective formulation. SMART approach.
- k Agenda as the basis of business protocol
- l Position identifying. SWOT analyses
- m Suggestions and offers, alternative proposals
- n Agreement documents preparation
- b In-company talks and participants instructing

**Topic 5 Event arrangements for international negotiations.**

- g Defining the formality rate guiding the business protocol

Thematic Curriculum of Discipline “BUSINESS PROTOCOL AND COMMUNICATION: Case-study and Analyses”  
full-time mode of higher education

No. of topic or unit	Title of unit, topic	Number of in-class hours							Other*	Control type
		Lectures	Practical classes	Seminars	Lab classes	Independent work under advisor's guidance				
						L	S	Lab		
1	Business protocol and formality rates internationally	2		2					[1, 6]	Oral reviews
2	Business etiquette & customs at international events. <b>Case Study 1:</b> Business rapport and relationship building etiquette			2		2			[1, 2, 6]	Oral reviews Case-study
3	Business communication concepts, communicative dos/donts. <b>Case Study 2:</b> Communication failure working West vs. East (high-context vs. low-context cultures)	2					2		[2, 3, 5]	Oral reviews Case-study
4	Business culture & protocol, negotiation styles across cultures. <b>Case Study 3:</b> Poor and unclear business communication while working internationally			2		2			[1, 2, 3]	Oral reviews Case-study
5	Event arrangements for international negotiations. <b>Case Study 4:</b> International negotiation preparation. Team-building phase	2					2		[3, 6]	Oral reviews Case-study
6	In-office negotiation procedures and protocol					2			[1, 3, 5]	Oral reviews
7	Negotiation stage-to-stage formalities and etiquette aspects. <b>Case Study 5:</b> Negotiation ritual phases protocol for integrated negotiation	2					2		[2, 3, 5]	Oral reviews Case-study
8	Business protocol for international events management: meetings and presentations. <b>Case Study 6:</b> Business protocol and etiquette issues for handling breakdowns at international negotiations			2		2			[1, 2, 3, 4]	Oral reviews Case-study
9	Internal and external business communication in an international organization. <b>Case Study 7:</b> Business protocol for international events management: meetings and presentations	2					2		[1, 2, 6]	Oral reviews Case-study
10	Business communication protocols of international partners					2			[1, 2, 3]	Oral reviews
11	Typical mistakes and raising awareness of business protocol and etiquette in business communication	2							[2, 3, 4]	Oral reviews
	<b>Total</b>	<b>12</b>		<b>6</b>		<b>10</b>	<b>3</b>			<b>Credit-test</b>

## **INFORMATION-METHODICAL PART**

Guidelines for organizing students' independent studies in the academic discipline  
**Business Protocol and Communication: Case Studies and Analysis**

for the specialty 1-26 80 05 "Marketing"  
Master's Program "Event Marketing"  
(in English)

In mastering the knowledge of the discipline an important step is the independent work of students. It is recommended that the time budget for independent work on average 2-4 hours for a 2-hour classroom.

The main areas of independent student work are:

- Initial introduction to the program of the academic discipline;
- acquaintance with the list of recommended literature on the discipline as a whole and its sections, including web-resources, the study of the necessary literature on the topic, the selection of additional literature;
- preparation for seminars with the study of primary and secondary literature;
- preparation for the presentation of the results of the material studied and the analysis of Case studies with examples in business communication at a seminar group session in accordance with the requirements;
- preparation for the implementation of diagnostic forms of control;
- preparation for the credit-test.

## LITERATURE

### *Basic:*

- 1 Эдвардс, Н.М. Strategies for Communicative Behaviors = Стратегии коммуникативного поведения : учеб.-метод. пособие на англ. яз. / Н.М. Эдвардс. - Минск : БГЭУ, 2018. – 96 с.
- 2 Dignen Bob. Communicating Across Cultures, Cambridge University Press. 2011. – 96 p.
- 3 Powell, M. International Negotiations Student's Book with Audio CDs (2) / M.Powell. – Cambridge University Press, 2012. – 112 p.

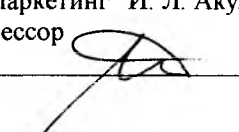
### *Additional:*

- 4 Rebori Marlene K. How to Organize and Run Effective Meetings. University of Nevada Reno. – 2011.
- 5 Overcoming cultural Barriers at Negotiations. Cross Cultural Communication Techniques and Negotiation Skills from International Business and Diplomacy. Free Report by Program of Negotiation, Harvard Law School. 19 p.
- 6 Staff Writer. Eight Pieces of International Business Etiquette You Need to Know, available: <http://www.businessinsurance.org/8-pieces-of-international-business-etiquette-you-need-to-know/>

### *Internet-resources:*

- 7 Goleman, Daniel. Building rapport with business contacts. <http://www.skillsyouneed.com/ips/rapport.html#ixzz4UUbE8y5y>
- 8 Harvard Law School. Project Report *Secrets of Successful Dealmaking in Business Negotiations*: <http://www.pon.harvard.edu/freemium/dealmaking-secrets-of-successful-dealmaking-in-business-negotiations/>
- 9 International Business Protocol. Dictionary of International Trade, available: <https://www.globalnegotiator.com/international-trade/dictionary/value-money-vfm/>
- 10 Jones, Lane. Please Introduce Yourself. The Power of Mastering Your Introduction: <http://freshtakeoncontent.com/introduce-yourself/>
- 11 The Key Things to Keep in Mind When Doing Business Abroad, available: <https://www.cleverism.com/practical-guide-international-business-etiquette/>
- 12 Chad Brooks. Fifteen International Business Customs That Could Make or Break a Deal, available: <https://www.businessnewsdaily.com/5176-unusual-international-business-customs.html>

## ПРОТОКОЛ СОГЛАСОВАНИЯ УЧЕБНОЙ ПРОГРАММЫ УВО

Название учебной дисциплины, с которой требуется согласование	Название кафедры	Предложения об изменениях в содержании учебной программы учреждения высшего образования по учебной дисциплине	Решение, принятое кафедрой, разработавшей учебную программу (с указанием даты и номера протокола)
Маркетинг взаимоотношений	Маркетинг	Нет	Согласовано: Протокол решения заседания кафедры "Маркетинг" от _____ № _____ Зав. каф. "Маркетинг" И. Л. Акулич, Д.э.н., профессор 

ДОПОЛНЕНИЯ И ИЗМЕНЕНИЯ К УЧЕБНОЙ ПРОГРАММЕ УВО  
на \_\_\_\_/\_\_\_\_ учебный год

№ п/п	Дополнения и изменения	Основание

Учебная программа пересмотрена и одобрена на заседании кафедры

\_\_\_\_\_ (протокол № \_\_\_\_ от \_\_\_\_\_ 201\_ г.)  
(название кафедры)

Заведующий кафедрой

\_\_\_\_\_  
(ученая степень, ученое звание)

\_\_\_\_\_  
(подпись)

(И.О.Фамилия)

УТВЕРЖДАЮ

Декан факультета

\_\_\_\_\_  
(ученая степень, ученое звание)

\_\_\_\_\_  
(подпись)

(И.О.Фамилия)