

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ЗАХІДНОУКРАЇНСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ
НАВЧАЛЬНО-НАУКОВИЙ ІНСТИТУТ МІЖНАРОДНИХ ВІДНОСИН
ім. Б.Д. ГАВРИЛИШИНА
КАФЕДРА ІНОЗЕМНИХ МОВ ТА ІНФОРМАЦІЙНО-КОМУНІКАЦІЙНИХ
ТЕХНОЛОГІЙ

Людмила КРАЙНЯК, Ольга БОДНАР, Олександра ДУДА

МЕТОДИЧНІ ВКАЗІВКИ: ДІЛОВІ КОМУНІКАЦІЇ АНГЛІЙСЬКОЮ
МОВОЮ ДЛЯ ЗДОБУВАЧІВ ОСВІТНЬОГО СТУПЕНЯ МАГІСТР
СПЕЦІАЛЬНОСТІ С4 ПСИХОЛОГІЯ

Тернопіль-2026

Рецензенти:

Наталія РИБНА, кандидат філологічних наук, доцент кафедри іноземних мов та інформаційно-комунікаційних технологій Західноукраїнського національного університету

Ольга ДОВБУШ, кандидат філологічних наук, доцент кафедри англійської філології та методики навчання англійської мови, Тернопільського національного педагогічного університету імені Володимира Гнатюка

Людмила Крайняк, Ольга Боднар, Олександра Дуда. Методичні вказівки: ділові комунікації для здобувачів освітнього ступеня магістр спеціальності С4 Психологія *освітньо-професійна програма «Психологія»* / Л. Крайняк, О. Боднар, О. Дуда. Тернопіль, ЗУНУ, 2026, 72 с.

Методичні рекомендації «Ділові комунікації англійською мовою» розроблені для здобувачів освітнього ступеня магістр спеціальності «Психологія» (обсяг: 150 годин, 5 кредитів ЄКТС) і мають чітку практичну структуру, яка охоплює 8 взаємопов'язаних модулів. Курс побудований за принципом «від теорії до дії» (включає зразки мови вказівників, аналіз протоколів ВООЗ) і завершується захистом індивідуального проєкту, який об'єднує всі знання та навички, отримані під час навчання.

Затверджено на засіданні кафедри іноземних мов та ІКТ

Західноукраїнського національного університету (протокол N 10 від 06.05.2026)

ЗМІСТ

Передмова.....	4
1. Крос-культурні комунікації, їх роль у суспільстві.....	7
2. Види переговорів та посередництво.....	15
3. Бізнес-кореспонденція.....	24
4. Мистецтво презентації як засіб успішної доповіді у сучасному соціумі.....	33
5. Етика ділових комунікацій.....	41
6. Основні англомовні жанри письмової комунікації в науково-освітній галузі.....	49
7. Академічне письмо і фахова термінологія.....	57
8. Особливості техніки перекладу.....	64
Рекомендована література.....	71

ПЕРЕДМОВА

Методичні рекомендації «Ділові комунікації англійською мовою» для здобувачів освітнього ступеня магістр укладено відповідно до вимог освітньо-професійної програми *Психологія* другого (магістерського) рівня вищої освіти.

Ділові комунікації англійською мовою є важливим етапом професійної підготовки майбутніх фахівців у галузі психології, які володіють глибокими знаннями в теорії й практиці комунікацій.

Динамічні трансформації сучасного суспільства, інтеграція України в глобальний соціокультурний простір та стрімкий розвиток міжнародної співпраці висувають нові вимоги до професійної підготовки фахівців другого (магістерського) рівня вищої освіти. Для здобувачів спеціальності «Психологія» володіння інструментами ділової та наукової взаємодії стає не просто додатковою перевагою, а професійною необхідністю. Сучасний психолог дослідницького, клінічного чи організаційного профілю має бути готовим до міжкультурної взаємодії, аналізу англомовних наукових джерел, ведення переговорів та репрезентації власних напрацювань світової спільноти.

Ці методичні рекомендації розроблені як комплексний практичний путівник, покликаний системно підготувати магістрантів-психологів до складних і різнопланових викликів у їхній майбутній науково-дослідній та практичній діяльності. Структурно посібник об'єднує вісім фундаментальних тем, які утворюють три взаємопов'язані вектори професійного розвитку: стратегічну міжособистісну взаємодію, інструменти презентації та культуру англомовного науково-перекладацького дискурсу в психології.

Перший комунікативно-стратегічний вектор посібника закладає фундамент для успішного та етичного діалогу. Студенти розглянуть теоретичні та прикладні аспекти **крос-культурної комунікації та її роль у суспільстві**, вчачись розуміти, як культурний бекграунд впливає на вияв психіки, сприйняття ментального здоров'я та прояв симптомів (депресії, тривожності чи ПТСР). Наступні розділи розкривають інструментарій досягнення консенсусу, описуючи ключові **види переговорів та посередництво (медіацію)** як

цивілізований спосіб роз'язання конфліктів, де психолог часто виступає нейтральним фасилітатором. Непорушною основою цього процесу виступає **етика ділових комунікацій**, яка в психологічній практиці (конфіденційність, збереження професійних кордонів, уникнення подвійних стосунків) має жорсткіші рамки, ніж у загальному бізнесі.

Другий вектор прикладного інструментарію фокусується на практичних навичках репрезентації фахівця в соціумі. Розділ, присвячений **бізнес-кореспонденції**, озброює здобувачів алгоритмами написання офіційних листів, складання терапевтичних контрактів та оформлення психологічних висновків з дотриманням юридичної та етичної ваги кожного слова. Своєю чергою, вивчення мистецтва презентації як засобу успішної доповіді у **сучасному соціумі** дозволить майбутнім психологам опанувати навички проведення тренінгів, вебінарів із ментального здоров'я (програми Wellbeing) для корпоративних клієнтів або переконливого публічного захисту складних психометричних даних на міжнародних симпозіумах.

Третій науково-лінгвістичний вектор є логічним завершенням підготовки здобувача як дослідника міжнародного рівня, адже доказова психологічна наука розмовляє англійською мовою. Цей блок аналізує **основні англійські жанри письмової комунікації в науково-освітній галузі**, навчаючи студентів створювати міжнародні грантові заявки (наприклад, для програм реабілітації від фондів типу *Erasmus+* чи *WHO*), анотації за стандартами провідних баз даних та листи-відповіді рецензентам. Тісно пов'язана з цим тема **академічного письма і фахової термінології** допомагає очистити текст від емоційних штампів (заміна опису "*пацієнт поводився істерично*" на об'єктивне "*у суб'єкта спостерігалися вегетативні прояви афекту*"), а також опанувати техніку *hedging* (пом'якшення тверджень) для коректного опису психологічних кореляцій. Насамкінець, розділ про **особливості техніки перекладу** розкриває механіку міжмовних трансформацій (транспозицій, модуляцій) та захищає від пасток «фальшивих друзів перекладача» (наприклад, англійське *sympathy* означає співчуття, а не медичну

синергію), що є критично важливим під час адаптації західних психодіагностичних тестів та опитувальників.

Кожна тема методичних рекомендацій реалізує принцип поєднання глибокої психологічної аналітики з активною практикою. Наведені алгоритми, мовні моделі та практичні кейси допоможуть здобувачам подолати мовні й психологічні бар'єри, навчать критично оцінювати якість власного комунікативного продукту та забезпечать їм статус авторитетних, етичних і конкурентоспроможних фахівців у сучасному соціумі.

1. Крос-культурні комунікації, їх роль у суспільстві

Cross-Cultural Communication, its role in society

Understanding the Unseen Rules of Human Interaction

Foundations of Cross-Cultural Communication

In our hyper-connected world, we cross cultural boundaries daily without ever leaving our desks. Cross-cultural communication is the field of study that looks at how people from differing cultural backgrounds endeavor to communicate and the challenges they face.

Why It Matters to Society

Culture acts as an invisible lens through which we view reality. It dictates what we consider polite, rational, or urgent. When societies become multicultural, understanding these lenses is no longer optional—it is the baseline for social cohesion, successful international business, and effective diplomacy.

High-Context vs. Low-Context Cultures

One of the most famous frameworks, developed by anthropologist Edward T. Hall, divides cultures into two communication styles:

- **Low-Context Cultures (e.g., USA, Germany, Netherlands):** Communication is explicit, direct, and literal. What you say is exactly what you mean. "Yes" means agreement.
- **High-Context Cultures (e.g., Japan, Ukraine, Brazil, Arab nations):** Much of the information is carried in the context, body language, relationship history, and social hierarchy. "Yes" might simply mean *"I hear you, but I do not agree."*

📌 Practical Assignment 1: The Literal Translation Trap

Objective: Analyze how a low-context approach can fail in a high-context environment.

The Scenario:

John, an American software manager (low-context), asks his Japanese developer, Kenji (high-context), if a complex feature can be finished by Friday. Kenji looks down, hesitates, rubs the back of his neck, and says, *"It will be very difficult, but I will do my best."* John interprets this as, *"He says it's hard, but he'll get it done."* On Friday, the feature is not ready, and John is furious.

Your Tasks:

1. **Identify the Miscommunication:** What did Kenji actually communicate through his non-verbal cues and phrasing?
2. **Rewrite the Script:** How should John have asked the question to get an accurate status update without making Kenji feel uncomfortable?

(Write your answers below)

Plaintext

1. Analysis:

2. Revised Approach:

Dimensional Models (Hofstede's Framework)

To study culture scientifically, researcher Geert Hofstede identified several dimensions that define national cultures. Let's look at two critical ones:

1. Power Distance Index (PDI)

This measures the degree to which less powerful members of a society accept and expect that power is distributed unequally.

- **High PDI (e.g., France, India, China):** Hierarchy is respected. Managers tell employees what to do. Challenging a boss openly is considered deeply disrespectful.
- **Low PDI (e.g., Denmark, New Zealand):** Power is decentralized. Superiors treat subordinates as equals. Decisions are collaborative.

2. Individualism vs. Collectivism (IDV)

- **Individualism (e.g., UK, Australia):** "I" identity. Personal achievements and individual rights are paramount. Everyone is expected to look after themselves.
- **Collectivism (e.g., South Korea, Colombia):** "We" identity. Loyalty to the group (family, tribe, company) is absolute. Harmony must be maintained; open confrontation is avoided.

▣ Practical Assignment 2: Mapping Team Dynamics

Objective: Resolve a workplace conflict using Hofstede's dimensions.

[THE HIERARCHY SPECTRUM]

Low Power Distance <-----> High Power Distance
(Denmark/NZ) (Equitable Collaboration) (India/China)

The Scenario:

A multinational project team consists of **Anna (Denmark - Low PDI)** and **Vikram (India - High PDI)**. During a brainstorming session, Anna openly criticizes their manager's proposed timeline, saying, *"I think this is unrealistic and won't work."* Vikram is shocked by her bluntness and stops contributing to the meeting entirely, feeling the team atmosphere has become toxic.

Your Tasks:

1. Explain Anna's behavior using the **PDI** dimension.
2. Explain Vikram's reaction using the **PDI** and **Collectivism (Harmony)** dimensions.
3. If you were the mediator, what explicit guidelines would you give this team for handling disagreements in the future?

(Write your answers below)

Plaintext

1. Anna's Lens:

2. Vikram's Lens:

3. Team Guidelines:

Time Dynamics (Monochronic vs. Polychronic)

How a society treats time dictates its daily rhythm, stress levels, and courtesy rules.

- **Monochronic Time (M-Time):** Time is linear, discrete, and manageable. "Time is money." Schedules are sacred, and promptness is a matter of respect. (Common in Switzerland, Japan, USA).
- **Polychronic Time (P-Time):** Time is fluid and relationship-oriented. Multiple things happen at once. Meeting schedules are guidelines; finishing a meaningful conversation with a friend is more important than arriving on time for the next appointment. (Common in Italy, Latin America, Middle East).

▣ Practical Assignment 3: The Broken Schedule Case Study

Objective: Navigate the clash between M-Time and P-Time expectations.

The Case:

A German engineering firm is auditing a supplier factory in Mexico. The German auditor, Klaus, schedules a hard start time of 9:00 AM. The Mexican factory director, Carlos, arrives at 9:30 AM, greets everyone warmly, orders coffee, and asks Klaus about his flight and his family. Klaus remains rigid, looking at his watch, refusing coffee, and pushing to "get down to business." Carlos feels insulted by Klaus's coldness, and the negotiation turns sour.

Your Tasks:

Analyze this interaction by filling out the comparative table below from both perspectives to find a middle ground.

Aspect	Klaus (Monochronic Lens)	Carlos (Polychronic Lens)
What does 9:00 AM mean?	<i>Example: A strict commitment.</i>	
What is the purpose of coffee/small talk?		
What is considered rude?		

The Compromise Strategy:

Imagine you are advising Klaus before his next trip. Write a 3-sentence actionable advice card on how he can protect his schedule without breaking the relationship.

Plaintext

Advice:

Cultural Biases and Stereotyping

The biggest barrier to effective cross-cultural communication is **Ethnocentrism**—the belief that one's own culture is the "correct" or "natural" way of doing things, while other cultures are distorted versions of it.

[Stages of Cultural Competence]

Ethnocentrism (Denial -> Defense -> Minimization)

====> Ethnorelatism (Acceptance -> Adaptation -> Integration)

To move from ethnocentrism to cultural competence, we must spot the difference between:

- **Stereotypes:** Rigid, oversimplified generalizations applied to *every* individual of a group (e.g., "*All Germans lack a sense of humor*").
- **Cultural Archetypes:** Generalized tendencies based on statistical cultural patterns used as data points, while acknowledging individual differences exist (e.g., "*On average, German communication styles value clarity over emotional padding*").

📌 Practical Assignment 4: Deconstructing the Stereotype

Objective: Reframe a harmful stereotype into an objective cultural observation.

Below are three biased, stereotypical statements. Rephrase them into professional, objective language using the frameworks learned (High/Low context, PDI, Time orientation).

1. **Stereotype:** "*They are sneaky and never tell you what they really think; they just say what you want to hear.*"
 - **Objective Reframing:**

2. **Stereotype:** "*They are chaotic, incredibly lazy, and have zero respect for deadlines.*"
 - **Objective Reframing:**

3. **Stereotype:** "*They are rude, aggressive, and enjoy humiliating people publicly.*"
 - **Objective Reframing:**

Digital Cross-Cultural Communication

In the modern digital workspace, non-verbal cues (pitch, eye contact, body language) are stripped away. We communicate via email, Slack, and video calls, magnifying cultural misunderstandings.

The Emoji & Punctuation Divide

- **Low-Context/Expressive Cultures:** Use exclamation points, emojis, and casual language to build warmth online (! ☺).
- **Formal/High-Context Cultures:** View emojis in business as unprofessional or childish. A short, periods-only email is seen as clean and respectful, while an expressive culture might read it as "angry" or passive-aggressive.

📌 Practical Assignment 5: The Global Email Audit

Objective: Rewrite cross-cultural digital correspondence for distinct target audiences.

The Original Email (Written by a Silicon Valley Startup Employee):

"Hey team! Just checking in on the marketing assets. We are super behind and need these ASAP. Please drop everything and upload whatever you have by tonight! Thanks guys! ☺ Let's crush it!"

Your Tasks:

1. **Target Group A (High Power Distance / Formal Culture):** Rewrite this email to be sent to an outsourced development team in a country that values strict corporate hierarchies, formal addresses, and clear instructions without casual slang.
2. **Target Group B (High-Context / Relationship-First Culture):** Rewrite this email to a creative partner where demanding work bluntly without a warm personal check-in breaks social rapport.

Plaintext

Email for Group A (Formal/Hierarchical):

Email for Group B (High-Context/Relationship-First):

Capstone Project – Crisis Resolution Simulation

Objective: Combine all elements of the workbook (Context, Power Distance, Time, and Bias) to resolve a multifaceted, global business crisis.

The Scenario

GlobalFood Inc. has experienced a critical software glitch that paused deliveries across Eastern Europe. A crisis management task force is assembled immediately on Zoom, featuring:

- **Hans (Germany):** Technical Director. Wants immediate technical data logs, an exact timeline of the patch deployment, and expects flat, direct debate on who messed up.
- **Yuki (Japan):** Head of Quality Assurance. Stays quiet during the shouting match, nods politely, and feels deeply uncomfortable with Hans naming specific engineers who made errors.
- **Elena (Ukraine):** Regional Operations Lead. Focuses heavily on managing the emotional panic of local clients on the phone, while gathering her closest team privately to fix the issues before reporting upward.

The meeting ends in total deadlock. Hans thinks Yuki doesn't care because she didn't speak up. Yuki feels Hans is a bully trying to destroy the team's honor. Elena feels the headquarters is detached from the chaotic reality on the ground.

📌 Capstone Assignment: The Mediator's Action Plan

As the external Consultant hired to get this global task force back on track, write your structured intervention strategy.

1. Root Cause Matrix: Briefly identify the cultural clash point for each pair.

- **Hans vs. Yuki:**

- **Hans vs. Elena:**

2. The Communication Protocol (3 Rules): Write three strict rules for the next Zoom meeting to ensure all three cultures can contribute effectively without feeling insulted or ignored.

Rule 1:

Rule 2:

Rule 3:

3. Reflection Statement: In your own words, what is the ultimate role of cross-cultural communication in our globalized society?

Plaintext

Final Thoughts:

2. Види переговорів та посередництво

Types of Negotiation and Mediation in Cross-Cultural Contexts

Power Dynamics, Conflict Resolution, and Deal-Making Across Borders

Strategic Frameworks of Negotiation

Negotiation is not a universal language. The way a society approaches a bargaining table depends heavily on its underlying values: whether it views life as a zero-sum competition or an interconnected web of relationships.

Distributive vs. Integrative Negotiation

- **Distributive Bargaining (Competitive / "Claiming Value"):** This approach assumes there is a fixed pie. Every dollar you win is a dollar I lose. Communication is highly strategic, information is guarded, and tactics can be aggressive. (Highly prevalent in individualistic, short-term-oriented cultures).
- **Integrative Bargaining (Collaborative / "Creating Value"):** This approach assumes the pie can be expanded. The goal is to discover underlying interests, share information openly, and find win-win solutions. (Favored by collectivistic, long-term-oriented cultures).

[THE NEGOTIATION MINDSET MATRIX]

Distributive (Fixed Pie)	Integrative (Expanded Pie)
-----	-----
- Goal: Win at all costs	- Goal: Mutual benefit
- Style: Adversarial	- Style: Problem-solving
- Focus: Positions ("My price")	- Focus: Interests ("My underlying need")
- Focus: Short-term transaction	- Focus: Long-term relationship

📌 Practical Assignment 1: Uncovering Hidden Interests

Objective: Shift a rigid, distributive cross-cultural deadlock into an integrative solution.

The Scenario:

A Dutch commercial airline (low-context, distributive focus) is negotiating with a Thai catering provider (high-context, integrative focus). The Dutch team demands a **15% price reduction** on all in-flight meals to meet their quarterly budget. The Thai team repeatedly smiles, changes the subject, and says, "*Our ingredients are of the highest quality.*" The Dutch lead loses patience, stating, "*If you can't lower the price by 15%, we will cancel the contract.*" The Thai executives feel deeply insulted and humiliated by this ultimatum, and negotiations completely freeze.

Your Tasks:

1. **Identify the Cultural Error:** Why did the Dutch "ultimatum" tactic backfire so drastically in Thailand?
2. **The Integrative Pivot:** Instead of fighting purely over the price tag (a distributive position), what underlying *interests* (e.g., brand reputation, volume guarantees, delivery flexibility) could the Dutch team explore to find a win-win compromise?

(Write your answers below)

Plaintext

1. Cultural Diagnosis:

2. Alternative Interests to Explore:

Emotional Expression and "Face" in Negotiations

How emotionally expressive should you be during a high-stakes disagreement?
Misreading emotional cues is a primary reason why international deals fall apart.

Affective vs. Neutral Communication styles

- **Affective Cultures (e.g., Italy, Israel, Brazil, USA):** Showing emotion is a sign of authenticity, passion, and commitment. Loud talking, expressive hand gestures, and laughing are normal parts of a negotiation.
- **Neutral Cultures (e.g., Japan, South Korea, Germany):** Showing intense emotion is seen as a lack of self-control, unprofessional, and unreliable. A stone-faced demeanor indicates deep focus, seriousness, and respect.

The Concept of "Face" (*Mianzi / Giri*)

In many Asian, Middle Eastern, and Latin American societies, preserving **Face** (social dignity, honor, and reputation) is more important than the financial terms of a contract.

- **Giving Face:** Acknowledging status, praising the other party publicly, and allowing them an elegant way out of a mistake.
- **Causing Loss of Face:** Correcting someone in front of their subordinates, showing anger openly, or delivering flat rejections.

▣ Practical Assignment 2: Navigating the Emotional Divide

Objective: Manage the clash between an affective style and a neutral, face-saving culture.

[EMOTIONAL RESTRAINT SPECTRUM]

Neutral (Restrained) <-----> Affective (Expressive)
(Japan / Singapore) (Emotional Self-Control) (Italy / Brazil)

The Scenario:

During a contract renegotiation, Alberto (an Italian supplier) notices a glaring math error made by Kenji (a Japanese purchasing director). Alberto laughs loudly, slaps his hand on the table, and says, "*Mamma mia, Kenji! Look at this! You added an extra zero here! You're going to bankrupt your company before we even start!*" Alberto meant it as a warm, friendly joke. Kenji turns pale, closes his notebook, bows stiffly, and exits the room. The deal is effectively dead.

Your Tasks:

1. Explain Kenji's psychological reaction using the concept of **Loss of Face**.
2. Rewrite Alberto's approach. How should a negotiator point out a critical error to a partner from a neutral, face-saving culture without causing offense?

Plaintext

1. Impact Analysis:

2. Corrected Approach:

Decision-Making Dynamics (Top-Down vs. Consensus)

You cannot successfully close a deal if you do not understand *who* actually makes the final decision and *how* they reach it.

Top-Down Decision-Making (Low-Context or High PDI)

In cultures like the USA (low-context) or France and India (high power distance), decisions are made by individual leaders at the top. The process is rapid. The CEO says "Yes," and the deal moves instantly into execution. However, implementation can be messy if the lower staff haven't been properly briefed.

Consensus-Based Decision-Making (High-Context / Collectivist)

In cultures like Japan or Sweden, decisions require alignment from *everyone* involved.

- **The Japanese *Ringi* System:** A proposal document (*Ringisho*) is passed horizontally and vertically through every layer of management. Each manager stamps it with their personal seal (*Hanko*).
- **The Trade-off:** The negotiation process takes weeks or months, which drives Westerners crazy. However, once the contract is signed, implementation is flawless and lightning-fast because the entire company is already perfectly aligned.

📌 Practical Assignment 3: The Bureaucratic Wall

Objective: Adapt your timeline expectations to match a consensus-driven culture.

The Case Study:

An agile Ukrainian tech startup wants to sell their cybersecurity platform to a traditional Japanese banking conglomerate. The Ukrainian CEO pitches the product to the Japanese VP of Innovation. The VP loves the pitch and says, "*This is excellent technology.*" The Ukrainian team sends over the contract the next day, expecting a quick signature within 48 hours. Three weeks pass with zero communication from Tokyo. The Ukrainian startup assumes the Japanese are ghosting them or playing tactical games, so they send a sharp email: "*If we don't receive an answer by Friday, we will take our product to your top competitor.*"*

Your Tasks:

Evaluate this dynamic by completing the strategic comparison table below.

Strategic Dimension	The Ukrainian Startup's Assumption	The Japanese Corporate Reality
What does "This is excellent" mean?	<i>It means the deal is approved.</i>	
Why is there 3 weeks of silence?		
What is the effect of the		

Strategic Dimension	The Ukrainian Startup's Assumption	The Japanese Corporate Reality
Friday deadline?		

Actionable Strategy Formulation:

Write a professional follow-up email that the Ukrainian team *should* have sent instead of the aggressive ultimatum, demonstrating an understanding of consensus timelines.

Plaintext

Subject: Update on Cyber Security Proposal

Dear Mr. Tanaka,

Foundations of Mediation and Conflict Resolution

When communication breaks down entirely, the parties enter a state of conflict. This is where **mediation**—the intervention of an acceptable, impartial, and neutral third party to help disputants reach a voluntary settlement—becomes essential.

Cultural Variations in Mediation Goals

- **Evaluative/Rights-Based Mediation (Western Bias):** The goal is to determine legal rights, evaluate structural facts, assess financial liabilities, and draft a settlement agreement. The focus is purely on the past issue and the legal text.
- **Transformative/Relationship-Based Mediation (Eastern/Southern Bias):** The goal is to repair the broken relationship, restore social harmony (*Concordia*), and ensure future peaceful coexistence. The actual legal agreement is secondary to the emotional and social healing between the communities or parties.

[STAGES OF THE MEDIATION PROCESS]

1. Intake & Preparation -> 2. Opening Statements -> 3. Joint Exploration
-> 4. Private Caucusing -> 5. Generating Options -> 6. Agreement & Closure

📌 Practical Assignment 4: Structural Mediation Mapping

Objective: Diagnose structural flaws in a mediation setup using cultural variables.

The Case:

A severe property dispute arises between a local community council in a traditional rural region of Ghana and a Canadian gold mining corporation operating nearby. The Canadian corporation insists on flying in a professional, certified structural mediator from Toronto—a young, brilliant female attorney who specializes in industrial contract disputes. The Ghanaian village elders refuse to meet with her, stating that her presence is an offense to their traditions. The mining executives are baffled and accuse the locals of stalling.

Your Tasks:

1. **Identify the Mismatch:** Analyze why the Toronto mediator's profile directly clashes with a traditional, high power-distance, collectivist community's expectations of an authority figure.
2. **Design an Acceptable Alternative:** Who would be a highly effective mediator profile for *both* the Canadian corporation and the Ghanaian elders?

Plaintext

1. Root Cause Breakdown:

2. Proposed Mediator Profile:

International Mediation Styles & Tactics

A mediator cannot use the same toolkit in every part of the world. They must dynamically alter their level of pressure and directness based on the disputants' cultural background.

The Three Core Mediation Strategies

1. **Facilitative Strategy:** The mediator acts strictly as a neutral traffic controller of communication. They do not offer opinions, solutions, or evaluations. They ask open-ended questions and let the parties find their own way. (*Highly effective in individualistic, low power-distance, egalitarian societies like Sweden or Canada*).
2. **Directive/Evaluative Strategy:** The mediator actively points out the weaknesses in each side's arguments, predicts what a judge would do, and pushes the parties toward a specific compromise. (*Preferred in pragmatic, outcome-oriented societies like the USA*).

3. **Formulative/Inquisitorial Strategy:** The mediator takes full control of the social environment. They dictate the structural ritual, structure the social settings (eating together, storytelling), and use moral weight, parables, and community pressure to forge a compromise. (*Essential in highly traditional, collectivist, high-context societies across Africa, Asia, and the Middle East*).

▣ Practical Assignment 5: Choosing the Strategic Tool

Objective: Match a specific mediation strategy to a distinct international dispute.

Below are three brief mediation scenarios. For each scenario, select the most appropriate mediation strategy (**Facilitative**, **Directive**, or **Formulative**) and provide a 2-sentence justification for your choice.

1. **Scenario A:** A dispute between two tech co-founders in Berlin, Germany over equity distribution. Both value flat organizational structures, absolute data transparency, and individual independence.

- **Strategy:**

- **Justification:**

2. **Scenario B:** A boundary and water-rights conflict between two farming villages in a traditional valley in Central Asia where respect for community lineage, village elders, and collective honor is paramount.

- **Strategy:**

- **Justification:**

3. **Scenario C:** A commercial dispute between an American franchise owner and a corporate headquarters in Chicago over missed royalty payments, where both sides want a quick, pragmatic financial calculation to avoid a lawsuit.

- **Strategy:**

- **Justification:**

Capstone Simulation – The International Joint Venture Crisis

Objective: Synthesize all concepts (Bargaining mindsets, face-saving, decision-making systems, and mediation selection) to resolve a major global deadlock.

The Crisis Scenario

A joint venture between an **American Aerospace Corporation** and an **Emirati Defense Systems Provider** in Dubai has come to a grinding halt.

- **The Dispute:** The American engineering team discovered a minor software glitch in an automated guidance package. They want to issue an immediate, highly public, transparent recall notice to comply with US FAA regulations (distributive, transaction-oriented focus).
- **The Clashes:** The Emirati director feels an immediate public recall completely destroys the reputation and honor (**Face**) of the Emirati engineering wing. During the last video call, the American lead negotiator lost his temper, shouted, and accused the Emirati team of "*trying to sweep safety issues under the rug to save your egos.*"
- **The Consequence:** The Emirati executives have walked out of the boardroom, cut off communication, and refuse to sign the critical funding extension for the upcoming fiscal year. The entire joint venture is facing immediate liquidation.

📌 Capstone Assignment: The Crisis Mediator's Playbook

You have been appointed as the Lead International Mediator to step into this high-stakes standoff in Dubai. Draft your operational rescue plan by filling out the strategic sections below.

1. Contextual Diagnosis (*The Tension Points*)

Explain the cultural deadlock using your core frameworks:

- **Transaction vs. Relationship:**

- **Affective vs. Neutral (and Face-Saving):**

2. The Mediation Setup

- **Who will you bring as a co-mediator to establish immediate legitimacy with the Emirati executives?**
- Plaintext

Answer:

* **Where and how will the initial sessions take place?** (Will you use a strict, sterile boardroom, or a less formal environment to repair relationships first?)

```text

Answer:

---

---

### ***3. The Integrative Compromise Formula***

Draft an integrative solution path that satisfies **both** interests:

1. The American interest in strict, absolute technical transparency and regulatory compliance.
2. The Emirati interest in protecting organizational reputation, honor, and face.

Plaintext

Proposed Win-Win Solution:

---

---

---

---

---

---

---

---

### 3. Бізнес-кореспонденція

#### Cross-Cultural Business Correspondence

Focusing on how cultural dimensions (directness, hierarchy, relationship-building, and time orientation) translate into written communication like emails, letters, and proposals.

#### *Mastering the Tone, Structure, and Nuance of Written Diplomacy*

#### Directness vs. Indirectness in Written Communication

When you write a business email, your cultural background dictates how quickly you deliver the main point. Misinterpreting this speed is the most common cause of cross-border email friction.

#### Low-Context (Direct) Written Style

In countries like the United States, Germany, the Netherlands, and Israel, effective writing is **concise, linear, and blunt**. The main point—the "ask"—appears in the first two sentences.

- **Philosophy:** *"Don't waste the reader's time."*
- **Structure:** Minimal greeting → Main request/issue → Bulleted action items → Brief sign-off.

#### High-Context (Indirect) Written Style

In countries like Japan, South Korea, India, the UAE, and many Latin American nations, writing must **build a relationship and preserve social harmony** before business is introduced. A direct demand reads as hostile, uneducated, or aggressive.

- **Philosophy:** *"The relationship protects the transaction."*
- **Structure:** Formal greeting → Personal/seasonal inquiry → Contextual narrative → Soft, conditional suggestion of the request → Warm, respectful sign-off.

#### 📌 Practical Assignment 1: The Blunt Email Makeover

**Objective:** Rewrite a low-context, direct email into an indirect, high-context format suitable for a partner in Japan or the UAE.

#### The Original Email (Written by a Dutch Project Manager):

**Subject:** Delayed Report

Alex,

I see that the Q2 localization report is three days overdue. We cannot finalize our software update without it. When exactly will you send it? We need it by tomorrow at 10:00 AM CET at the latest.

Regards,

Bram

**Your Tasks:**

- 1. **Analyze the Tone:** Why will this email cause anxiety or offense in an indirect culture?
- 2. **The Rewrite:** Transform this email. Include an appropriate personal opening, frame the delay as a collective challenge rather than personal blame, and express the deadline as a polite request for assistance.

*(Write your answers below)*

Plaintext

1. Tone Analysis:

---



---



---

2. High-Context Rewrite:

Subject:

---



---



---



---



---



---



---



---

**Hierarchical vs. Flat Correspondence Styles**

Power Distance Index (PDI) determines how you address your reader, how formal your grammar must be, and who is allowed to copy (CC) whom on an email thread.

**High Power Distance Correspondence (Hierarchical)**

In cultures like France, Italy, India, and China, emails must strictly respect company ranks.

- **Salutations:** Always use formal titles ("*Dear Director General Smith,*" or "*Dear Professor Rossi,*") until explicitly told otherwise. Never use first names on the first interaction.
- **The CC Rule:** You must copy your own manager and the recipient's manager to validate that the communication follows proper organizational lines. Skipping a layer of management in an email is a serious breach of protocol.

### Low Power Distance Correspondence (Egalitarian)

In Scandinavian countries, the UK, Australia, and the US, corporate structures are flat.

- **Salutations:** First names are used almost instantly ("*Hi Sarah,*" or "*Hey Tom,*"). Using formal titles can make you look stiff or detached.
- **The CC Rule:** Copying a boss on a routine email is often seen as micromanagement or passive-aggressive escalation ("reporting someone").

### 📌 Practical Assignment 2: The CC Escalation Trap

**Objective:** Navigate an email dispute caused by a breach of hierarchical boundaries.

#### [THE AUTHORITY SPECTRUM]

Egalitarian (Flat) <-----> Hierarchical (Rank-focused)  
 (Sweden / Denmark)                      (Communication Flow)                      (France / India)

#### The Scenario:

Marta, a Swedish marketing specialist (Low PDI), sends an email directly to Rajiv, a junior graphic designer in Mumbai, India (High PDI). She writes: "*Hi Rajiv, can you tweak the logo colors by tonight? Check the attached file. Thanks, Marta.*" Wanting to show her own boss she is taking action, she copies Rajiv's corporate VP on the email.

Rajiv feels absolute panic, believing he is being publicly reprimanded in front of his executive leadership. He freezes and refuses to reply to Marta at all.

#### Your Tasks:

1. Explain why Marta's low-PDI habits caused an unintentional crisis for Rajiv.
2. If Marta needs to request this file properly within a hierarchical structure, how should she route her email communication?

Plaintext

1. Cultural Diagnosis:

---

## 2. Correct Routing Protocol:

---

---

---

### **The Clock vs. The Horizon (Written Time Urgency)**

How long can you wait to reply to an email before it is considered rude? The clash between Monochronic (linear) and Polychronic (fluid) time frames heavily impacts written correspondence.

Monochronic Email Culture (e.g., Germany, Switzerland):

[Email Received] =====> [Immediate Acknowledgment / Reply within 4-24 Hours] ✓

Polychronic Email Culture (e.g., Brazil, Saudi Arabia, Italy):

[Email Received] =====> [Prioritized by Relationship Depth / Reply when Ready] ✓

### **Urgent vs. Fluid Deadlines**

- **In Monochronic Writing:** Specific dates and times must be explicit. *"As soon as possible"* is vague and stressful. If a German partner writes *"by Wednesday afternoon,"* they expect it in their inbox by 1:00 PM–3:00 PM on Wednesday.
- **In Polychronic Writing:** Time expressions are flexible modifiers of intent. Phrases like *"Inshallah"* (Middle East) or *"Mañana"* (Latin America) literally translate to a specific timeframe, but culturally they mean: *"We will do it when the immediate human priorities allow."*

### **📌 Practical Assignment 3: Decoding Response Latency**

**Objective:** Build a strategy for chasing up unreplied emails without burning bridges.

#### **The Case Study:**

An engineering firm in Zurich sends a detailed technical RFP (Request for Proposal) to a prospective client in Rio de Janeiro, Brazil. The Swiss team includes a strict line: *"Please confirm receipt of this email within 24 hours and provide your bid by Friday at 5:00 PM."*

It is now Thursday morning. The Brazilian team has not acknowledged the email or sent a reply. The Swiss team is preparing to write a highly formal, angry reprimand.

#### **Your Tasks:**

Analyze this situation and fill out the response guide below to prevent a breakdown in relations.

| Metric                                   | The Monochronic Interpretation               | The Polychronic Reality |
|------------------------------------------|----------------------------------------------|-------------------------|
| Silence for 72 hours means:              | <i>They are unprofessional/uninterested.</i> |                         |
| A rigid deadline in an email feels like: |                                              |                         |

### The Follow-Up Script:

Write a 3-sentence "chaser" email that the Swiss firm can send. It must avoid sounding accusatory, emphasize the value of working together, and softly request an update.

Plaintext

Subject: Following up on our aerospace partnership proposal  
Dear Dr. Silva,

---



---



---



---



---

### Praise, Criticism, and the "Feedback Sandwich"

Giving written feedback on a proposal, draft, or project design requires extreme cultural care. Written text lacks tone of voice, making negative words look twice as harsh.

### Direct Negative Feedback (e.g., Netherlands, Germany, Russia)

- **Style:** Honest, unvarnished truth. Upgraders (words like *absolutely, completely, totally*) are used to ensure clarity.
- **Example:** *"This proposal is completely illogical and the financial figures are wrong."*
- **Cultural Intent:** It is not a personal attack; it is viewed as professional respect and efficiency.

## Indirect Negative Feedback (e.g., USA, UK, Southeast Asia)

- **Style:** Softened by downgraders (*sort of, slightly, a bit*). Positive reinforcement always frames the negative critique.
- **The American "Feedback Sandwich":** Positive comment  $\rightarrow$  Softened critique  $\rightarrow$  Encouraging conclusion.
- **The British Understatement:** When a British partner writes, "*Could we perhaps think a bit more about this section?*" they often mean, "*This section is terrible, please rewrite it completely.*"

## 📌 Practical Assignment 4: Translating Corporate Feedback

**Objective:** Deconstruct and translate feedback phrases between direct and indirect styles.

### Part A: Soften the Blow

Translate this brutally direct German critique into an acceptable American "Feedback Sandwich."

*"The marketing layout you emailed yesterday is completely wrong. The colors do not match our brand book and the text is too long. Fix it."*

Plaintext

American Reframing:

---

---

---

---

---

### Part B: Decode the Understatement

Read the British email excerpts below and write down what they *actually* mean in plain, direct business terms.

1. "*I was a bit disappointed to see the updated figures.*"

○ **Real Meaning:**

---

---

2. "*With respect, I'm not entirely sure this strategy aligns with our goals.*"

○ **Real Meaning:**

---

---

## Digital Tool Selection (Email, Slack, WhatsApp)

Cross-cultural correspondence is no longer limited to email. The *platform* you choose to send your message carries distinct cultural and generational assumptions.

### Informal Apps as Formal Channels

In regions like Latin America, the Middle East, and parts of Eastern Europe, **WhatsApp** has replaced email as the primary tool for fast corporate decision-making.

- **The Cultural Value:** It feels immediate, personal, and relational. Sending a voice note or a text message on a personal app shows that you view the business partner as a trusted connection.

### Rigid Tool Boundaries

In highly regulated or risk-averse cultures (e.g., Germany, Japan), moving a business conversation from email to a personal messaging app is seen as an intrusive violation of privacy and a security risk. WhatsApp is strictly for personal life; business belongs in a archived, formal email thread or corporate portal.

## ▣ Practical Assignment 5: Platform Strategy Selection

**Objective:** Choose the correct communication channel based on a target culture's norms.

For each business situation below, select the most effective platform option (**Formal Email, Slack/Teams, or WhatsApp/Mobile Messenger**) and justify your choice based on cultural relationship frameworks.

1. **Situation A:** Pitching a high-value real estate development contract to a family-owned conglomerate in Riyadh, Saudi Arabia, where you need to build trust quickly with the founder's son.

- **Platform:**

---

---

- **Justification:**

---

---

2. **Situation B:** Sending a weekly bug-tracking technical list to a contract engineering team in Berlin, Germany.

- **Platform:**

---

---

- **Justification:**

---

---

3. **Situation C:** Rallying a young, creative team of remote software designers spread across Sweden, Denmark, and Estonia for a spontaneous brainstorming session.

- **Platform:**

---

---

- **Justification:**

---

---

## Capstone Project – The International Escalation Thread

**Objective:** Analyze a realistic, multi-party email chain to diagnose and repair cultural communication failures.

### The Email Chain Incident

Read the following email history between an American tech firm, a French operations hub, and an outsourced technical team in South Korea.

#### Email 1 (From: Mark, US Project Manager to Ju-won, Korean Lead Engineer)

*Hey Ju-won! We need to push the server migration up to this Friday. Can your guys handle that? Let me know ASAP so I can update the executives. Cheers! ☐*

#### Email 2 (From: Ju-won to Mark - 48 hours later)

*Dear Mark, the current server load is stable. Our engineers are working hard on the routine system maintenance according to the original roadmap. Thank you.*

#### Email 3 (From: Mark to Pierre, French Regional Director, CC'ing Pierre's Boss)

*Pierre, I reached out to Ju-won about the migration update, but he gave me a completely evasive answer and ignored my deadline. Can you step in and fix this? We can't afford to let their slow response drag down our timeline.*

### ☑ Capstone Assignment: The Correspondence Audit Report

You are the Global Communications Officer. Write an executive audit to repair this broken international thread.

#### 1. The Korean Perspective (Ju-won's Email)

- Did Ju-won say "Yes" or "No" to the Friday deadline request in Email 2?

- What cultural framework explains why he did not explicitly say, "*No, we cannot do it because it is too dangerous*"?

Plaintext

Analysis:

---

---

---

---

## ***2. The French Perspective (Mark's Escalation to Pierre)***

- Mark copied Pierre's executive boss on the email. How will a French manager (High Power Distance / Formal) view Mark's decision to bring senior leadership into a tactical dispute?

Plaintext

Analysis:

---

---

---

---

## ***3. The Recovery Draft***

Write a completely new email that Mark *should* have sent to Ju-won to request the timeline shift properly. Ensure you use formal salutations, establish context, frame the request as a collaborative challenge, and politely invite an evaluation of feasibility instead of demanding a flat binary answer.

Plaintext

Subject:

Dear Mr. Kim,

---

---

---

---

---

---

---

---

## 4. Мистецтво презентації як засіб успішної доповіді у сучасному соціумі

### The Art of Presentation as a Tool for Successful Delivery in Modern Society

The Art of Presentation in Modern Society

#### *Design, Delivery, and Cross-Cultural Impact*

#### Designing for Your Audience's Brain (Cognitive Styles)

In contemporary society, a presentation is not a data dump; it is a battle for attention. The way an audience processes information depends heavily on whether their culture favors an **inductive** or **deductive** cognitive style.

#### 1. Principles-First / Deductive Reasoning (e.g., France, Italy, Ukraine)

- **The Expectation:** The audience wants to see the *framework*, the theory, and the methodology before they look at the practical application.
- **The Style:** If you begin with a practical case study, they will view it as unscientific or superficial. You must explain *why* the system works before showing *what* it achieved.

#### 2. Applications-First / Inductive Reasoning (e.g., USA, UK, Australia)

- **The Expectation:** The audience wants to see the conclusion, the practical results, and the "bottom line" in the first two minutes.
- **The Style:** If you spend 15 minutes explaining theoretical models, they will zone out. They want the executive summary up front, followed by real-world examples. The theory is relegated to the appendix.

#### ▣ Practical Assignment 1: Re-Ordering the Pitch

**Objective:** Restructure a presentation outline to match contrasting cognitive styles.

#### The Scenario:

A financial tech entrepreneur has 5 minutes to pitch a new blockchain payment app. She has drafted the following four core slides:

- *Slide A:* Detailed mathematical breakdown of the security encryption algorithm.
- *Slide B:* Case study of a business that increased profit by 40% using the app test version.
- *Slide C:* The underlying historical economic factors causing current payment delays.

- *Slide D*: A demo of the user-friendly phone interface and the 1-click checkout button.

### Your Tasks:

1. **The Western Venture Capitalist Order (Applications-First)**: Arrange the slides in the most effective order for an American investor group. Justify your first choice.
2. **The Academic Panel Order (Principles-First)**: Arrange the slides for a formal European regulatory committee. Justify your first choice.

(Write your answers below)

#### Plaintext

1. Inductive Sequence: Slide [ ] -> [ ] -> [ ] -> [ ]

Justification for Slide 1:

---



---



---

2. Deductive Sequence: Slide [ ] -> [ ] -> [ ] -> [ ]

Justification for Slide 1:

---



---



---

### Visual Rhetoric and the Slide Design Mismatch

A major presentation pitfall is confusing a *presentation slide* with a *document*. In modern design philosophy, text density on a slide says a lot about your presentation culture.

#### [SLIDE DESIGN SPECTRUM]

Visual Minimal (Low-Context Bias) <-----> Data Heavy (High-Context Bias)

- 1 Key Idea / Quote per slide
- High use of blank space
- Slide supports the speaker

- Detailed charts & tables
- Bulleted lists of supporting data
- Slide functions as a standalone text

### The Visual Culture Clash

- **Low-Context, Expressive Presentations (e.g., Silicon Valley Style)**: Slides are minimalist—often just a single striking photo or a two-word phrase. The speaker holds the information; the slide is visual punctuation.
- **High-Context, Detail-Oriented Presentations (e.g., Japan, Germany)**: Slides must look like highly vetted, comprehensive data reports. If a slide is

too empty, an audience may feel the speaker didn't prepare enough or is hiding a lack of depth behind flashy design.

## 📌 Practical Assignment 2: The Slide Deconstruct

**Objective:** Critique and optimize a slide layout for split global expectations.

**The Critique:** Look at the layout wireframe below representing a typical slide on quarterly market expansions:

```
+-----+
MARKET EXPANSION METRICS (Q3 2026)
- Growth increased by 14.2% across major urban areas globally
- Competitors failed to match our supply chain efficiency metrics
- Key drivers: 1. AI Routing; 2. Local vendor partnerships
[Table: 5 columns x 6 rows showing raw percentage points by city]
+-----+
```

### Your Tasks:

1. **Minimalist Adaptation:** If you are presenting this slide to a high-energy tech conference in London, how would you split or reduce this content to make it scannable?
2. **Data Integrity Adaptation:** If you keep this exact slide for a detail-driven, high-context corporate audience, what specific text-to-visual elements (e.g., formatting highlights, trendlines) are required so the data doesn't turn into a wall of gray text?

Plaintext

#### 1. Minimalist Plan:

---

---

---

#### 2. Visual Formatting Additions:

---

---

---

## Presentation Structures (The Hook vs. The Preface)

How you start your presentation dictates whether your audience joins you on the journey or checks their phone.

Classic Narrative Hook (West):

[Provocative Question / Stat / Story] =====> [The Core Argument] =====> [Evidence]

Formal Structural Preface (East/Hierarchy):

[Acknowledge Leaders & Hosts] =====> [Context & Background] =====> [Gradual Discovery]

## Opening Strategies

- **The Storytelling Hook:** Popularized by TED Talks, this approach opens with a deeply personal story, a shocking statistic, or a direct question to the audience. It breaks professional distance instantly to generate empathy.
- **The Formal Framing:** In hierarchical, high power-distance societies, opening with a casual story can look self-absorbed or informal. Instead, the speaker must open by explicitly thanking the hosts, acknowledging the senior executives in the room, and setting a humble tone before systematically moving into the agenda.

## 📌 Practical Assignment 3: Writing the Opening Script

**Objective:** Draft two distinct opening scripts for the same presentation topic.

**The Topic:** Presenting a new eco-friendly corporate recycling policy to a company.

### Your Tasks:

1. **Draft Script A (The TED Hook):** Write a 3-sentence opening using an emotional story or a shocking environmental statistic designed to disrupt a fast-paced, low-context audience.
2. **Draft Script B (The Respectful Framework):** Write a 3-sentence opening designed for a formal, hierarchical executive board where acknowledging protocol and collective unity matters most.

Plaintext

Script A (TED Hook):

---

---

---

---

Script B (Respectful Framework):

---

---

---

---

## Delivery Style and Non-Verbal Dynamics

Once you stand up to present, your body language, voice inflection, and spatial movement speak louder than your slides.

### 1. Kinesics (Movement and Gestures)

- **High-Kinetic Delivery (e.g., USA, Latin America):** Presenters pace the stage, use expansive hand movements, and use intense facial expressions to show enthusiasm.
- **Low-Kinetic Delivery (e.g., Japan, UK):** Presenters stand relatively still behind a podium or in a fixed spot. Excessive pacing is viewed as nervous energy, a lack of dignity, or theatrical posturing.

### 2. Oculesics (Eye Contact Rules)

- **Direct & Sweeping:** In Western presentation styles, you must lock eyes with individual members of the audience for 2 to 3 seconds each to project confidence and inclusion.
- **Deflected & General:** In some traditional or high-hierarchy environments, looking directly at the highest-ranking executive for too long feels challenging or defiant. The presenter should cast their gaze slightly over the heads of the audience or maintain a general, soft focus on the group.

### 📌 Practical Assignment 4: Delivery Audit Check

**Objective:** Self-correct presentation body language for different venue setups.

Read the presentation delivery log below of a speaker presenting at an international symposium. Identify the cultural friction point for each listed action and provide the correct adjustment.

| <b>Speaker Action during Delivery</b>                     | <b>The Cultural Misinterpretation Risk</b>                  | <b>The Strategic Adjustment</b>                                    |
|-----------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------|
| <b>Pacing back and forth across the stage continually</b> | <i>Can look manic or disrespectful to formal audiences.</i> | <i>Stand anchored; only change positions between key sections.</i> |
| <b>Pointing directly at an executive to ask a</b>         |                                                             |                                                                    |

| <b>Speaker Action during Delivery</b>                    | <b>The Cultural Misinterpretation Risk</b> | <b>The Strategic Adjustment</b> |
|----------------------------------------------------------|--------------------------------------------|---------------------------------|
| <b>question</b>                                          |                                            |                                 |
| <b>Keeping hands flat inside pockets to look relaxed</b> |                                            |                                 |

## **Handling the Q&A Session and Hostile Audience Interactions**

The true test of a presenter happens *after* the formal presentation ends—during the Question & Answer session.

### **The Dynamics of Questioning**

- **The Debate Model (Low-Context / Individualistic):** A sharp, critical question from the audience is a sign of high engagement. The speaker is expected to defend their data directly, push back with logic, and engage in an intellectual sparring match. It is not personal; it is business.
- **The Harmony Model (High-Context / Collectivist):** Publicly disagreeing with the speaker or trapping them with a flaw in their data causes a mutual **loss of face**. Questions are usually soft, indirect, or saved for private conversations after the session concludes.

### **▣ Practical Assignment 5: Deflecting a Public Challenge**

**Objective:** De-escalate a direct, hostile public question while maintaining authority and face.

#### **The Scenario:**

You have just presented a plan to transition your multinational team to a new project management tool. During the Q&A, a senior manager from a hierarchical, face-saving culture stands up and says publicly, *"Your timeline is completely unrealistic, and this software is too confusing for our regional teams. This transition will fail."*

#### **Your Tasks:**

1. **Analyze the Threat:** If you respond defensively by saying, *"You clearly don't understand how the software works,"* what happens to the social dynamics of the room?

2. **The Diplomatic Pivot:** Rewrite your answer using the **Validate**  $\rightarrow$  **Pivot**  $\rightarrow$  **Cooperate** formula to handle the critique calmly without losing authority.

Plaintext

1. Defensive Fallout Analysis:

---

---

---

2. The Diplomatic Response Script:

"Thank you for raising that critical point. I agree that... \_\_\_\_\_

---

---

Therefore, to ensure our regional teams feel completely supported, we will... \_\_\_\_\_

---

---

## Capstone Project – The Global Town Hall Delivery

**Objective:** Synthesize design, structural setup, non-verbal cues, and Q&A dynamics to deliver a critical corporate announcement.

### The Scenario

You are the Communications Director for a global logistics enterprise. You have to give a 10-minute presentation announcing a mandatory shift to an automated AI-driven inventory tracking system.

The presentation will be broadcast simultaneously via video stream to three regional hubs:

1. **Austin, Texas (USA):** Fast-paced, results-focused, highly visual, informal.
2. **Frankfurt, Germany:** Detail-driven, analytical, structural, risk-averse.
3. **Tokyo, Japan:** Relationship-driven, hierarchical, group-oriented, consensus-centric.

The implementation of this system will change daily workflows, requiring extensive retraining. If any region rejects the presentation, the global rollout fails.

### 📌 Capstone Assignment: The Presentation Blueprint

Draft your tactical blueprint to balance these competing global audiences.

### ***1. Structural Hybridization (The Slide Architecture)***

How will you design your slides to avoid boring the American team with tables, while preventing the German and Japanese teams from feeling the presentation lacks data? (e.g., How will you use appendix files, handouts, or QR codes?)

Plaintext

Slide Strategy:

---

---

---

---

---

### ***2. The Language and Vocal Delivery Guide***

Write down two specific phrases you will use during the delivery to signal security and precision to Frankfurt/Tokyo, alongside two phrases to highlight speed and innovation for the Austin hub.

Plaintext

Stability Phrases (Frankfurt/Tokyo):

1. \_\_\_\_\_
2. \_\_\_\_\_

Agility Phrases (Austin):

1. \_\_\_\_\_
2. \_\_\_\_\_

### ***3. Pre-Emptive Q&A Strategy***

Because you know the Japanese team will not want to ask controversial questions publicly on video stream, how will you alter your Q&A collection method to ensure you get their feedback without forcing anyone to lose face?

Plaintext

Q&A Innovation:

---

---

---

---

---

## 5. Етика ділових комунікацій

### The Ethics of Business Communication

#### *Integrity, Accountability, and Moral Dilemmas in Corporate Dialogue*

#### Foundations of Communicative Ethics

Ethical communication means writing and speaking in a way that is truthful, accurate, and respectful. In business, communication is rarely neutral; it is designed to persuade, sell, negotiate, or manage. The temptation to bend the truth for corporate gain creates significant ethical minefields.

#### The Universal Pillars of Business Communication Ethics

To keep communication ethical across any societal framework, organizations rely on four primary concepts:

- **Transparency:** Providing all relevant facts to stakeholders, even when those facts are negative (e.g., product defects, financial drops).
- **Accountability:** Taking ownership of corporate mistakes in writing rather than using vague, confusing language to deflect blame.
- **Confidentiality:** Protecting proprietary data, trade secrets, and personal employee information from unauthorized exposure.
- **Cultural Respect:** Communicating without biased tropes, slurs, or discriminatory language that compromises human dignity.

#### ▣ Practical Assignment 1: The Omission Dilemma

**Objective:** Differentiate between ethical optimization and unethical omission of truth.

#### The Scenario:

Elena is a public relations writer for an electric vehicle manufacturer. A test engineer sends her a report showing that under extreme winter conditions (-15°C), the vehicle's battery range drops by **35%**. Elena is currently drafting the promotional launch brochure. Her manager instructs her to write: *"Advanced battery core architecture ensures optimal performance across variable climates."* No mention of winter degradation is included.

#### Your Tasks:

1. **Analyze the Ethical Violation:** Which pillar of communication ethics has been breached by this phrasing?

2. **The Ethical Rewrite:** Redraft the promotional copy so that it remains marketing-focused and appealing, but provides an honest, transparent parameter regarding temperature adjustments.

*(Write your answers below)*

Plaintext

1. Ethical Assessment:

---

---

---

2. Transparent Marketing Copy:

---

---

---

## Corporate Apologies and “Weasel Words”

When a corporation makes a mistake (a data leak, a faulty product, or a financial error), the public statement or apology issued by leadership is highly scrutinized. Unethical communication often relies on **weasel words**—intentionally ambiguous or evasive language designed to avoid a direct admission of guilt.

### The Anatomy of an Unethical Apology

Consider the passive phrase: *"Mistakes were made, and we regret that consumers experienced frustration."*

- **The Issue:** By using the passive voice (*"Mistakes were made"*), the company hides *who* made the mistake. By focusing on consumer *frustration* rather than the company's *error*, it subtly shifts the blame to the victims for reacting negatively.

### The Ethical Apology Framework

[ETHICAL APOLOGY SEQUENCE]

1. Explicitly name the error -> 2. Accept direct responsibility ("We failed")  
-> 3. Detail the technical fix -> 4. Offer measurable compensation

### 📌 Practical Assignment 2: Auditing the Corporate Apology

**Objective:** Identify evasive corporate language and rewrite it to be ethical and accountable.

**The Script for Deconstruction:**

Read this draft press release written after a corporate bank accidentally exposed 50,000 user passwords:

*"Valued customers, an unexpected system anomaly occurred on Tuesday, resulting in some sensitive parameters being potentially accessed outside our core network. We value your business and are deeply sorry for any inconvenience this technical event may cause your schedule."*

**Your Tasks:**

1. Highlight two examples of "weasel words" or evasive terms used in the draft script to mask the severity of the incident.
2. Rewrite the statement into an ethical, accountable public apology using the sequence shown in the framework above.

Plaintext

1. Evasive Language Identified:

---



---



---

2. Accountable Revision:

---



---



---



---



---



---

**Intellectual Property, Plagiarism, and Sourcing Ethics**

In the digital era, corporate communication moves fast. The ease of copying and pasting text, images, and data graphics has led to widespread ethical corner-cutting in corporate reports and slide decks.

**The Boundaries of Corporate Sourcing**

- **Unethical Aggregation:** Taking an infographic or data projection from a competitor's blog, removing their logo, and dropping it into your internal presentation deck without a source citation.
- **The Ethical Rule:** Even within private company walls, intellectual honesty applies. Every chart, data point, or unique concept must carry an attribution footnote (e.g., *"Data adapted from Gartner Research Group, Q1 2026"*).

## ▣ Practical Assignment 3: Internal Sourcing Audit

**Objective:** Correct attribution failures within corporate documentation.

### The Case Study:

A software development team is pitching an internal budget increase to their executive board. The team lead copies two paragraphs describing market trends verbatim from a paid industry newsletter and drops them directly into the business proposal document. He tells his assistant, *"It's just an internal memo, not a public book, so we don't need to waste space adding citations or quotation marks."*

### Your Tasks:

Analyze this justification and complete the risk matrix below.

| Action Item                                    | Ethical & Legal Risk Exposure                                                                | Correct Remediation Step |
|------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------|
| <b>Verbatim copying into internal document</b> | <i>Can erode internal executive trust if discovered; models poor intellectual standards.</i> |                          |
| <b>Omitting paid industry source credit</b>    |                                                                                              |                          |

### The Remediation Text:

Write a standard template sentence that employees can use as a footer at the bottom of slide presentations to ethically attribute external market data graphs.

Plaintext

Attribution Template: "All market data graphics displayed in this document... \_\_\_\_\_

\_\_\_\_\_ "

## Confidentiality, Whistleblowing, and the Chain of Command

Ethical business communication often forces employees to balance two competing moral duties: **loyalty to the employer** (preserving confidentiality) vs. **loyalty to the public good** (exposure of systemic harm).

### The Communication Channels for Grievances

When an ethical violation is discovered within a corporation, the method of communication matters:

[INTERNAL ESCALATION METHOD]

Immediate Manager ==> Department VP ==> Internal Compliance Hotline ==>  
External Whistleblowing

- **Internal Whistleblowing:** Reporting a safety, financial, or legal violation through protected internal corporate hotlines. This is the ethical baseline, allowing the organization to self-correct.
- **External Whistleblowing:** Going outside the company to regulatory agencies or the press. This is considered ethically justifiable *only* when the internal chain of command has purposefully ignored or covered up the violation, posing an imminent danger to society.

### ▣ Practical Assignment 4: Navigating the Escalation Chain

**Objective:** Formulate an ethical communication plan when uncovering corporate malfeasance.

#### The Scenario:

Mark, an accountant at a consumer goods firm, discovers that his department manager is misrouting shipping expenses to make the department look more profitable on paper. Mark mentions it to the manager, who replies, *"Keep this quiet if you want your annual bonus. Everyone does it to look good for the board."*

#### Your Tasks:

1. Draft an internal memo from Mark to the company's Head of Internal Audit/Compliance. The memo must be strictly professional, non-emotional, data-driven, and state the ethical conflict clearly without sounding vengeful.

Plaintext

To: Internal Compliance Department

From: Mark Vance, Accounting Wing

Subject: Confidential Notice of Accounting Discrepancy

Dear Compliance Officer,

---

---

---

---

---

---

---

---

## Digital Surveillance and Employee Privacy Communication

As remote work platforms (Slack, Zoom, Microsoft Teams) monitor human productivity, a major ethical question surfaces: **What are the boundaries of employer monitoring, and how must it be communicated?**

### The Ethics of Surveillance Transparency

- **Unethical Surveillance:** Deploying stealth tracking software ("bossware") to monitor employee keystrokes or activate laptop cameras without explicit, documented written notification to the staff.
- **Ethical Surveillance:** Maintaining a clear, accessible digital communication policy that openly states what data is monitored, why it is logged (e.g., cybersecurity compliance), and where employee privacy expectations end.

### ▣ Practical Assignment 5: Designing a Privacy Notice

**Objective:** Draft an ethical corporate policy statement regarding workspace data monitoring.

#### The Exercise:

Imagine your company is introducing a tool that logs active hours and communication sentiment analysis on Slack threads to monitor team burnout. Write a transparent, ethically sound email notice to the employees announcing the rollout. It must not hide the surveillance aspect, but must clearly define the guardrails protecting their privacy.

Plaintext

Subject: Update on our workspace analytics and communication tools  
Dear Team,

As part of our commitment to managing team welfare and system security, we are...

---

---

---

To ensure total transparency, please note that the system WILL log: \_\_\_\_\_

\_\_\_\_\_

The system WILL NOT access or record:

\_\_\_\_\_

\_\_\_\_\_

## Capstone Project – Crisis Negotiation and Conflict Ethos

**Objective:** Synthesize transparency, accountability, sourcing integrity, and confidentiality principles to resolve a complex, systemic corporate communications crisis.

### The Scenario

BioMed Tech Corp produces blood-sugar tracking devices. A software update causes 4% of the devices to display readings that are slightly lower than the actual glucose metrics.

- **The Internal Conflict:** The Engineering Director wants an immediate global message sent to all active users. The Sales Director wants to quietly email only the users who have filed specific complaints, arguing that a public announcement will crash stock value and cause unnecessary panic.
- **The Current Standoff:** The company's legal counsel has drafted a cryptic statement to hide the glitch behind a routine "software upgrade notice." The local regulatory authority has got wind of the issue and is demanding a full operational summary report by tomorrow.

### ☑ Capstone Assignment: The Chief Compliance Officer's Action Plan

As the Chief Compliance Officer, write the final communication strategy to steer the executive board through this crisis ethically.

#### *1. Stakeholder Prioritization Matrix*

Explain why the Sales Director's plan to quietly target only complaining users fails basic business communication ethics standards. Who is the primary stakeholder group whose safety overrides financial metrics?

Plaintext

Priority Assessment:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## 6. Основні англомовні жанри письмової комунікації в науково-освітній галузі

### The Core English-Language Genres of Written Communication in the Academic and Educational Sphere

#### Written Academic Genres in English

##### *Mastering Structure, Tone, and Convention in Global Education*

#### The Research Abstract (The Descriptive vs. Informative Model)

The abstract is the gateway to your research. In global academia, an abstract must be fully self-contained, allowing readers to determine within seconds whether they need to read the full paper.

#### Structuring a Standard Informative Abstract

Most high-impact English journals require an informative abstract of 150–250 words following a strict structural sequence:

- **Background / Context:** Why does this topic matter right now?
- **Problem Statement / Gap:** What specific flaw or missing piece in previous research are you addressing?
- **Methodology:** What data did you collect and how did you analyze it?
- **Results / Findings:** What did you discover? (Be specific; avoid vague phrases like *"The results are discussed"*).
- **Conclusion / Implications:** How does this study advance the field or change current practices?

#### ▣ Practical Assignment 1: Deconstructing and Labeling an Abstract

**Objective:** Identify the structural components of an academic abstract and spot non-standard phrasing.

#### The Text for Analysis:

*(1) Despite the rapid integration of remote learning platforms in European universities, little attention has been paid to how digital fatigue impacts student retention rates in undergraduate STEM programs.*

*(2) This study examines the relationship between weekly screen-time metrics and semester drop-out rates among 1,200 students over a two-year period.*

(3) *Data was gathered through automated platform tracking and bi-monthly self-assessment surveys.*

(4) *The statistical analysis reveals a 22% increase in drop-out risk when continuous online lecture tracking exceeds four hours per day.*

(5) *These findings indicate that higher education institutions must restructure synchronous delivery models to protect student enrollment metrics.*

### **Your Tasks:**

1. Match the numbers from the sentences above to their correct structural academic purpose:
  - **Methodology:** Sentence [ ]
  - **Results / Findings:** Sentence [ ]
  - **Problem / Gap:** Sentence [ ]
2. **The Polish Challenge:** Academic English prefers the active voice or crisp passive constructions. Rewrite Sentence (3) to make it sound more assertive and academically polished (e.g., *Using a mixed-methods approach, we tracked...*).

*(Write your answers below)*

Plaintext

1. Structure Mapping: Background/Gap: [ ] | Methods: [ ] | Findings: [ ]

2. Refined Sentence (3):

---

---

---

### **The Introduction Section (Swales' CARS Model)**

To write an effective introduction for a research paper, grant proposal, or dissertation chapter, English academia relies heavily on John Swales' **CARS Model** (Create a Research Space).

[SWALES' C.A.R.S. MODEL]

Move 1: Establishing a Territory (Declaring the topic important)

Move 2: Establishing a Niche (Pointing out a gap, counter-claiming, or raising a question)

Move 3: Occupying the Niche (Outlining your current study and listing objectives)

## Signposting Language

Academic English is highly dependent on *signposting*—explicit transitional words that signal to the reader exactly where the argument is moving.

- For Move 1: "*Centrally featured in recent literature is...*", "*A growing body of research suggests...*"
- For Move 2: "*However, previous studies have failed to consider...*", "*Much of the current data remains contradictory regarding...*"
- For Move 3: "*The primary objective of this paper is to...*", "*To remedy this gap, this study offers...*"

## 📌 Practical Assignment 2: Building the Research Space

**Objective:** Apply the CARS model to draft a coherent academic introduction framework.

**The Scenario:** You are writing an introduction for an educational research paper on using Artificial Intelligence (AI) chatbots to provide automated feedback to students learning English as a foreign language (EFL).

**Your Tasks:** Write one formal academic sentence for each Move to construct the opening paragraph of your introduction.

Plaintext

Move 1 (Establish Territory - Importance of AI in EFL):

---

---

---

Move 2 (Establish Niche - What previous studies missed or failed to resolve):

---

---

Move 3 (Occupy Niche - State what your specific paper will do):

---

---

---

## The Academic Literature Review (Synthesizing vs. Listing)

A common pitfall for novice researchers is turning a Literature Review into an alphabetical list of book summaries ("*Author A said X. Author B said Y. Author C said Z*"). In the English-language tradition, an effective review must **synthesize** sources into conceptual themes.

Unethical/Weak Review (The Laundry List):  
[Summary of Study 1] ----> [Summary of Study 2] ----> [Summary of Study 3]

Professional Review (The Synthesized Web):

Theme: Digital Equity

/            |            \  
[Study 1: Access] [Study 2: Policy] [Study 3: Economics]

### Hedging Language (Cautious Writing)

Academic English rarely uses absolute words like *prove*, *always*, *definitely*, or *obviously*. Because research is subject to limitation, writers use **hedging** to state claims cautiously.

- *Instead of: "This data proves that students are lazy online."*
- *Use: "The data indicates that students may experience decreased engagement during asynchronous sessions."*

### 📌 Practical Assignment 3: Synthesizing and Hedging Data

**Objective:** Rewrite a weak, aggressive "laundry list" paragraph into a synthesized, appropriately hedged literature review segment.

#### The Raw Source Summary Notes:

- *Smith (2021):* Virtual reality (VR) headsets make 40% of students feel dizzy during biology lessons.
- *Garcia (2023):* VR tools are too expensive for 60% of public schools in Eastern Europe.
- *Ivanov (2024):* Students retain 15% more anatomy data when using VR simulators compared to reading textbooks.

**Your Task:** Combine these three separate findings into a single, cohesive paragraph. Group them by their shared theme (The systemic barriers vs. pedagogical benefits of VR) and use hedging language (e.g., *suggests*, *appears to*, *primary limitations include*).

Plaintext

Synthesized Review Paragraph:

---

---

---

---

---

---

---

## Educational Grant Proposals (The Problem-Solution-Impact Model)

Unlike pure research papers, an educational grant proposal or project bid is a persuasive document designed to win financial backing. It follows a pragmatic **Problem-Solution-Impact** architecture.

1. Statement of Need (The Crisis) -> 2. Measurable Objectives -> 3. Action Plan -> 4. Key Performance Indicators (KPIs) -> 5. Sustainability Plan (Future Budgeting)

### Writing Measurable Objectives (SMART Metrics)

Grant reviewers routinely reject proposals with vague objectives like *"We want to buy computers to improve digital literacy."* Objectives must be Specific, Measurable, Achievable, Relevant, and Time-bound.

- *Ethical/Strong Objective: "By Q3 2027, this project will deploy 50 refurbished workstations to train 200 secondary school teachers, aiming for a 30% reduction in classroom software onboarding times."*

### 📌 Practical Assignment 4: Upgrading a Grant Objective

**Objective:** Transform a weak, descriptive project goal into a professional, fundable grant metric.

#### The Weak Objective:

*"Our school wants money to build a new language laboratory because our current English equipment is very old and students can't pass their listening exams well."*

#### Your Tasks:

1. Identify what vital data components are missing from the weak statement (e.g., timeline, target audience scale, specific tracking metrics).
2. Rewrite the statement into an executive-level project objective suitable for an international funding organization (like Erasmus+ or the British Council).

Plaintext

1. Omissions Identified:

---

---

---

2. Professional Funding-Ready Objective:

---

---

## Academic Correspondence (Peer Review Rebuttals)

A highly distinct and emotionally demanding genre in international academia is the **Peer Review Response Letter**. When you submit a paper, journal reviewers return it with critical, often blunt modifications. Your written reply must be perfectly polite, formal, and authoritative.

### The Three-Part Rebuttal Formula

For every criticism raised by a reviewer, your written response should follow this protocol:

1. **Acknowledge and Validate:** Thank the reviewer for their insight.
2. **State the Action Taken:** Explain exactly *where* and *how* you changed the text.
3. **Provide Evidence/Justification:** Show the updated sentence or defend your original choice using data if you disagree with the reviewer.

### ▣ Practical Assignment 5: Handling Criticisms Diplomatically

**Objective:** Draft a professional peer review response that accommodates a critique without sounding defensive.

#### The Reviewer's Comment:

*"The author's sample size of 45 participants is laughably small. The conclusions regarding global student behavior are completely unearned and invalid based on this limited dataset."*

**Your Tasks:** Write the response letter excerpt. Do not argue back aggressively. Instead, acknowledge the sample size limitation, state that you have added a "Limitations Section" and softly re-frame why this specific pilot sample still offers useful qualitative indicators for future research.

Plaintext

Response to Reviewer 2 (Comment 1):

We thank the reviewer for pointing out this critical limitation. We agree that... \_

---

To address this point, we have updated the manuscript to include... \_

---

Nevertheless, we believe this cohort provides... \_

---

---

# Capstone Project – The Institutional Syllabus & Rationale

**Objective:** Synthesize abstract design, formal academic tone, signposting, and clarity metrics to construct a professional course description document.

## The Scenario

Your university department is launching an international, English-medium Master's course titled "**Global Digital Pedagogies.**"

As the Program Coordinator, you must write the official English course catalog overview sheet. This document will be read by international applicants, university accreditation boards, and potential exchange partners. It must combine academic rigor with attractive, scannable clarity.

## ☑ Capstone Assignment: The Syllabus Blueprint

Fill out the official three-part institutional template below using the formal genres and linguistic standards studied across the next pages.

### 1. Course Rationale & Territory Framework (Apply CARS Move 1 & 2)

Write a 4-sentence introductory statement explaining the urgent societal need for this course given the rise of remote education models, explicitly detailing the skill gap current educators face.

Plaintext

Section 1: Course Rationale

---

---

---

---

### 2. Core Learning Outcomes (Apply SMART Grant Metrics)

List three precise learning outcomes that students will achieve by completion of the course. Use active academic verbs (e.g., *Evaluate, Synthesize, Critique, Construct*).

Plaintext

Section 2: Intended Learning Outcomes (ILOs)

Upon successful completion of this module, students will be able to:

1.

---

---

2.

---

3.

---

**3. Methodological Note (Apply Hedging and Academic Precision)**

Write a brief, 3-sentence summary describing the assessment framework. Explicitly explain how your grading metrics account for diverse international learning backgrounds without compromising academic standards.

Plaintext

**Section 3: Assessment Philosophy**

---

---

---

---

---

---

## 7. Академічне письмо і фахова термінологія

### Academic Writing and Professional Terminology

#### Academic Writing & Professional Terminology

##### *Precision, Objectivity, and Lexical Authority in Formal Discourse*

#### The Academic Register and Lexical Precision

Academic English relies on a formal register that strips away casual, conversational vocabulary. To project professional authority, writers must swap vague phrasal verbs (*look into, find out*) and colloquial words (*get, bad, big*) for precise, single-word Latinate alternatives.

#### The Vocabulary Shift: From Informal to Formal Register

- **Avoid Phrasal Verbs:** Phrasal verbs are polysemic (having multiple meanings) and sound too conversational. Use single-word verbs instead.
- **Eliminate Emotional and Absolute Adjectives:** Avoid words like *wonderful, terrible, or shocking*. Stick to measurable, neutral descriptors.

| <b>Informal / Conversational Phrase</b> | <b>Academic / Professional Equivalent</b>    |
|-----------------------------------------|----------------------------------------------|
| <b>look into</b> the issue              | <b>investigate</b> the phenomenon            |
| <b>find out</b> the results             | <b>determine / ascertain</b> the outcomes    |
| <b>get</b> better metrics               | <b>acquire / attain</b> optimized metrics    |
| a <b>huge</b> increase                  | a <b>substantial / significant</b> expansion |

#### 📌 Practical Assignment 1: Register Purification

**Objective:** Cleanse an informal research entry and upgrade it to a professional academic standard.

#### The Text for Deconstruction:

*"We looked into how the economy got worse after the war. We found out that inflation went up like crazy, which was a terrible shock for small businesses trying to get raw materials."*

### **Your Tasks:**

1. Identify four words or phrasal verbs in the text above that violate the academic register.
2. Rewrite the statement using precise professional terminology and a neutral, objective tone.

*(Write your answers below)*

Plaintext

1. Informal Elements Identified:

---

---

---

2. Academic Upgrade:

---

---

---

### **Nominalization and Information Density**

In conversational speech, we tell stories using verbs (action-driven). In academic writing, information density is increased through a process called **nominalization**—turning verbs and adjectives into nouns. This shifts the focus from *who is doing the action* to *the concepts themselves*.

[NOMINALIZATION TRANSFORMATION]

Action-Driven (Verb Base): "The team analyzed the data and then they discovered..."

Concept-Driven (Noun Base): "An analysis of the data led to the discovery of..."

### **The Benefits of Nominalization**

- It condenses long, descriptive sentences into tight, concise packages.
- It removes personal pronouns (*I, we, they*), which automatically boosts the objectivity of your research framework.

## ▣ Practical Assignment 2: The Noun-Heavy Shift

**Objective:** Maximize sentence density by converting verb-centric clauses into nominalized structures.

Transform the action-heavy, conversational sentences below into concise, noun-driven academic statements.

1. **Verb Style:** *"Because the temperature fluctuated constantly, the chemical solution degraded rapidly."*
  - **Nominalized Academic Style:** *"Constant \_\_\_\_\_ in temperature resulted in the rapid \_\_\_\_\_ of the chemical solution."*
2. **Verb Style:** *"The local authorities implemented the policy poorly, and that is why the community resisted it."*
  - **Nominalized Academic Style:** *"The poor \_\_\_\_\_ of the policy precipitated community \_\_\_\_\_."*
3. **Verb Style:** *"We measured the parameters accurately, which allowed us to evaluate the structural integrity safely."*
  - **Nominalized Academic Style:** *"The accurate \_\_\_\_\_ of parameters facilitated a safe \_\_\_\_\_ of structural integrity."*

## Maintaining Absolute Objectivity and Eliminating Personal Bias

An ethical academic text evaluates evidence coldly. The moment a researcher inserts personal emotions or direct self-referencing into a claim, the perceived validity of the data drops.

### Depersonalization Strategies

- **The Passive Voice Loop:** Use the passive voice to highlight the object of research, not the researcher. (e.g., Change *"I mixed the chemicals"* to *"The compounds were synthesized"*).
- **Third-Person Labeling:** Refer to yourself as *"the author"* or *"the present study"* if self-reference is absolutely mandatory.
- **Avoid Directives:** Never tell the reader how to feel using exclamation points or emotional commands (*"Note how incredible this graph is!"*).

## ▣ Practical Assignment 3: Stripping Personal Pronouns

**Objective:** Depersonalize an argumentative paragraph to achieve a detached, objective academic voice.

## The Biased Text:

*"I firmly believe that our current educational system is failing completely. In my opinion, we must immediately throw out old testing models because my team saw clear proof that they stress out younger students excessively."*

## Your Tasks:

Rewrite this passage. Eliminate all personal pronouns (*I, my, our, we*), remove emotional qualifiers (*failing completely, throw out, stress out*), and anchor the claims around objective variables (e.g., *assessment models, institutional efficacy, psychological stress indicators*).

Plaintext

Objective Academic Revision:

---

---

---

---

---

---

---

---

## Navigating Domain-Specific Jargon vs. Over-Writing

Every academic discipline has its own professional terminology (jargon). Used correctly, terminology is a vital shorthand that condenses complex ideas. Used incorrectly, it turns into **verbosity**—wordy, confusing writing meant to sound smart but instead obscuring meaning.

### [THE TERMINOLOGY SPECTRUM]

Verbosity (Unethical/Confusing) <-----> Precision (Ethical/Academic)

- |                                                  |                               |
|--------------------------------------------------|-------------------------------|
| - Uses 5 words where 1 works                     | - Uses specific domain terms  |
| - Hides lack of data behind big words            | - Simplifies complex concepts |
| - Example: "Utilize manual extraction apparatus" | - Example: "Use a syringe"    |

## Terminology Rules of Engagement

1. **Define on First Mention:** If an acronym or hyper-specific term is used, define it inline immediately. (e.g., *"Polymerase Chain Reaction (PCR) was utilized..."*).
2. **Avoid Pleonasms:** Do not pair words that repeat the same meaning. (e.g., *unexpected surprise, future plans, blue in color*).

## ▣ Practical Assignment 4: The Jargon Audit

**Objective:** Differentiate between necessary professional terminology and empty verbosity.

### The Pretentious Sentence:

*"At this precise moment in temporary chronological history, it is crucially imperative that we utilize human capital assets to execute a comprehensive optimization optimization strategy regarding our digital computational infrastructure."*

### Your Tasks:

1. Strip away the fluff, repetitive words, and over-written filler terms.
2. Rewrite the core meaning in clean, elegant, and punchy professional English (Tip: Reduce this 30-word sentence down to under 12 words).

Plaintext

#### 1. Pleonasms / Verbal Fluff Found:

---

---

---

#### 2. Streamlined Academic Version:

---

---

---

---

## Cohesion, Coherence, and Structural Signposting

A paper with excellent terminology can still fail if the sentences do not stick together. **Cohesion** refers to the grammatical strings that bind sentences together. **Coherence** refers to the overall logical layout of the ideas.

### The Lexical Bridge Technique

To keep paragraphs coherent, the end of one sentence should create a logical bridge to the start of the next. Use specific academic transition markers instead of simple conversational links:

- *Instead of "But":* **Conversely, However, Alternatively**
- *Instead of "And":* **Furthermore, Moreover, In addition**
- *Instead of "So":* **Consequently, Therefore, Thereby**

## ▣ Practical Assignment 5: Constructing the Logic Chain

**Objective:** Insert appropriate academic signposting markers to unify a disjointed paragraph.

### The Disjointed Text:

*The software algorithm optimized server routing times. [ 1 ], it caused a massive spike in memory consumption. [ 2 ], the IT team had to restart the system multiple times. [ 3 ], the overall user experience deteriorated. [ 4 ], this system update cannot be deployed in its current state.*

**Your Task:** Fill in the blank brackets with the most logically accurate academic transitions from the word bank below. Do not use any word twice.

Word Bank: [ Therefore | However | Consequently | Furthermore ]  
Plaintext

1. Bracket [ 1 ] Choice: \_\_\_\_\_
2. Bracket [ 2 ] Choice: \_\_\_\_\_
3. Bracket [ 3 ] Choice: \_\_\_\_\_
4. Bracket [ 4 ] Choice: \_\_\_\_\_

## Capstone Project – The Methodology Lexical Design

**Objective:** Synthesize all components (Nominalization, academic register, depersonalization, proper jargon use, and logical cohesion) to write a professional scientific Methodology section.

### The Scenario

You are compiling the **Materials and Methods** section of a clinical research study analyzing the effects of a new organic compound on lowering blood pressure. You have been given the raw, unedited diary notes of the laboratory technician:

*"We took 50 lab mice and injected them with 5mg of the compound every single morning at 8:00 AM sharp. We watched them carefully for 2 weeks. The mice didn't seem to get sick or anything, but their blood pressure dropped down a whole lot. We used a standard digital monitor to get the numbers."*

## ▣ Capstone Assignment: The Technical Methodology Draft

Transform the technician's informal diary entry into a publication-ready, formal academic methodology paragraph.



## 8. Особливості техніки перекладу

### The Essentials of Translation Technique

#### *Structural Shifts, Equivalence, and Contextual Adaptation*

#### Literal vs. Free Translation (The Spectrum of Fidelity)

Translation is not a mechanical word-for-word substitution. Every language maps reality using unique grammatical rules and cultural logic. The first decision a translator must make is where to position their work on the translation spectrum.

#### 1. Literal Translation (Word-for-Word / Direct)

- **The Approach:** Preserves the exact grammatical structures and word choices of the source text as closely as possible.
- **When to Use:** Highly specialized technical texts, legal statutes, patents, or medical manuals where structural deviation could alter meaning or compromise safety.

#### 2. Free Translation (Sense-for-Sense / Oblique)

- **The Approach:** Prioritizes transferring the *core meaning*, emotional intent, and communicative impact of the source text using natural phrasing in the target language.
- **When to Use:** Marketing copy, literature, film subtitles, and public speeches.

#### [THE TRANSLATION QUALITY SPECTRUM]

Literal (Word-for-Word) <-----> Free (Sense-for-Sense)  
(Technical/Legal Bias)      (Communicative Balance)      (Marketing/Poetry Bias)

#### 📌 Practical Assignment 1: Evaluating the Spectrum Failure

**Objective:** Analyze how a literal approach fails in a communicative context and draft a sense-for-sense alternative.

#### The Source Text (English Idiomatic Expression):

*"Before you launch the software update, you must ensure you have all your ducks in a row."*

#### Your Tasks:

1. **The Literal Trap:** Translate this sentence literally into Ukrainian/Slavic structures. Why does this literal output cause complete communicative failure?
2. **The Free Rewrite:** Translate the sentence using an oblique/free technique. Keep the professional tone, capture the underlying meaning of

organization/readiness, and ensure it sounds entirely natural to a native target reader.

*(Write your answers below)*

Plaintext

1. Literal Translation & Analysis:

---

---

---

2. Contextual Adaptation:

---

---

---

### **Transposition (Grammatical Category Shifts)**

One of the most frequent technical interventions a translator performs is **transposition**. This involves replacing one part of speech (e.g., a noun) with another (e.g., a verb) in the target text, without changing the meaning of the message.

#### **Why Transposition is Vital**

English is a highly **nominalized** language that frequently stacks nouns and adjectives together. Ukrainian and other Slavic languages are heavily **verbal**, prioritizing action and descriptive verbs over complex noun blocks.

- *English Source (Noun-heavy): "Upon completion of the analysis, the team made an immediate departure."*
- *Literal/Stiff Target: "Після завершення аналізу команда зробила негайне відправлення."*
- *Transposed Target (Verb-driven): "Коли аналіз завершився, команда негайно поїхала." (The nouns *completion* and *departure* became the verbs *завершився* and *поїхала*).*

### **📌 Practical Assignment 2: Performing Grammatical Transpositions**

**Objective:** Apply the transposition technique to convert static English noun-based phrases into natural, action-driven target structures.

Transform the following phrases by shifting the grammatical categories of the underlined words to maximize natural target flow.

1. **Source:** *"The company experienced a rapid **growth** in sales last quarter."*
  - **Transposed Target Plan:** Shift the noun "growth" into a verb structure.

- **Your Translation:**
- 
2. **Source:** *"Thank you for your **assistance** in this configuration matter."*
    - **Transposed Target Plan:** Shift the noun "assistance" into a verb form.
    - **Your Translation:**
- 
3. **Source:** *"The system provides automatic **detection** of software anomalies."*
    - **Transposed Target Plan:** Convert the noun block "automatic detection" into a verb-adverb structure.
    - **Your Translation:**
- 

## Modulation (Shifting the Point of View)

While transposition changes grammatical categories, **modulation** changes the *semantics* or point of view of the message. This technique is required when a literal translation is grammatically correct, but sounds completely unnatural or unidiomatic in the target language.

### Common Modulation Subcategories

- **Abstract to Concrete:** Changing a vague idea into a specific object.
- **Active to Passive (or vice versa):** English business writing favors the passive voice (*"Mistakes were made"*), whereas Slavic corporate styles prefer active accountability or impersonal collective forms (*"Ми пропустилися помилки"*).
- **Negation of the Opposite:** Changing a positive statement into a double negative, or vice versa, to fit stylistic preferences.
  - *English:* *"It is not uncommon for servers to crash under heavy load."*
  - *Modulated:* *"Сервери доволі часто виходять із ладу під час високого навантаження."* (Literally: *"It happens quite often..."*).

## 📌 Practical Assignment 3: Perspective Pivoting

**Objective:** Apply semantic modulation to align perspectives with target language habits.

Rewrite the following English statements using modulation techniques to match natural phrasing styles.

1. **Source (Double Negative):** *"The new user interface design is **not bad**."*
    - **Modulated Target Focus:** Express this as a positive or contextually appropriate affirmative statement.
    - **Your Translation:**
- 
2. **Source (Passive Voice):** *"Your application **has been rejected** by the system automation filter."*

- **Modulated Target Focus:** Shift the perspective from the passive receiver to an active, impersonal process statement.
  - **Your Translation:**
- 
3. **Source (Spatial/Anatomical Perspective):** *"Keep this critical information at the back of your mind."*
- **Modulated Target Focus:** Shift the metaphorical location to a natural local cognitive idiom.
  - **Your Translation:**
- 

### Managing Lexical False Friends (Deceptive Equivalents)

The most dangerous pitfall for any professional translator is the existence of **False Friends** (*faux amis*)—words in two different languages that look or sound almost identical, but have completely different meanings.

#### [THE DECEPTIVE LEXICAL TRAP]

Source Word (English) =====> Lookalike Target Word =====> Real Target Meaning

|            |                        |                        |
|------------|------------------------|------------------------|
| -----      | -----                  | -----                  |
| - Actual   | - Актуальний (Current) | - Справжній / Реальний |
| - Accurate | - Акуратний (Neat)     | - Точний / Правильний  |
| - Data     | - Дата (Calendar day)  | - Дані / Інформація    |

### The Professional Rule of Verification

An ethical translator never assumes an international lookalike word is a true equivalent. Every cognate (words sharing a common origin) must be verified through context rather than phonetics.

### ▣ Practical Assignment 4: Clearing the False Friends Minefield

**Objective:** Identify, correct, and unpack deceptive lookalike words within corporate texts.

#### The Erroneous Text (Translated poorly by an AI tool):

*"The director general presented an **actual** report based on precise **data**, ensuring the financial numbers were completely **accurate** for the board."*

*Bad Translation Output: "Генеральний директор представив **актуальний** звіт на основі точних **дат**, гарантуючи, що фінансові показники були повністю **акуратними** для ради."*

## Your Tasks:

1. Detail the translation errors caused by the three bolded words in the bad translation output. Explain how the meaning was warped.
2. Produce an audited, professionally corrected translation that honors the true meaning of the English source text.

### Plaintext

#### 1. Error Audit:

- Актуальний vs. Actual:

---

- Дата vs. Data:

---

- Акуратні vs. Accurate:

---

#### 2. Audited Translation:

---

---

---

---

## Compensation and Cultural Adaptation (Domestication vs. Foreignization)

When a specific cultural concept, joke, or institution exists in the source language but has no equivalent in the target culture, translators must choose between two macro-strategies:

- **Foreignization:** Retaining the foreign cultural parameters of the source text, forcing the reader to adapt to an unfamiliar world (e.g., keeping words like *Wall Street*, *Thanksgiving*, or *Quarterback* unchanged and adding a explanatory footnote).
- **Domestication:** Replacing the source cultural reference with a familiar target cultural equivalent so the reader experiences zero friction (e.g., translating an American cultural reference to a local equivalent).

## The Technique of Compensation

If a stylistic feature or nuance cannot be translated at the exact spot where it occurs in the source text, the translator uses **compensation**—introducing that nuance elsewhere in the paragraph to keep the overall tone balanced.

## 📌 Practical Assignment 5: Strategic Cultural Adaptation

**Objective:** Apply domestication and compensation methods to an business outreach text.

**The Source Text:**

*"Our customer support team is as friendly as a Midwestern neighbor on a Sunday afternoon. We don't believe in corporate coldness."*

**Your Tasks:**

- 1. **Identify the Cultural Barrier:** Why does the phrase *"Midwestern neighbor on a Sunday afternoon"* fail to evoke the intended emotional response for a reader outside North America?
- 2. **The Domesticated Adaptation:** Rewrite this customer-facing text using a localized cultural archetype or comparative image that evokes the exact same warm, welcoming, and relaxed community feeling without using American geographic slang.

Plaintext

1. Cultural Barrier Analysis:

---



---



---

2. Domesticated Adaptation:

---



---



---

**Capstone Project – The Localization Audit**

**Objective:** Synthesize all translation techniques (Transposition, modulation, false-friend filtering, and cultural domestication) to evaluate and rebuild an international software launch statement.

**The Standoff Scenario**

A Silicon Valley financial application is launching its mobile wallet platform for users in Eastern Europe. The internal localization wing has produced an initial raw draft translation of the application landing page. The launch is stalled because focus groups find the translated text stiff, untrustworthy, and obviously written by a machine.

+-----+

**LAUNCH DRAFT FOR AUDIT:**

"We are executing a final termination of legacy baking barriers. Utilize our actual software package to realize automatic investments of your spare assets without a second thought."



## РЕКОМЕНДОВАНА ЛІТЕРАТУРА:

1. Карабан В. І. Переклад англійської наукової і технічної літератури. Граматичні труднощі, лексичні, термінологічні та жанрово-стилістичні проблеми. Вінниця : Нова Книга, 2004. 576 с.
2. Корунець І. В. Порівняльна стилістика англійської та української мов : підручник. Вінниця : Нова Книга, 2008. 464 с.
3. Bailey S. Academic Writing: A Handbook for International Students. 5th ed. London ; New York : Routledge, 2017. 312 p.
4. Cambridge Academic Content Dictionary. Cambridge : Cambridge University Press, 2008. 1096 p.
5. Hyland K. Metadiscourse: Exploring Interaction in Writing. London : Continuum, 2005. 242 p.
6. Munday J. Introducing Translation Studies: Theories and Applications. 4th ed. London ; New York : Routledge, 2016. 394 p.
7. Pinker S. The Sense of Style: The Thinking Person's Guide to Writing in the 21st Century. New York, Penguin Books : 2015. 368 p.
8. Publication Manual of the American Psychological Association. 7th ed. Washington, DC : American Psychological Association, 2020. 428 p.
9. Swales J. M., Feak C. B. Academic Writing for Graduate Students: Essential Tasks and Skills. 3rd ed. Ann Arbor : University of Michigan Press, 2012. 418 p.
10. Sweeney S. English for Business Communication. 2nd ed. Cambridge : Cambridge University Press, 2003. 174 p.
11. Venuti L. The Translator's Invisibility: A History of Translation. 2nd ed. London ; New York : Routledge, 2008. 336 p.
12. Vinay J.-P., Darbelnet J. Comparative Stylistics of French and English: A Methodology for Translation / trans. and ed. by J. C. Sager, M.-J. Hamel. Amsterdam ; Philadelphia : John Benjamins, 1995. 378 p.
13. Wallwork A. English for Writing Research Papers. Cham : Springer, 2016. 362 p

Навчально-методичне видання

Людмила КРАЙНЯК, Ольга БОДНАР, Олександра ДУДА

МЕТОДИЧНІ ВКАЗІВКИ: ДІЛОВІ КОМУНІКАЦІЇ АНГЛІЙСЬКОЮ МОВОЮ  
ДЛЯ ЗДОБУВАЧІВ ОСВІТНЬОГО СТУПЕНЯ МАГІСТР СПЕЦІАЛЬНОСТІ  
С4 ПСИХОЛОГІЯ ОСВІТНЬО-ПРОФЕСІЙНА ПРОГРАМА «ПСИХОЛОГІЯ»

Підписано до друку 06.05.2026.

Формат 60x 84/16. Гарнітура Times New Roman.  
Папір офсетний 80 г/м<sup>2</sup>. Друк електрографічний.  
Умов.-друк. арк. 4,19. Обл.-вид. арк. 3,1  
Тираж 50 примірників. Замовлення № 10/22/26.

**Видавець та виготувач:**

ФОП Осадца Ю. В.  
м. Тернопіль, вул. 15 Квітня, 2Д/10  
тел. (097) 988-53-23

*Свідоцтво про внесення суб'єкта видавничої справи до державного  
реєстру видавців, виготівників і розповсюджувачів видавничої продукції  
серія ТР № 46 від 07 березня 2013 р.*