

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

**O. M. BEKETOV NATIONAL UNIVERSITY
of URBAN ECONOMY in KHARKIV**

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INTERNATIONAL COMMUNICATIONS

LECTURES

*(for students second (master's) level of higher education specialty
073 – Management, 281 – Public administration)*

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PREFACE

The purpose of the discipline “International Communications” is to provide students with theoretical knowledge and practical skills to successfully perform professional responsibilities in the area of international relations with an emphasis on the development of competencies necessary for information and analytical work, planning and implementation of effective communication at the international, regional and national levels.

Tasks of the discipline:

- know of the content of the basic concepts of international communication theory;
- be able to establish and use information sources taking into account the needs of the parties interested in communication;
- know of place, role, significance of the theory and practice of international communication in modern society;
- know of communication models and their main components;
- be able to analyze and choose definitions and terms, most relevant to the essence of the subject and ideas about it;
- know of the essence of the concepts that make up the theory of international communications;
- be able to determine the features of communication processes at all levels;
- be able to analyze and typologies communication processes.

Course content

Content module 1. Theoretical foundations of communications.

Communication and its role in international relations. Concept of communication. Terms in the communications area. The main types of communication. International communications in the area of international relations. International communication models. Harold Laswell’s communication model. Methods of communicative analysis.

Content module 2. Communication tools and mechanisms.

International communication facilities. Means and types of mass communication. Organizational support of international communications. International experience in the formation of strategic communications. The latest information technologies in international communication. Modern information and communication technologies as a factor in the evolution of social and political relations.

Content module 3. Peculiarities of international communications.

Peculiarities of international communications management. Characteristics of the management structure in international organizations. Ukraine's strategic international communications. Strategic communications in international relations. Strategic communications for security and government institutions.

End-of-course assessment is Differentiated test.

Current control is carried out and evaluated based on the questions presented in lectures, independent work and practical tasks. Current control is carried out in the classroom during the current control period, or in a distance course, in the form of tests, cases.

The system of current control is based on the application of the following forms of control: oral survey based on lecture materials; performance of practical tasks; solving tasks and problem situations; survey of students for each meaningful module; control of performance of practical tasks; testing in a virtual educational environment on the MOODLE platform.

Final control is carried out using examination tickets or in a virtual educational environment on the MOODLE platform. Candidates who completed all the tasks and scored more than half of the maximum possible points for each content module and individual task are admitted to the final control in the form of a differentiated assessment.

THEME 1 COMMUNICATION AND ITS ROLE IN INTERNATIONAL RELATIONS

1.1 Concept of communication.

1.2 Terms in the communications area.

1.3 The main types of communication.

1.4 International communications in the area of international relations.

1.1 Concept of communication

Communication (from Latin “communicatio” – message, transmission; from Latin “communico” – making common). Communication is an important factor in the existence of society, because there is no society without communication. Communication is the process that ensures the formation of society.

Communication is also understood as constructive communication that leads people to conclusions that change their lives for the better.

The *communication process* is an interaction between different subjects of communication, in which information is exchanged. It includes a dynamic change of stages of formation, transmission, reception, decoding and use of information in both directions in the interaction of communicants.

Elements of the communicative process

Everyone sets different goals when communicating. But the main goal is always to convey your opinion to the other person.

The receiver is the subject that accepts the information.

The flow of communication is a way of delivering information.

Message – the information itself.

Sender – the person who delivers the information.

Communication and socializing have undoubted similarities. However, there are also differences:

1. Personal communication involves the exchange of not only information but also emotions and in communication emotions should not play any important role;
2. The main function of communication is to establish contact between speakers;
3. The main purpose of communication is to find a way to communicate information. Conversation, in fact, is a general concept that includes communication.

Our life is impossible without interaction and communication. The need for people to interact with each other is due not only to the requirements of modern society, but also biologically.

We live in a world of communication, where people spend most of their time on communication. Studies have shown that about 70 % of an individual's time is spent on communication: a person writes, reads, speaks, listens. No person or group of people can exist without communication. Only communication provides the transfer of information and ideas.

1.2 Terms in the communications area

Culture of speech – the use of words and expressions appropriate in a particular situation.

The elements of language used in a business meeting are significantly different from those used in personal communication.

Language communication – the use of words and expressions to express your views on the subject of the conversation.

A *language event* is a set of life situations that promote communication and the means of language through which the conversation takes place.

Speech activity – influence on people by means of language.

1.3 The main types of communication

The main types of communication include organizational communication, business communication, interpersonal communication, verbal communication, non-verbal communication, written communication, mass communication, political communication.

Organizational communications are divided into external (exchange of information with the external environment) and internal (between organizational structures within the company).

Companies with limited resources may choose to focus on only some of these activities, while larger organizations may use the full range of communications. Because it is relatively difficult to develop such a wide range of skills, communications professionals often specialize in one or two of these areas, but usually have at least a working knowledge of most of them. By far the most important qualifications that communications professionals should possess are excellent writing skills, good people skills and the ability to think critically and strategically.

Business communication is used for a wide variety of activities including, but not limited to strategic communications planning, media relations, internal communications, public relations (which can include social media, broadcast and written communications, and more), brand management, reputation management, speech-writing, customer-client relations, and internal/employee communications.

Companies with limited resources may choose to engage in only a few of these activities, while larger organizations may employ a full spectrum of communications. Since it is relatively difficult to develop such a broad range of skills, communications professionals often specialize in one or two of these areas but usually have at least a working knowledge of most of them. By far, the most important qualifications communications professionals must possess are excellent writing ability, good people skills, and the capacity to think critically and strategically.

Business communication could also refer to the style of communication within a given corporate entity (i.e. email conversation styles, or internal communication styles).

Interpersonal communication is divided into formal and informal.

Interpersonal communication is a direct contact of people.

Simply put, interpersonal communication is communication between one person and another (or others). It is often referred to as face-to-face communication between two (or more) people.

Both verbal and nonverbal communication, or body language, play a part in how one person understands another, and attribute to one's own soft skills.

In ***verbal communication***, there are two types of messages being sent: a content message and a relational message. Content messages are messages about the topic at hand and relational messages are messages about the relationship itself. This means that relational messages come across in how one says something and it demonstrates a person's feelings, whether positive or negative, towards the individual they are talking to, indicating not only how they feel about the topic at hand, but also how they feel about their relationship with the other individual.

Nonverbal communication explains the processes that convey a type of information in a form of non-linguistic representations. Examples of nonverbal communication include haptic communication, chronemic communication, gestures, body language, facial expressions, eye contact etc. Nonverbal communication also relates to the intent of a message. Examples of intent are voluntary, intentional movements like shaking a hand or winking, as well as involuntary, such as sweating. Speech also contains nonverbal elements known as paralanguage, e.g. intonation, tempo, and stress. It affects communication most at the subconscious level and establishes trust. Likewise, written texts include nonverbal elements such as handwriting style, the spatial arrangement of words and the use of emoticons to convey emotion.

The progression of ***written communication*** can be divided into three “information communication revolutions”:

Written communication first emerged using pictographs. The pictograms were made in stone; hence, written communication was not yet mobile. Pictograms began to develop standardized and simplified forms.

The next step occurred when writing began to appear on paper, papyrus, clay, wax, and other media with commonly shared writing systems. Communication became mobile.

The final stage is characterized by the transfer of information through controlled waves of electromagnetic radiation (i.e., radio, microwave, infrared) and other electronic signals.

Mass communication is the process of sharing information and influence in society through special means, print, television, radio, cinema, etc., as a result of which the message gets to large groups of people at once.

The main approaches to the study of mass communication are as follows:

The concept of total influence. According to it, public opinion is formed mainly under the total influence of mass media. Such information largely determines social values and stereotypes. This approach to the study of mass communication correlates with the understanding of the social world as a “mass society”.

The concept of limited effects. It provides a balanced approach to the study of mass communication, and considers the media to be separate and independent from the authorities social institutions that are disseminators of information, almost free from external pressure. Their task is to inform the public.

The concept of globalist orientation. Their supporters see a significant role of the modern mass media in creating a new culture, new principles of communication and interaction of people.

The modern political communication field is highly influenced by the framework and practices of “information operations” doctrines that derive their nature from strategic and military studies. According to this view, what is really relevant is the concept of acting on the Information Environment. The information environment is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. This environment consists of three interrelated dimensions,

which continuously interact with individuals, organizations, and systems. These dimensions are known as physical, informational, and cognitive.

1.4 International communications in the area of international relations

The phenomenon of international communication in the sphere of international relations and the effectiveness of its impact on foreign policy activities reveals the specifics of the processes that characterize the communication asymmetry in the functioning of the global information environment.

The development of international communication also determines the expansion of democratization processes and the growth of international tension in relations between the leading actors of the world, as it allows to form both a positive perception of foreign policy and the effectiveness of international cooperation, and a negative attitude of politicians and the world community to the foreign policy initiatives of individual international actors.

The asymmetry of international communication is to clarify the differentiation of information and technological development of states, which resulted in the formation of an information gap, the reasons for which were the specifics of economic activity, the development of the legal framework, the existence of historical traditions and the formation of national mentality.

Continued increase of the information gap may lead to the “exclusion” of certain countries or segments of society from the process of international communication, which casts into question the possibility of practical and effective implementation of the principles of democratization of international relations.

Also, the growing asymmetry of international communication can lead to fragmentation of the world order and make some international actors more excluded from the processes of international cooperation or impose restrictions on such cooperation. That is, in the context of the development of global information processes, there is both convergence of parameters of foreign policy interaction and differentiation of states on the basis of involvement in information and technological

innovations, which increases the manifestations of asymmetry in the system of international relations.

The effectiveness and modernity of innovative tools of foreign policy confirms that international communications contribute to the reputational positioning of the state in the world, are part of ensuring international and national interests. The emergence of the very idea of using innovative communication tools in international relations is due to the dynamic and intensive development of the world in recent decades, resulting in a new reality and new challenges that require new ways to achieve interstate compromises and diplomatic agreements.

International communications contribute to the spread of influence in the international environment, the solution of geopolitical problems, the formation of a new architecture of the modern system of international relations. The functions of international actors to ensure national interests, due to the growing competition of influences and parameters of political positioning in the system of global interactions, are significantly transformed and encourage the integrated use of innovative resources, including communication tools of both direct and indirect influence to the assets of foreign policy strategies. It is the complexity and contradictions of international processes and phenomena that have led to a special interest in international communications, which have created new opportunities for foreign policy activities of states in international relations of the XXI century.

THEME 2 INTERNATIONAL COMMUNICATION MODELS

2.1 Dialogical (modern) model of intercultural communications.

2.2 Phenomenological (postmodern) model of intercultural communications.

2.3 Critical (neo-modern) model of intercultural communications.

2.4 Harold Laswell's communication model.

2.1 Dialogical (modern) model of intercultural communications

Dialogical (modern) model of intercultural communications grows out of the classical philosophy of dialogue of the twentieth century, universal ethics of hermeneutic theory, existentialism. Its general formula is the understanding of the Other as an ontological presence, a source of sacred experience of the self, which acquires the purpose of service. In the scientific and educational practices of modern ethics, ethnography, social anthropology, Bakhtian literary studies and cultural theory, the hermeneutic strategy is based on moral interaction with the Other as a separate existential substance, reaching (unlike phenomenology and postmodernism) not external operational interfaces, but internal ontological depths.

Such communication removes the fear of conflict, because conflict as an opportunity is inherent in the nature of dialogue as a true essential event of contact between the archetypes of the Self and the Other at the most deep psychic levels. Dialogue does not cover up the subjective attitude towards the Other as a result of the conflict of values and, in contrast to the phenomenological strategy of neutrality, does not cover up beliefs, but on the contrary articulates them in order to achieve honesty and preserve the personalistic identity of all participants in the interaction by going beyond the sphere of beliefs as such.

Dialogic communication strategies are not formal, but substantive and are ideal not only for the situation of contact between the speaker and the listener during the perception of the message, but also for live horizontal communications, where a certain group of people is forced to stay for a long time in one location, looking and perceiving

each other bodily, and not through the imaginary mirror of the screen. Dialogue is an effective means of developing natural solidarity at the lowest level of everyday communication, cultural diplomacy, transcultural and transreligious peacekeeping missions, art practices, etc.

The key concepts of the dialogic model are the categories of representation, interpretation and reflection, which in cultural anthropology constitute a single set of self-understanding of the subject when working with the Other.

Representation implies the representation of the cultural and religious tradition of the Other as an internal heterogeneous entity, which, given all the postmodern plurality, is still structured, forming a vertical of three levels: the tradition itself with its basic values, reference groups within the tradition with their corporate values, and individuals with their personal narratives and private identities.

Such fragmentation of the Other is necessary when it is necessary to get rid of reductive stereotypes in its perception by the most “exotic” characteristic that causes suspense and numinous fear. The representation frees the subject’s mind from xenophobia, dualism and linear mentality. At the same time, the fragmentation of the Other in the representation is a mechanism of its soft pressure by separating more “toxic” and less “toxic” elements in its totality, which already means an attack on its integrity.

Interpretation or “rich description” implies the reproduction of the internal mental world of the Other within one’s own life-world. It is based on entering another’s subjectivity as a complete unique reality of the text based on the reconstruction of the cultural context of the Other’s life. Interpretation implies the abandonment of subject-object opposition, understanding and sensitivity, but it is not without its own defects that form its limits.

That is why interpretations are highly adequate strategies for small real groups with a cross-cutting movement of meanings, but lose their meaning in large collectives where private value opinions cause a general imbalance.

Reflection as the third stage of the interpretive strategy involves correcting the results of interpretation by critically examining possible changes in one’s own

worldview under the influence of the Other, which turns into a kind of mirror, image, view, return point of identification of the Self through the dialectical movement from the self through the other to the self.

The results of the dialogue strategy are realized in such modern forms of communication and cultural practice as interviews, modeling of existential history, text edition, field research, cooperative trainings, personal example, etc.

2.2 Phenomenological (postmodern) model of intercultural communications

The phenomenological (postmodern) model of intercultural communication has become widespread mainly within the educational system of France, Denmark, Belgium, and the United States in the aspect of non-pragmatic and anti-Kantian solution to the issues of diversity. Its main principle is to place the Other in the sphere of the Imaginary, to understand him as an object of wish, while keeping away from the real aspect of his self, which is understood in terms of a fluid cultural sign with a variable meaning.

The characteristic lines of the phenomenological strategy are methodological neutrality, “taking in brackets” own beliefs and value opinions, tolerance and objectivity, objectivity and descriptive comparative analysis of a real set of traditions by the criterion of searching for conditional universal morphogenetic patterns that can keep potential opponents in a state of liberal irony – distancing while attracting the resources of associative memory and sensory experience. Such a model – for all its advantages in marketing and socio-political practice for the successful operation of locations where business aspects of communication dominate – is often criticized by critics of multiculturalism policy for superficiality, powerlessness to resolve basic conflicts, stylization of financial and social class problems as cultural ones, naivety and capitulation.

However, some of its elements are found in the work, where employees are required to have a minimum of direct contacts, but a maximum of electronic communication of formal and mathematical type. The phenomenological model is

based on balancing between knowledge and desire, resilience in mastering the aggression of one's own beliefs and promotes the development of esthetical competencies of subjects of interaction through imagination.

In fact, communication is becoming, at first view, larger and more intensive, but at the same time - more spread out, flat, overhead, leading to dissolving and exclusion.

For a long time, the modern and postmodern, ethical and aesthetic, dialogical and phenomenological models of intercultural communication have been a conditional opposition, which is generally inherent in the project of Western modernity with its fluctuations from ethical and transcendental rationality.

Modern dialogue was the overcoming of the existential gap between the Self and the Other with the following unification of numerous others into a single unifying formula of solidarity, which in practice had repressive consequences (globalism, fundamentalism, imperialism, etc.). In postmodern culture, the Other seems to be preserved, but in the end its authenticity dissipates in the space of many others, mutually excluded from each other.

A simulative image of the Other is created in multiculturalism as a "convenient" reality, recoded through symbolic signifiers into an imaginary object, the encounter with which is stressful, but stress that serves as a way of psychological self-defense against the truly real Other in all its bodily rawness. Thus the spread of quasi-idiological actions of interaction with the "domesticated" Other, "tamed" and nominated according to the hegemonic desires of the Self. Modern unification and postmodern relativization to the same extent retain the model of the Other as a function of the desires of the Self: ontological (in modernity) or ontic (in postmodernity).

2.3 Critical (neo-modern) model of intercultural communications

The critical (neomodern) model of intercultural communication is an example of a radical epistemological break with classical modernity, moving from globalism, which provokes conflicts with the Other, to multiculturalism, which legitimizes these conflicts. This model is based on the school of Freudo-Marxism, which corrects the

defects of dialogical and phenomenological models towards tragic anti-humanism. The critical paradigm becomes simultaneously psychoanalytic (Lacanian) and socio-class (Marxist) – because of the proximity of the paradigms of sociocentrism and psychoanalysis in modern cultural & social studies, which explain the characteristics of the individual and collective subjects of culture as carriers of certain class dispositions.

The innovation of the critical model consists in the fact that there comes an understanding of the essential loss of the Other. After all, here the Other emerges not in the area of the mind, but where there is no place for the mind at all: thus, the psychoanalytic interpretation of the Other breaks with any philosophy in the style of Cogito. The Other is absolutely independent of the self, an objective substance of self-determination, which itself meets the self (and not the other way around) and in relation to which the identity of the self is modeled as a set of effects of the recognition of me by the Other.

At this stage, the subject, feeling the deficit of reality (trauma), receives an invaluable gift – a visual image of himself as a whole body, as a certain formalized visual ego, which is a precondition for the formation of the subject's identity as a double of his reflection. This ideal and correct, balanced and proportional, complete and figurative image (imago) becomes almost mythological and later breaks up into an endless number of ideal figures of the environment (parents, older brothers, heroes, mass media images, promotional pictures, etc).

The person is carried away by this identification model, which is viewed as submission to an ideal and causes something like a sadomasochistic complex. The other can cause aggression (becoming an Alien), which is associated with the constant fear of the Self to lose or destroy its “better” half, to discredit it as an ugly carrier.

2.4 Harold Laswell's communication model

Harold Lasswell's model of communication is a classical model in the sociology

of mass communication, which allows to study the structure of the communication process, as well as its individual components and their interconnection.

Lasswell's model is generally recognized as one of the leading paradigms of theoretical understanding of communication. This is explained by its successful formulation, the framework of which includes not only theoretical considerations, but also a large set of empirical data.

According to the proposed structure, Lasswell identifies the following sections of communication research, each of which represents the answer to the corresponding question:

1. Analysis of the management of communication processes: when answering the question "who?", the factors that open and direct the act of communication itself (first of all, the communicator himself) are considered;

2. Analysis of the content of the transmitted messages, this also includes statistical analysis of the frequency of mentioning certain facts and events in the media;

3. Analysis of the means and channels through which messages are transmitted (for mass communication, this is an analysis of the work of the mass media themselves); identification of the means that are adequate to the nature of the messages transmitted and most acceptable to the intended audience;

4. Analysis of the audience (mass, specialized), which is essential for effective communication; sociological services are involved in solving this problem, the results of which are used by professional, language corporations, advertisers, etc.;

5. Analysis of the results ("effect") of communication impact; in general, the effectiveness of communication was evaluated based on a certain interest in the content of the message.

Later, many researchers, without disputing a certain instrumental usefulness of this scheme, rightly noted that in theoretical terms it is a rather significant simplification of socio-political reality. Some of them proposed to supplement the Lasswell formula with new components. Thus, according to Richard Braddock, the description of the process of political communication should include two more fundamentally important points: under what conditions and for what purpose this

message is sent. At the same time, this interpretation of the political communication process is characterized by one far from certain assumption, which is that the transmitted messages always cause a certain expected effect. This model clearly tends to overstate the effectiveness of the impact of the transmitted messages, especially when it comes to mass communication.

In 1968 Harold Lasswell proposed a more detailed version of his model of communication. The improved model as a model was presented not only as a formula for the study of the communication process, but also as a detailed plan of the actual communicative action. It also provides for the study of the communication process by answering the following questions: Who? With what intention? In what situation? With what resources? Using what strategy? Making an impact on which audience? With what result?

The question who? is related to the definition of the source of information, which may not always coincide with the communicator, directly its transmitter: it may be one person, or it may be different. It is important to determine this in order to find the right answer to the second question.

The question with what intention is the key one. Only after finding out the real purpose of communication, we can talk about the selection of means relevant to this purpose (communicator, message, channel), the choice of the target audience, etc. A clear understanding of the goal (informing, instructing or motivating the audience) determines the selection of other components of communication as a condition for its effectiveness.

The answer to the question “in what situation?” is related to determining in what situation favorable, unfavorable or neutral – the communicative act is carried out. At the same time, it is necessary to establish the presence of natural and man-made barriers between the communicator and the audience that prevent the information from reaching the addressee, and try to minimize their impact.

You should know that communication resources include both communicators themselves and the financial and information means they have at their disposal, as well as effective communication technologies, techniques, methods, etc.

To answer the question using what strategy means to choose the right strategy, therefore, to provide the most effective way to achieve effective communication. Strategy is not only the definition of long-term goals, but also the selection of appropriate means and ways to achieve them. Communication strategy is determined primarily by the nature of the goal, the characteristics of the audience, the availability of resources.

The choice of strategy is based on the solution of the following tasks – providing the most complete information, – providing reliable, fast and effective feedback.

The question of which audience is related to the choice of the communication audience, i.e. those to whom the messages are addressed. The effectiveness of communication is associated with the right choice of audience (mass, specialized, individual). The search for “your” audience and the ability to choose appropriate means and methods of communicative influence require high professionalism and mastery of methods and methods of specific social research.

Answering the question with what result, we mean the assessment of the result of the total efforts of the participants of the communication process. Communication is effective if the set goals are realized in time and with the least cost. Communicative effectiveness is caused by changes in knowledge and attitudes, beliefs or behavior of the information receiver.

THEME 3 METHODS OF COMMUNICATIVE ANALYSIS

3.1 Aspects of modern theory of international communications.

3.2 The concept of a communicative situation and communicative competence.

3.3 The concept of communicative intention.

3.4 Methods of communicative analysis.

3.1 Aspects of modern theory of international communications

All human life is based on communication. Therefore, modern highly developed societies are actively using various communication technologies.

A new area of humanitarian knowledge has been formed and is actively developing – the theory of communication, an important component of which is communicative linguistics, which studies the general laws of human communication through natural language, the organization of language code and other semiotic (sign) systems in the processes of communicative interaction of individuals, the influence of mental, social, cognitive, cultural and other factors on the means of language, as well as various situational components of communication. The native speakers' deliberate attitude to their communicative activity, the ability to analyze the causes of conflicts or failures in communication make it possible to harmonize their interpersonal relations, including in professional life.

Communication is an important factor in the existence of society as a whole. The movement of information ensures the formation, functioning and normal development of any society.

Therefore, the issue of organizing communication processes, international communication processes is extremely important for any state that wants to see itself among the advanced societies. Ukraine, which acquired independence only in the early 90s of the twentieth century, is interested in the dynamic development of its own information infrastructure, improvement of existing means of communication and international communication in general. Proper organization of information and

communication flows is impossible without understanding the nature of communication processes, studying their patterns, components, building their models, etc.

Modern theory of international communications focuses on humanitarian and technological problems related to linguistic, psychological, social, political aspects of human interaction in society, in particular:

- public relations – the professional maintenance of a favourable public image by a company or other organization or a famous person; the state of the relationship between a company or other organization or a famous person and the public (public relations);

- intergovernmental, inter-party, inter-corporate, interpersonal relations (theory and practice of talks, conflict resolution); creation of images of states, institutions, organizations, individuals (imageology);

- ability to create texts that would be understandable, convincing for different groups of people, help to organize them (speechwriting);

- directing the means of language to people in order to normalize their mental and psychological states (neuro-linguistic programming); the need to create theoretical and practical principles of advertising (advertising science);

- principles of optimal coexistence of speakers of different languages in society;

- solution of various linguistic and cultural conflicts (applied sociolinguistics) and many others.

3.2 The concept of a communicative situation and communicative competence

The concept of a communicative situation

Any linguistic phenomenon takes place in a certain communicative situation. It is this situation that motivates the speaker to a particular speech act. The communicative situation can be considered as a rather complex of external conditions of communication and internal states of communicants.

The interaction of communicants in a communicative situation goes through several stages:

- establishing contact;
- topic development;
- maintaining a dialogue;
- completion.

The components of the communicative situation are: place and time of the message, addressee and communicants and their goals. The pragmatic orientation of the addressee as a sender of information to the addressee as its receiver is evident in the choice of linguistic means by both. The following types of potential addressees are identified:

- 1) particular, real;
- 2) hypothetical;
- 3) single;
- 4) mass.

In each case, taking into account the nature of the communicative situation, the addressee uses those linguistic means that will help him to realize his attitude, intention and tactics in linguistic interaction (interaction).

Pragmatics of language begins where the question arises: “Why am I saying this?”.

The idea or motive underlying the communicative intention is called communicative intention (Latin – intention, design). The speaker intentionally chooses such linguistic means that should express his intention with maximum precision. The strategy of speech behavior makes him choose between explicit (explicit) and covert (implicit) expression of communicative intention. In the case of implicitness in the expression, communicative competence comes to the rescue, which ensures its correct interpretation by the addressee.

The concept of communicative competence

Communicative competence is usually understood as a certain set of both personal properties and capabilities, as well as linguistic and non-linguistic knowledge

and skills that ensure the communicative activity of a person. It can be reduced to the following five levels:

1) psychophysiological characteristics of the individual, depending on the general mental type of the person, including the articulation apparatus, which is extremely important for successful communication;

2) social status and characteristics of the personality: origin, gender, age, profession, belonging to a particular social group, social role, which has a direct impact on the nature of speech behavior;

3) cultural background, background knowledge of the personality, its values – all this should to some extent coincide in the conditions of interaction, since differences in the cultural background can lead to communicative problems;

4) linguistic competence of the individual, which consists in the ability and capacity to express a given meaning in different linguistic ways, to recognize homonymy and synonymy, to choose from the whole diverse arsenal of linguistic means those that are most acceptable, appropriate and suitable for achieving the communicative goal;

5) communicative knowledge, skills and abilities, which consist in being able to effectively form a communicative strategy, use a variety of tactical communication techniques, have communicative norms, be able to establish and maintain contact with communicators.

3.3 The concept of communicative intention

The concept of intention (lat. “*intention*”) appeared long ago, in the Middle Ages, and denoted the purpose, the orientation of thinking on any subject. There is a general intention of the speaker, which is to report something or to encourage something.

In psychology, intention is understood as the first stage of the generation of a statement, followed by motive, internal language and its implementation. In linguistics, intention is understood as a speech intention, as the purpose of the statement, with the

help of which the speaker can get the intended result. The term “intention” was introduced into scientific use by the followers of John Austin, one of the creators of the theory of speech acts. Austin was a British philosopher of language and leading proponent of ordinary language philosophy, perhaps best known for developing the theory of speech acts.

Austin pointed out that we use language to do things as well as to assert things, and that the utterance of a statement like “I promise to do so-and-so” is best understood as doing something – making a promise – rather than making an assertion about anything.

Intention arises and is formed as a strategic plan, as a rule, even before the realization of the statement. In the mind of the speaker there is a plan, a program of speech actions, actions that are associated with the nature of the intended result. Depending on what the speaker wants (to get some information, to persuade someone, to calm down or offend, etc.), he chooses language means that would express his intention with maximum accuracy. Depending on his global strategy, the speaker chooses direct or indirect statements.

Communicative competence plays an important role here, it is it and language experience in general that will help to correctly recognize the international component that is hidden in the language means.

3.4 Methods of communicative analysis

Methods of communicative analysis are:

1. Semiotic analysis.
2. Pragmatic analysis.
3. Structural analysis.
4. Propaganda analysis;
5. Discourse analysis;
6. Content analysis;
7. Transactional analysis;

8. Intent analysis.

Semiotic analysis. It consists in the study of varieties of communication based on the sign (semiotic) nature of the components of communication. The most important section of semiotics (the science of the general properties of signs and sign systems) for communicative linguistics is linguosemiotics, which studies human language from the standpoint of the general characteristics of signs and sign systems.

The peculiarity of semiotic analysis is the use of tools developed by linguistics: an attempt to find stable units of code - signs, to understand the peculiarities of their combination into higher-level units, to study the peculiarities of their use by a person.

The components of semiotics are:

- semantics (the relation of the sign to the objects of real (or such that is considered real reality);
- syntactics (relation of signs to each other within the sign system);
- pragmatics (the relation of a sign to a person and a person with the help of signs to objects of real reality).

Pragmatic analysis. Its essence lies in the study of human dimensions of communication, their connection with linguistic structures. The psychological type of a person, his mood, worldview, attitude to the interlocutor, etc. affect the course of communication, its tone and atmosphere. Pragmatic analysis focuses on such important concepts of communication as communication strategies and tactics, evaluative aspects of human interaction, laws, rules and conventions of communication, etc.

The classical ideas of pragmatics of communication were expressed in the 60–70s of the twentieth century in the works of British philosophers-analysts and logicians John Austin (1911–1960), John Searle (b. 1932), Paul-Herbert Grice (1913–1988) and others. These researchers formulated important for communicative linguistics ideas of speech acts, performatives, statements, maxims of communication, etc.

Structural analysis. It is focused on the study of elements of each element and their connections (structure).

The purpose of structural analysis is to study a certain element (in particular, language) as an integral functional system, the elements and parts of which are correlated and connected by strong links. It is a consistent, objective and economical description of the facts.

In linguistics, the most common methods of the structural method are recognized:

- distributive (the study of distribution, that is, the distribution of individual units in the text, discourse);
- direct components (i.e. representation of the syntactic structure of a communicative unit in the form of a hierarchy of elements);
- transformational (determination of syntactic and semantic similarities and differences between linguistic objects through similarities and differences in the sets of their transformations) and component analysis (breaking down the meaning of a word into components).

Propaganda analysis is used in the study of mass communication (newspapers, radio, television, advertising). The most common framework of propaganda analysis is that of British researchers J. Jowett and W. O'Donnell:

- ideology and purpose of the propaganda campaign;
- context in which the propaganda is carried out;
- identification of the propagandist;
- structure of the propaganda organization;
- target audience;
- techniques used by the media;
- special techniques;
- audience reaction to the technique of influence;
- counter-propaganda (if any);
- effect and evaluation of the impact of propaganda on the audience.

Propaganda analysis focuses on when and how to present negative and positive information to consumers (readers, viewers), how to combine these types of information, “dose”, etc. Methods of propaganda analysis are aimed at studying group

norms, since a person can act as the group does, even if it is contrary to his position, views, studying the impact of visual media on information consumers and other problems of mass communication. Using these methods and approaches, communicative linguistics has developed several of its own methods of communication research: discourse analysis, content analysis, transactional analysis and content analysis.

Discourse analysis. This method of communication research aims to identify the social context behind oral or written speech, to study the relationship between the language code in communication and social, mental, psychological, cultural processes.

Understanding language as a direct communication, interaction indicates the attitude to it as a form of social interaction, a language code that has absorbed all possible standardized (typical) models of human relations in a particular society, socio-cultural community.

The formation of discourse analysis was influenced by some philosophical, anthropological and sociological concepts, primarily the theory of speech acts, initiated by J. Austin and J. Searle. According to it, the unit of communication should be considered not a sentence or a statement, but a speech act, that is, the speech action itself, in which the intentions (intentions, motives) of the speaker are concentrated: to ask about something, to calm down, to congratulate someone, to express condolences to someone, to consult someone, etc. In this concept, the means of the linguistic code in communication are considered not as a set of universal meanings, but as a sphere of actions by which people in everyday practice influence the behavior, thoughts and emotions of others. At the same time, a close connection between actions with the help of words and the social context of their use is important.

The most famous and popular method of discourse analysis is the analysis of everyday dialogue, or conversation analysis. This technique reveals the rules of alternation of remarks in the dialogue, or the rules of transition of the “right to speak” from one interlocutor to another. According to these rules, there are, for example, types of pauses in the dialogue depending on its subject, tone, etc.

Another method of discourse analysis is the analysis of adjacent pairs, that is, the study of the patterns of use of typical sequences of replicas by the participants of the dialogue: question – answer, greeting – greeting, invitation – its acceptance or refusal, etc.

Thus, discourse analysis is primarily a study of the linguistic aspects of communication, the organization of the means of the language code in the communication of individuals.

Content analysis is a set of methods and techniques for objective and measurable description of the content and rules of communication. Content analysis covers statistical semantics and the technique of “inferring” the content of messages, based on their objective and systemic characteristics in communication (discourse, text).

The objectivity of content analysis is that:

- each step and conclusion of the research is made only on the basis of a pre-designed procedure;
- the establishment of a communicative fact is important only when it is put in dependence on the characteristics of the addressee and/or addressee.

The basis of content analysis is the establishment of an elementary unit and objective (quantitative) characteristics of its functioning within the discourse (text). Such a smallest unit is a word as a symbol. Larger units are the theme, and in fiction discourse, that is, within the framework of aesthetic communication, the idea, character, type, image.

Most often content analysis is used in the study of the formation and functioning of social assessments, propaganda, journalism, psychology of communication, psychoanalytic studies of interpersonal communication. Content analysis is effective in the study of cultural differences, the study of precedent and pathogenic texts and discourses, differences in speech and communicative behavior of mentally ill and healthy people, etc.

An important condition for content analysis is the use of a large amount of research material (discourses, texts), and therefore there is a need to use computer programs.

Transactional analysis. After the publication of the works of American psychoanalyst Eric Berne (1910-1970) “People who play games. The Psychology of Human Destiny” and “Games People Play. The Psychology of Human Relations” communicative linguistics was enriched with the ideas of transactional analysis – analysis of interpersonal relations based on the means of linguistic and paralinguistic (gestures, facial expressions, posture, etc.) codes; analysis of communication taking into account psychological games in which the “ego states” of speakers are revealed, and “scenarios”, according to which the participants of communication often act implicitly.

Transactional analysis uses four approaches:

- 1) structural (studies an individual personality in terms of dominant “ego states”);
- 2) actual transactional (analyzes the linguistic actions of the participants of communication);
- 3) game (study the hidden transactions of communicants, the subconscious game played by the participants of communication);
- 4) scenario (studies typical “scenarios” that govern the linguistic and non-linguistic behavior of people in communication).

Transactional analysis, using the concepts of such “egostates” of speakers as “Parent”, “Adult” and “Child” introduced by E. Berne, helps to establish the regularities of the course of live daily household dialogues, conversations, arguments, debates. Communication with people (for example, a boss at work, a seller in a store, a friend in a company, etc.) can be conducted in different ways depending on the psychological state of the person, the topic of communication, the result that the addressee wants to achieve. In this case, each of the participants of communication uses the appropriate means of the language code, paralinguistic means and non-verbal actions (deeds).

Communication can be effective only when it takes place using the same language, that is, when a Parent talks to a Parent, an Adult to an Adult, a Child to a Child. If one of the interlocutors is a typical bureaucrat, speaking the language of the Parent, and the other – the language of the Adult, then such communication may end in a communicative failure. Researchers of interpersonal communication have proved that a number of speech styles were formed to serve the communicative and psychological roles of the Parent (order, instruction, threat, condemnation, etc.), Adult (lecture, speech at a meeting, story, etc.) and Child (complaint, praise, expression of joy, etc.).

Thus, transactional analysis is the study of the interactive component of communication, connections and interactions of participants in communication. The researcher's consideration of the mentioned "egostates" of communicants is an important condition for the analysis of communicative situations.

Intent analysis. The essence of Intent analysis is that the researcher, analyzing the communicative behavior of the participants of communication, "live" discourse, interaction, tries to identify the true intentions (intentions) of the speakers. It is like a "translation" of a specific discourse material into the "language" of speech intentions. At the same time, researchers understand that this operation is not unambiguous, it involves variants and is characterized by a certain subjectivity. However, this method is important because it helps to identify the hidden intentions of speakers.

THEME 4 INTERNATIONAL COMMUNICATION FACILITIES

4.1 International communication styles (North American, European business culture, Business culture of the East).

4.2 Explicit and implicit communications.

4.3 External international communications.

4.4 Internal international communications.

4.1 International communication styles (North American, European business culture, Business culture of the East)

International communication styles are a set of customary rules and norms of behavior in both formal and informal settings. Using the norms and rules of business communication, we can predict the behavior of colleagues and become predictable ourselves, which helps to effectively organize the process of management and communication.

Modern manners inherit the customs of almost all nations from antiquity to the present day. These rules of conduct are common, as they are observed not only by representatives of a particular society, but also by representatives of various socio-political systems existing in the modern world.

The peoples of each country make their own corrections and additions to the etiquette, due to the social system of the country, the specifics of its historical structure, national traditions and customs.

Not knowing the national specifics of communication can have an unwanted impact on the partners, harm the interaction both at the stage of the negotiation process and in the implementation of certain common projects.

In a wide range of business cultures of the world today we can identify two poles – Western and Eastern business cultures. Typical examples of Western culture include Euro-American and Western European business cultures. The most typical Eastern cultures include business cultures of Asian and Eastern countries (Japan,

China, as well as Islamic countries). The specific features of these types of business cultures have significant historical, religious and general cultural foundations. The characteristics of business etiquette and business culture in general are based not only on traditions, but also on the national character.

Specific aspects of western business culture in general can be characterized as follows: independence, individualism, egalitarianism, determination, self-confidence, straightforwardness, reliability, obligation, accuracy, punctuality, initiative, purposefulness, mobility, energy, etc.

The characteristic features of Eastern business culture are evasion, hierarchy, ritualism, decorativeness, clannishness, dependence, nepotism, bribery, trickery, etc.

1. North American business culture

The North American business culture is relatively young, but many researchers and business people have already noted its characteristics, similar to the traits of the national character, such as the focus on individualism in human relationships, on a strong personality in practical activities, and therefore the desire for individual decisions.

United States of America

The population of the country is about 286 million people living on the territory of 9,3 million km². Racial composition of the country: whites – 84 %, African Americans – 12,0 in addition, there are Indians, Eskimos, Aleuts. Believers are mainly Protestants (56 %) and Catholics (25 %).

The USA is a federation of 50 states and the federal district of Columbia. The capital is Washington (0,6 million citizens). The head of state is the president, whom is elected for a term of 4 years. The legislative level is the Congress (House of Representatives and Senate).

American businessmen are characterized by high business activity, great abilities in the struggle for profit, the desire to establish their superiority, exceptional self-confidence, stability, and risk-taking. In business relations in the workplace is dominated by unconditional subordination and strict discipline. Americans are

passionate about the observance of human rights, in conflict situations they often turn to the law, to the services of advocates.

The style of business interaction of Americans is characterized by:

- utilitarianism (everything should give profit, do without wasteful expenses);
- disregard for stereotypes;
- the power of his word;
- diligence in the development and organization of any activity;
- clear analysis, division of functions and strict checking of implementation;
- focus on doing today better than yesterday;
- great attention to detail;
- specialization of personnel and production;
- constructivism, brevity and clarity.

When establishing contacts it is necessary to follow the existing rules of business etiquette. It will never be out of place to have several copies of your curriculum vitae (CV) or resume with information about your education, academic degrees and titles, publications, place of work and position. It is also necessary to have letters of recommendation and information about the activities of your company.

The American style of doing business is characterized by professionalism. It is seldom possible to meet a person in an American delegation who is incompetent in the issues under talks (the Americans are afraid of incompetence of their partner). Members of the diplomatic delegation are relatively independent in decision-making. Americans are trying hard enough to realize their goals in the process of talks, they like to bargain. As a rule, they do not tolerate long periods of delay in the course of talks.

In informal relationships Americans communicate with each other simply. They are quite open, a little familiar even with people older in age and position, free to follow the rules of social etiquette, smiling, attentive and careful about their health.

Business receptions in the United States are usually short. They talk at meetings on any topics except politics and religion. This makes it possible to better recognize partners and immediately recognize their own from others. Americans don't like partners with few words, as well as pauses in the work of communication.

Canada

Canada is a rather large (area – 9 976 thousand km²), although underpopulated country located in the north of the American continent. Canada is washed by the Atlantic Ocean in the East and the Pacific Ocean in the West. Canada is rich in forests, useful minerals, there are many rivers on its territory with significant reserves of water energy. The first colonists were the French, who settled in Canada at the end of the XVI century. The magnificent riches of the country attracted the British and in 1763, after the Seven Years' War, Canada became an English colony.

In 1843 Canada became independent, and the 49th parallel became the border with the United States. The capital is Ottawa (over 1 million of people live there).

The state system is a federal constitutional monarchy. The head of state is the Queen of Great Britain, represented by the Governor General, who has a secret council of 130 people. Legislative system – bicameral parliament (House of Commons and Senate); administrative division – 10 provinces, monetary unit – Canadian dollar.

The population of the country is about 32 million people, and most of it lives in a small strip along the border with the United States.

Two languages are spoken in Canada: English and French. Business introductions are traditionally made with a handshake. Canadians are sensitive when they are mistaken for Americans. The fact that they speak English does not mean that they consider themselves Americans.

The style of business communication in Canada is almost the same as in the USA. But you immediately feel that you are not dealing with Americans, they are more tolerant, without imperial ambitions.

One of the most characteristic of Canadians in talks is conservatism. Canadians are more likely to certain ceremonies, balanced communication. Difficult natural conditions have trained Canadians to be patient in everything, including in business. Business people in Canada are not disposed to move immediately to informal relationships, as in the United States. Women can be found in business circles in Canada, although more often they are given the role of housewife.

Canadian businessmen organize business meetings mostly in restaurants. Anything is served at official events. Canadians respect Pacific mink or salmon from Nova Scotia. British Columbia is famous for its cider and wines. Business gifts, usually inexpensive, are given after conclusion of talks.

2. European business culture

European business culture is much older than the American one. To a greater or lesser extent, it is characterized by the marked characteristics of the North American business culture, but there are also national differences and peculiarities.

We, Ukrainians, know and understand the European style of communication in general. However, each of the European countries has its own distinctive aspects, customs and traditions of communication.

Germany

The Federal Republic of Germany is one of the most developed countries in the world and Western Europe with a modern economy, strong industrial potential and non-productive sectors. Its area is 357 thousand km². The capital is Berlin (3,3 million inhabitants).

The state system is a federal republic: each of the 16 states has its own structure, parliament and government. The head of state – the federal president is chosen for 5 years. The legislative structure is a bicameral parliament (Bundestag and Bundesrat).

Thus, the German business culture is characterized by such characteristics as the desire for order, discipline, diligence, punctuality, economy.

Germans are not very talkative, reserved, strive for openness and organization.

They are distinguished by freedom of thought and a rather significant social position. They are proud of their national traditions, respect the state foundations and history of their country. Abroad, Germans are easily recognized by clean clothes, unique laughter, confidence in every movement.

Trade partners: EU countries, USA, Japan, CIS countries. The official language is German, English and French are also used. The working day starts early and ends early. If a German company has received an order, be sure: it will be carried out

methodically and perfectly. Business with Germans is always associated with clarity, reliability, honor, cleanliness and stability.

Germans are also noted for their high efficiency, pedantry, skepticism.

In business, these qualities contribute to long-term business relationships.

The main difference of the German way of doing business is the degree of formality. All meetings are scheduled in advance. Germans are very reserved and try to adhere to the established norms, which is why they seem unfriendly. They look rather badly at the proposals “to do some business quickly”. Even vacation plans are discussed, for example, in six months or even earlier. Professionalism is highly valued. At the same time, Germans are quite sociable, like to have a good time, to have fun.

Punctuality and sensibility of the Germans also affects the etiquette of meeting new people.

It is usually necessary to call first the one who has a higher social status, for example: Frau Dr. Dietrich, I would like to introduce you to Herr Velasquez... More ceremoniously: Herr Panke, I would like to introduce you to Frau Milke...

According to the norms of etiquette speech, Germans say “Auf Wiedersehen” (Goodbye!) only to those with whom they are really going to see soon, and to everyone else they wish good morning, afternoon or evening – just like during the meeting. Handshake with Germans is one strong shake.

It is advisable to take into account the Germans affinity for titles. To do this, you need to clarify all the titles of business partners before the start of the talks, if the title is unknown – then they just say: Hehr Doctor, or Frau Doctor, or Cnadige Frau. It is customary to address girls in Germany: Ghadiges Fraulein or simply Fraulein.

If you are invited to a restaurant, be prepared to pay for yourself. In the restaurant, you can not give tips – they are already included in the cost of lunch. But if you still want to do it, you should make the tip up to the full amount. Big tips are not accepted, usually they do not more than 5 percent of the cost of services.

At the table, Germans love to talk about the environmental safety of their country, the cleanliness and “shine” of the streets, the beauty of their home nature.

United Kingdom

The official name of the country is the United Kingdom of Great Britain and Northern Ireland. Its area is 245 thousand km². The capital is London. The monetary unit is pound sterling (100 pence).

State system: constitutional monarchy, the head of state – the king; legislative institution - parliament, consisting of the House of Lords and the House of Commons.

Administrative-territorial division: England (45 counties and London), Wales (8 counties), Scotland (9 districts), Northern Ireland (26 districts).

Trade partners: Germany, USA, Japan, EU countries.

Business contact is not accepted in England. It is not customary in England to address strangers until you have been introduced. Handshake is used only at the first meeting; in the course of the next contacts the English usually limit themselves to verbal greetings.

Do not call Scots, Irish and Welsh people “English”. The official name of the people of British Isles is British.

Start a business relationship with the English not with the subject of discussion, but with strictly human problems – weather, sports, collecting, children, pets, gardening. The British always know the latest news, what is better to read, where to visit, how best to do something – free discussing common topics.

British businessmen are among the most qualified in the business world of the West.

English business is characterized by caste, which, on the one hand, determines its high professional level, and on the other hand, prevents the inflow of “fresh blood”. The English are characterized by businesslike attitude, respect for property, traditions, politeness. In communication they are very reserved and pedantic, which is sometimes perceived as closedness. In conversations they value the ability to listen, in business relations - punctuality. In England, the rule “observe formality” dominates. Addressing an Englishman as “you” is absolutely unacceptable, as well as addressing anyone by name without special permission. The British very strictly follow the dating process. Shaking hands is accepted only at the first meeting. Talking to an Englishman about

business after the end of the working day is considered bad form, even if you are having a drink or dinner with your business partner.

Unlike the Germans, the English pay less attention to the preparation for meetings. They approach them with a great deal of pragmatism, believing that depending on the position of the partner in the course of the talks, the best solution can be found. At the same time, they are quite flexible and readily respond to the initiative of the opposite party. The British are able to listen carefully to the other side, which, however, does not always mean agreement. Rude behavior is considered to be when people talk too much, that is, as the British believe, impose themselves on others by force. Traditionally, the English are reserved in their opinions, avoid categorical statements, carefully avoid any personal moments in the dialogue, that is, everything that would be viewed as an attack on privacy. They have a highly developed sense of responsibility, so they play fair when doing business.

It is important to attend informal business meetings: lunches, dinners; visiting symposiums, congresses, seminars and exhibitions; membership and regular participation in prestigious clubs. No less importance is given to attending such events as tennis competitions, races and other sporting events, which plays a special role for the national elite. The English keep all appointments, so you should send your personal letters of lunch or dinner invitations in advance, otherwise it may happen that your English partner has already been invited. At the table, never start talking about business until the dishes are ordered, unless, of course, your partner himself starts a dialogue on a business issue.

France

The French Republic is one of the leading countries of Western Europe with a wide network of foreign economic relations, highly developed industry, modern agriculture and perfect transport system. Its area is 552 thousand km². The capital is Paris (2,2 million inhabitants).

The state system is a republic; the head of state is elected for 5 years, the legislative structure is a parliament consisting of the Senate and the National Assembly; administrative-territorial division is 95 departments.

The French nation is one of the oldest and most distinctive in Europe, with its rich history and culture. In the past, France had a great influence on the formation of etiquette rules. For a long time French was the language of diplomatic correspondence and communication.

This could not but affect the national character, the French style of modern business communication. The French are very polite, refined; strive to observe etiquette, while being relaxed and open to communication. They highly value intelligence, ability to explain, accurately formulate the terms of contracts and agreements. French conversation has a relaxed character and is quite fast, quick, rational and expressive. Mastery of language and logical expressions, according to the French, is a skill in management. The feeling of satisfaction in the French causes interest in their culture and language. Personal relationship is valued in business contacts. Many important decisions are made at business meetings (breakfasts, lunches, cocktails).

The French do not address each other by name, unless they ask for it. Usually they use Monsieur for men and Madame for women, regardless of their family status. It is considered impolite if traditional greetings like *bonjour* (hello!) or *au revoir* (goodbye!) are not followed by Monsieur or Madame and their names. Men usually exchange light handshakes, shaking hands with the most senior person first. The French are very scrupulous in terms of maintaining the distance of communication. Except for the moment of shaking hands, it is unacceptable to touch the person with your hands. As always, when making a business meeting in France, it is necessary to submit your business card published in French. It is recommended to indicate the graduated higher education institution, especially if it has a good reputation, as well as academic degree or title.

When discussing issues, the French argumentation is traditionally based on logical evidence. They are quite tough communicators and, as a rule, do not have a “reserve” position. French partners may interrupt the other person to make critical remarks or counterarguments, but they are not inclined to bargain. In contrast to the Americans, they are less free and independent in making the final decision. The

agreements are very specific and do not allow for different options. The French have a negative attitude to compromises and choose French as the official language of communication.

It is necessary to remember that business relations play an important role in the business life of France. Contacts are usually established through agents who are connected by family, financial or friendly relations with the right person. The upper class of the business world is limited here, strangers are not allowed to approach them.

You should be prepared for bureaucratic issues, especially in meetings with nationalized enterprises. If there is no direct access to their top managers and the parties are talking at a less high level, it is better to wait until your proposal reaches the appropriate management level and an appropriate decision is made there. Management decisions are usually made by a very limited number of senior managers.

Business meetings can be organized in the form of cocktails, breakfast, lunch or dinner. It is usually better to talk about business only after coffee. The French do not like to discuss issues that interest them the most. It is better to approach them slowly, after conversation on various neutral topics, and as if in passing – between the pear and the cheese, that is, at the end of lunch.

The most suitable topics for conversation at the banquet table are performances, books, exhibitions, tourism and sights of the country, region, city. Especially highly valued in the conversation partner is knowledge of culture and art, and first of all French.

The French will be pleased with the interest shown in their country and its cultural heritage. But in the conversation it is not necessary to touch upon issues of religion, personal problems, issues related to the service, profits and costs, political preferences, personal illnesses, family status.

Italy

The Italian Republic is a developed industrial and agricultural country of the European Union, a member of the Group of Seven. Its area is 301 thousand km². The capital is Rome (2,6 million inhabitants).

The modern economy is based on processing industry, agriculture and international tourism.

Italy is a parliamentary republic with a presidential form of government and a two-chamber parliament (Senate and House of Deputies). The president is chosen for 7 years at a joint meeting of both houses of parliament with the participation of representatives of the regions.

The Italian Republic consists of 20 regions and 93 provinces, each with its own demographic and industrial characteristics. The partners from the northern regions of the country will differ significantly from the representatives of the southern regions or the island part of the country. Their difference is in temperament, business acumen, even in the details of pronunciation.

Introduction to representatives of Italian business circles begins with the exchange of business cards. If in answer to the extended card you cannot give yours, you should excuse yourself, explaining the reason and promising to send it at the earliest opportunity.

Texts on business cards of Italian businessmen are printed, as a rule, in Italian or English, seldom in French.

Italian partners consider the level of communication to be of great importance. First of all, it is important that communication is conducted between people who hold a more or less similar position in the business world. Therefore, before business meetings Italians try to find out about the career way of potential candidates, their age, position, etc. The form of greeting in Italy is the usual handshake, although hugging is also common. When addressing, the surname is usually left out, addressing the person as “Signorina” or “Signor”. A person with higher education is addressed as doctor or doctress.

The culture of communication of Italians is influenced by subtropical nature and the Catholic Church. In communication they are more honest and emotional than the citizens of the northern countries. They easily establish contacts.

In case of controversial issues Italians seek a reasonable compromise, in exceptional cases resorting to arbitration. In Italy, they want to strictly follow the basic

rules of ethics of business communications and expect the same from their other partners. Punctuality and insistence are highly valued.

Although Italians are sociable, they do not like bargaining in meetings and try to avoid risky situations.

Interesting and multifaceted is the life of the Ukrainian community in Italy, which can be divided into the Ukrainian diaspora, represented by those who live and work in religious institutions and educational institutions of the Greek Catholic Church, as well as immigration, which is more than 500 thousand people.

Italy gives great importance to establishing friendly, informal relations with foreign partners. It should be remembered that Italians are very proud of their country – the birthplace of many types of arts and crafts – it is really an open-air museum. Showing respect and having relevant knowledge in the area of culture and history of Italy will always make a positive impression and create an atmosphere of trust and goodwill.

As a rule, when meeting a friend, they ask first about the health of children, and only then – about his own.

Italians prefer to discuss many issues informally, for example, in restaurants.

They believe that it is better to freely express their honest opinion or critical remarks about their partner without risking to cause his discontent.

3. Business culture of the East

Business culture of the East is unique.

The countries of the Middle East are mostly represented by Muslim nations (the exception is Israel, where more than 75% of the population practice Judaism). These countries have their own principles and traditions, which at first view are not clear to representatives of other countries, but knowledge of them facilitates partnerships and facilitates talks. The Arab style of communication is closely connected with the Muslim cultural tradition.

Islam has a huge influence on the world of business and politics in Arab countries.

The culture of communication in the business sphere, cultivated in Asian countries, is classified as traditionally collectivist, formal-hierarchical, emotionally restrained, monochronic, with the exception of India, which is quite flexible in respect to the time factor. In this region, religion has a significant impact on all spheres of society, including ethics and etiquette, and therefore on the culture of business communication.

Culture of Arab countries

Islamic morality has always considered trade a kind of art and put it among the prestigious activities. Becoming a trader, an Arab becomes the embodiment of kindness and goodwill.

In business communications with Arabs it is necessary to remember about the necessary respect of Islamic traditions. In the month of Ramadan a Muslim should not eat anything from sunrise to sunset. In the first month of the Muslim new year it is not necessary to arrange events. All business 5 times a day is stopped for prayer, Thursday or Friday for Muslims is a day of rest and worship. It is not allowed to eat pork and alcoholic drinks. It is not necessary to start talking about politics with the Islamic people.

It is likely to be difficult for Arabs to have business relations with women.

Arab men do not shake hands during a meeting, but usually hug each other, actively touching each other on the cheek, clapping on the back. But hugs with Arabs are not necessary for Europeans. Do not be surprised if before greeting, some of the Arab men will cover their hands with clothes. Greeting Arabs is a whole process. Even if you are in a hurry, you must listen to your Arab partner. His speech will be followed by endless wishes of happiness and calls to Allah. The main formula of greeting is the one common for Muslims – Salaam alaikom (Peace be on you!).

A European should not ask an Arab woman a question, it would be a break with local traditions. It would also be a big mistake to ask your Arab partner about the health of his wife or other family members during the first meeting.

When greeting on the street in Tunisia, you should bow, bring your right hand to your head, then to your lips and then to your heart. This traditional sign means: I think of you, I speak of you, I honor you.

The distance of communication in Arabs is much shorter than in Ukraine, the speakers almost touch each other, which indicates trust. During business communications, Arab men like to look them in the eye. Often looking away shows a loss of interest.

Great importance in talks is attached to friendship, sincerity, hospitality and good mood. In the process of communication they are peaceful, friendly, easy to establish communication.

For Arabs, one of the important elements in the talks is to establish trust between the partners. They prefer to work out the details of the issues to be discussed at the meetings in advance, as well as to “bargain” at the meeting table. They always try to reserve the possibility to continue contacts if this time the agreement was not reached (at this, the refusal of the agreement is followed by compliments to the partner and the refused consent).

Arabs do not like haste, bustle and give great importance to the level of communication.

In discussions, Arabs prefer the traditional long bargaining. The original price can be increased several times. At the same time, the seller will behave very kindly. He cleverly and excitingly praises his good and assures that the thing actually costs even much more than he asks. The buyer, who knows the Arabic way of trading, does not care about the seeming inflexibility of the seller. He quietly offers his price for the goods. In the end, the goods are sold at a price many times lower than the original one, and both the seller and the buyer are satisfied.

During an informal conversation in the traditions of Arabic conversation, from time to time ask about health, state of affairs. This does not mean the need to talk in detail about your health or affairs. It is not customary for Arabs to ask questions about the health of family members of a person you do not know well; it is appropriate to ask only about his health.

The topics that are not allowed include conversations about sex and family life, as well as topics related to material well-being.

Arabs know how to give compliments, like to highlight beauty, wish health, but their compliment is not always sincere, more likely to underline the traditional way of addressing, accepted in the Arabic language.

4 Asian business culture

Japan

Japan is the most economically developed country in Asia. Its area is 378 thousand km². It is about 6 800 islands, washed by the waters of the Pacific Ocean, as well as the Sea of Japan, South China and Sea of Okhotsk.

Almost 99% of the country's territory is covered by 4 islands: Hokkaido, Honshu, Shikoku and Koshu. Japan is divided into 8 districts, 47 prefectures and 3 500 municipalities.

The official language is Japanese, although English and Chinese can be heard.

The head of state is the emperor; the legislative unit is a two-chamber parliament (House of Representatives and House of Councillors); the monetary unit is the yen (10 seps).

Japanese business culture is determined first of all by collectivism, which is based on traditional community mentality, identification of employees with the company. The collectivist nature of work largely determines the style of management decision-making "from the bottom up". Collectivism is shown in the same working clothes of ordinary employees and managers, in common spending of time. Almost all firms have moral codes, and although they are not formal attributes, their requirements are honestly fulfilled. The Japanese avoid contradictions and conflicts, they seek compromises. Conflicts are resolved through talks in order to find an agreement. Hard work and diligence are highly valued in business ethics. The Japanese are punctual and almost never late for meetings. A characteristic property of the Japanese is sensitivity to public opinion, precision and obligation.

Japanese companies prefer not letters or phone calls, but personal contacts established through third parties - agents. It should be a Japanese businessman well

known to both parties or a well-known domestic businessman. In any case, the person who officially recommends you to a Japanese businessman should occupy no less high position than the person with whom you want to enter into business relations. In this case, the agent should be materially or counter-service provided.

Personal introduction to Japanese businessmen begins with the exchange of business cards. This is a necessary procedure. When giving and receiving a business card, you should hold it with both hands. As a sign of respect for the partner, you should carefully read the business card received from him, saying a few words. When you are introduced, say the full name and surname, do not limit yourself to just one name. If you want, for example, to say Mr. Taranawa, it is better to call Taranawa-san.

Handshake when meeting in Japan is not accepted. The Japanese prefer to bow. A bow of 15 degrees is intended for people of the same rank, 30 degrees – for those who are older and more experienced, and 45 degrees – for managers, and especially clients. The Japanese bow is made not with the neck, but with the straight back. In this case, men's hands are located at the seams, and women's left hand covers the right hand in front of them.

During informal meetings they try to discuss the problem in more detail. During the very discussions, they try to avoid a clash of positions. The Japanese often demonstrate attention while listening to the other person.

Often such behavior is interpreted as an expression of agreement with the point of view. In fact, they only motivate the other person to continue. The desire of the Japanese not to use the word “no” and use the word “yes” to mean that you are listening, a person who does not know about it can be confusing.

If the hosts invited you to a traditional Japanese restaurant, you should pay attention to shoes and socks – you will have to take off your shoes. Many Japanese businessmen like to solve complex issues over a drink in private clubs, bars, geisha houses.

If you have received an invitation to a “karaoke bar”, get ready for the fact that you will be asked to perform some dance or vocal act.

China

The People's Republic of China is one of the largest countries in Asia, its area is 9 561 thousand km². The capital is Peking (14 million citizens).

The President of China is chosen by the National People's Congress for 5 years. The legislative element is the National People's Congress.

Administrative-territorial division – 23 provinces, 5 national autonomous regions, 4 cities of central subordination.

When making business introductions, it is necessary to present your business card. It is also important that the details on it are printed in Chinese. During the greeting, it is usually to shake hands, shaking the hand of a more important guest first. When addressing a Chinese, one should first use the surname and then the first name. An unknown Chinese person is addressed only by the surname.

As for planning meetings, it is often necessary to arrange them in advance: with official persons – two weeks in advance, and with businessmen and colleagues – a few days are enough. It is necessary to come to the meeting on time. Sometimes Chinese partners like to arrive 15 minutes earlier and offer to finish the business before the planned meeting, so as not to waste time.

China gives great importance to establishing friendly, informal relations with foreign partners. You may be asked sincerely about your age, marital status, health, children.

For the most part, the Chinese are very friendly people; they show their inborn hospitality and politeness to both Asians and “savages”.

Business fun in China is organized on a large scale as a “banquet” with 2–4 tables for 8–10 people each. Guests will be welcome to visit or to a restaurant for lunch, where at least 20 dishes will be served.

Being in China, it is not necessary to ignore the local rituals and protocol events, because common events (photos for memory, etc.) contribute to the creation of the already mentioned very valuable Chinese friendly atmosphere.

South Korea

The Republic of Korea covers an area of 99 thousand km² with a population of 45 million people. The capital is Seoul.

The code of business behavior in this country differs significantly from Western standards, which makes businessmen from other countries consider Koreans to be one of the most difficult business partners in the world. Korean society is very authoritarian and hierarchical. Personal prestige depends on the position a person holds and age. Lack of due respect for a Korean according to his hard-earned status can be very offensive.

When solving any problems in business relations in Korea, informal connections are of great importance. Here, as in China, regional, clan and friendly relations are quite strong. The presence of relatives or friends in the highest echelons of power is also of great importance. Determining the degree of real capabilities of the partner is very important for evaluating the prospects of any undertaking, as often only informal support can solve the issue.

Business cards are commonly used in Korea to give Korean businessmen an idea of a potential partner's organization and status. Therefore, if in return for the extended business card a Korean does not receive a business card from the partner, it will be taken with surprise, moreover, as contempt.

In South Korea, it is a tradition to address partners by their position or surname.

It is important to remember that the first element of Korean surnames is traditionally the first name (Kim, Park, Choi, Han, Jong, Son), and the next two are personal names. But in connection with the American influence in Korea began to write in the Western manner – first name, then surname. In order to understand each other, it is better to ask your partner his or her surname. You should also clearly tell your last name to Koreans, because it is not easy for them to determine it from three written words.

Koreans are very open, hospitable and try to give their guests an unusually warm welcome. However, such a meeting does not mean that they are very interested in partnership – it is just a demonstration of politeness and respect.

4.2 Explicit and implicit communications

Traditionally, there is an idea that communication is an exchange of information, it is only a part of communication, which is characteristic of the national tradition, while Western science has focused more on the behavioral and value aspects of communication.

The main function of communication is to promote the safety of the value of the human being as an organism, individual, personality, subject, society, spirit. The personality of the speaker is diverse and complex in its manifestations. The speaker must constantly select linguistic means in line with the chosen stylistic tone, focusing on the communicative situation, the nature of the addressee, the formality - informality of the situation.

In linguistic works, the intention is usually understood as a communicative speech intention, the purpose of expressing the communicants. "Speech intention or communicative intention is an intention, a plan to do something with the help of such a tool as language-speech-expression".

The intentional component, or speech intention, arises in and is formed as a strategic plan before the realization of the speech. This is a program of speech actions that are associated with influencing, having an effect, communicating and informing the speaker, persuading, inducing, getting information, etc. Accordingly, the speaker in the discourse, where he mainly acts as the initiator of communication, plans and organizes the course of speech interaction with the addressee in advance. He selects such language means that would express his intention with maximum possible degree of precision. Depending on his strategy, the speaker chooses direct or indirect ways of linguistic manifestation of intention. The addressee's linguistic experience and his communicative competence help him to correctly decode the intentional component implicit in the linguistic means.

The intention of the statement can also be obvious (explicit) or veiled (implicit).

The explicitness/implicitness of the speech intention and the related illocutionary power of the statement depend to a greater extent on the speaker's goals

and motives in speaking, on his/her honesty and openness in expressing his/her intentions and linguistic strategies, and on the intended communicative effect. Usually, the speaker tries to make his speech intention as open as possible for the receiver to recognize and for this purpose he chooses direct or traditional linguistic means, for example, incentive, wishful, questioning, etc. statements that are perceived by the receiver in their basic meaning, or conventionalized statements that are quite simply “read” in a certain society.

In linguistic practice, there are also situations in which the speaker’s strategy does not involve direct explication of his actions and intentions, or he leaves it to the addressee to understand or identify the intention. In such cases, the tactics of intentional deception, demagoguery, language games, etc. are an integral part of the speech act. Recognition of the intentionally hidden intention of the speaker is not always possible and requires certain knowledge and attitude of the addressee.

Thus, the intention can be expressed explicitly and implicitly.

By explicitness we understand the formal expression of language elements and relations between them. The explicitly expressed intention may have special means for a certain speech genre – then it will be expressed directly, or the intention may be expressed by means of other speech genres – then we will face an indirect form of intention expression.

Finally, the communicative goal can be expressed implicitly, that is, it does not have special means for its expression and can be seen through the content of the statement, the general speech situation, the general background knowledge of the participants of communication. In this case we can talk about implicit expression of intention.

Explicit relations are relations with an explicit connector (a connector is a set of elements by means of which the connection between two or more components of the text is made), and that is why they are easily recognized by communicants.

There are the following types of explicit relations: recurrent, coordinate and incidental, which are established with the help of appropriate connectors.

A) recurrent – the simplest connections. Recurrence is complete (both elements of the connector consist of the same words; these words may differ in word form (politics – (in) politics)) and incomplete (both words have the same root morpheme, but are different words (politology – politics – political));

B) coordinate – such links where the connector is a special combination or sentence that indicates the location (coordinates) in a certain text of a particular object (for example: see above, see paragraph, see article). The referenced piece may consist of a sentence, picture, diagram, graph, etc.

There are:

1) general coordinate links – indicate the location of the object in general (for example: see above, see paragraph, see article, etc.);

2) special coordinate links – when the location in the text is specified exactly. As a rule, the connector includes a numeral. Coordinate links are especially common in scientific texts;

3) incidental relations – are established by means of a connector, the components of which are diverse in their lexical composition.

Incidental relations are more varied and diverse than recurrent relations. And they are realized with the help of specific connectors – unctions and proforms.

I. Uctions are very widespread. They can connect words in the middle of a sentence, as well as parts of a complex sentence.

The most common relations between objects and phenomena of the environment are:

- 1) additivity;
- 2) alternativity;
- 3) opposition;
- 4) subordination (dependence).

To express these relations, canonical means of their designation were formed – unctions. The following types of unction are identified: conjunction, i.e. the relation of additivity of events, disjunction – the choice of one of the events (objects),

contrajunction, which involves the opposition of two events that coexist, subordination, when one phenomenon depends on another. It can be a cause dependence, time dependence, possibility, etc. The following junctives can be used to express these relations:

1. Conjunction (Ukrainian: і, крім того, також, разом з тим, більше того; English: and, moreover, besides, also);
2. Disjunction (or, otherwisw, either, ... or, but);
3. Contrajunction (on the contrary, nonetheless);
4. Subordination (because, as, thus, after, while).

In any case, unctions are needed to ensure that all recipients see the connection between events.

II. Proforms (these include words that lack their own meaning and get their meaning on the basis of the content component). In this case, one component of the connector - semantic - has an autonomous meaning, and the other is represented by a proform (e.g: A man came into the office. He was small; “man” has an autonomous meaning, “he” can be both a man and an office, etc., that is, it lacks its own meaning, it is a proform). A proforma can correlate with a group of sentences. Proforms can be used: anaphorically and cataphorically.

The connector component, which is represented by a proform, may follow the semantic component (anaphora) or may precede it (cataphora).

As for implicit links, they do not have explicit connectors.

Implicitness is a manifestation of one of the most general tendencies inherent in all types of human activity – the tendency to save the means and time used. Actually, in speech activity, economy is achieved through the use of the most “compressed” text constructions.

Implicit connections are a powerful means of text compression. But the formation of these connections by the author when creating the text and their recognition by the receiver in the process of perception require an appropriate stock of knowledge and certain mental efforts.

Implicit types of connection:

1) elliptical – characterized by the presence of grammatical implicitness, at least in one of the connected sentences. In order to talk about elliptical relations, we must have a grammatical ellipsis. An ellipsis is the omission of an element of a statement that can be easily restored from the context or situation. If you restore the ellipsis in the text, the connection from elliptical turns into recurrent;

2) thesaurus – implies that the dictionary in the human head is a certain system. This system consists of files, a file consists of a dominant word and an associate word (they are interdependent). The totality of these files forms the person's thesaurus. The files are stored in the long-term memory of the cortex. If the corresponding file is missing in the communicant's memory, he is forced to turn to other (i.e., additional to the perceived text) sources in search of the necessary information: dictionaries, encyclopedias, books on the subject, etc.;

3) transitive – the most complex type of relationship. To establish transitive relations it is necessary to refer to additional sources of information. If we do not know the meaning, we turn to the dictionary.

4.3 External international communications

External international communication can be understood as the sharing of information between the company and any other person or entity from the external international environment, i.e. customers, suppliers, investors, clients, dealers, society, government agencies, general public, etc. In general, external international communication is formal and largely documented.

External international communication determines the way organization connects or disseminates information to the audiences external to business. These have a great impact on the minds of stakeholders, as their opinion about the company, brand and its variants largely depends on it.

It focuses on facilitating cooperation with the groups so as to build and maintain good public image through relationships. Advertisements, service calls, press releases, invitations, circulars, price lists manuals, customised reports, etc. are some of the methods of external international communication.

A customer's feedback is also external international communication. In current time, an organization invests a lot of time and money to improve their image through external international communication.

We can easily find the importance of external international communication. Some of them are:

- clear ideas, thoughts, and statement or the reason for communication;
- it must be two-way communication;
- clear, error-free, formal, jargon-free, and easy language;
- understanding the need of the audience;
- proper choice of words for communication;
- importance of External international communication;
- it presents a favorable image of an organization;
- it provides information about products and services to customers;
- advertise the organization;
- promote an organization;
- reduces the risks of mistakes;
- common External international communication;
- advertisement of an organization;
- response to a customer;
- press conference;
- annual reports and letters;
- print media;
- external international communication can be formal and informal.

Formal external communication

Special attention is paid to formal communication in organizations. Regardless of how it is established – via a letter, e-mail, web, telephone or some other way – the efficient external international communication is the first step in creating the appropriate image. Carefully created letters, reports, presentations or web pages, send the outside world an important message about the work and quality of the organization.

Telephone communication

A telephone conversation can frequently be the first and the only time to make an impression on the person you are talking to, so it is important to know the rules of telephone etiquette:

- the telephone should be answered to no later than the third ring;
- after the connection has been established, you should identify yourself as well as the organization, that is your position in the organization;
- the call is transferred to a coworker only after he/she is informed who calls him/her;
- if the person who is called is not in the office or cannot answer at the time, you are required to write down the caller's first and last name, the institution/organization and the telephone number;
- during the conversation, you should try to make your voice sound as pleasant as possible;
- during a business telephone call always be professional, interested, polite and concise;
- during work time, calls to friends and family should be avoided, as well as any other private calls;
- during a telephone conversation, special attention should be paid not to disturb the office coworkers.

Use of mobile phones:

- it is required to turn off the mobile phone during business meetings. It is unacceptable to make a phone call during a meeting;

– it is inappropriate to use business mobile phone numbers for private conversations.

External electronic communication

Electronic correspondence is a relevant document in case of a misunderstanding.

1) during communication with donors, colleagues etc. depending on the topic it is required to put the executive directors, management and/or the project coordinator in box of the mail;

2) if it is necessary that some other employee is acquainted with the received and sent mail, always forward the e-mail to that/those person/s;

3) in case of orally transferred business messages or assigned tasks it is required to forward it via e-mail also;

4) respond to e-mails immediately, or within 24 hours at the latest;

5) writing style should be adjusted in accordance with the topic or the person to whom you are writing;

6) while using the Internet, employees should be professional and give information in a concise and clear manner;

7) additional information, including graphs, pictures, tables can be attached to the e-mail message;

8) grammar and spelling are of vital importance, and it is important that each message should be grammatically correct and composed with style.

Business letters

1. Address the letter appropriately to the person, his/her position and company;

2. Finish the letter with your full name, position in the organization, as well as with all the contact information;

3. Writing style should be adjusted in accordance with the topic and the person to whom you are writing;

4. Do not write long, or technically complex letters;

5. Before sending the letters, always proofread it;

6. Respond to letters immediately or as soon as possible.

Business meetings

Business meetings should be scheduled in advance in writing, several days prior the meeting, so that all participants could plan their time. In emergency situations, meetings could be scheduled by phone. When scheduling, clearly define the purpose of the meeting.

- The circle of invited employees and who attend the meeting is defined by the purpose of the meeting. During meetings with clients/partners the employees who are not actively professionally included are not allowed to be present;

- The decision about who should attend business meeting is made by the one who organizes them;

- Never discuss the jobs you are not competent for or which are not part of your business description during business meetings. Make sure to include the most competent person/s from certain fields according to the level of knowledge required for that meeting;

- Always follow the topic of the meeting and do not make any digressions, i.e. do not discuss topics that have nothing to do with the work you are trying to finish;

- If you think that a client/partner is just wasting his/her and your time, try to prevent him/her from doing that in a decent but clear manner;

- It is not allowed to be late for a business meeting. Running late for no more than 10 minutes due to the traffic jam or other circumstances beyond your control may be acceptable;

- Business etiquette states that a meeting host should welcome, greet and take participants of the business meeting to the conference room;

- Upon the arrival to a meeting, you should cordially greet your host, and have a seat to a place your host offers;

- The host takes a seat only after all guests have sat down;

- Right after everybody sat down, business cards should be given out so that a person receiving a business card can read its content while receiving it. First and last name from the business card should be read out loud, and after that the business card

should be placed on the desk, where it should be during the meeting. When the meeting is finished, the business card should be placed in the business planner notebook or the inner pocket of your jacket, or bag;

- The starting and finishing time, as well as the agenda of the meeting should be followed;

- During the conversation you should concentrate on the person you are talking to, pay careful attention to what he/she is saying and look him/her in the eyes when talking to him/her;

- Should any ambiguities arise during the conversation, you should ask the person you are talking to for clarification;

- During a business meeting you should never talk to only one person, and the eye contact should be established with all the participants;

- At the end of the business meeting, you should see clients/partners to the door.

Media relations

The term media stands for both traditional (radio, TV, newspapers etc.), as well as new ways of communication (text messages, the Internet, blogs, social networks).

Informal external communication

All employees represent an important informal communication channel with the outside world (with the public). During every day work activities employees subconsciously absorb information thus enhancing their cumulative knowledge about the organization. Each time an employee talks about his/her organization, he/she sends a message. Informal external communication is the form of communication which we cannot regulate.

Bearing in mind that each employee represents the organization on a daily basis outside the workplace, he/she is expected to respect all the organization values and to avoid calling into question the reputation during conversations with acquaintances, employees of other organizations and associates, because in that manner they show (dis)loyalty to organization;

In case he/she encounters a problem at work, the employee should talk to the supervising manager or the organization management;

By gossiping in the organization and outside of it, posting negative comments on online media or social networks, no problem can be solved, and both personal and organization reputation are damaged and it has a bad impact on the image of the organization in local and wider community.

Rules of branding

Visual identity is very important for every organization. Figuratively speaking, it represents the face and image of the organization. Visual identity has the purpose of simplifying and at the same time enriching the communication between the organization and the public. Any type of advertising is almost unimaginable without elements of visual identity as an integral part of the message or an advertisement.

THEME 5 ORGANIZATIONAL SUPPORT OF INTERNATIONAL COMMUNICATIONS

5.1 International communication process

5.2 Key elements of the international communication process

5.3 Categories of personal area in international communication

5.4 Corporate communication channels

5.1 International communication process

When organizing communication networks at the company, it is necessary to take into account the specifics of different types and channels of communication at each stage of the communication process.

The formation of communication processes, as well as the choice of means and channels of communication are carried out at the company after designing its organizational structure in accordance with the chosen area of activity, the adopted production program and management structure. Communication decisions containing the regulations of communication procedures should be established for each management level and communicated to a specific official.

Before we talk about the international communication process, we need to consider the model of the communication process. It consists of the following stages:

1. Formulation of the idea. The exchange of information always begins with this, as well as with the selection of information for the message. The sender decides what kind of idea he wants to communicate to his addressee. This is very important in the case when it is necessary to solve the problem quickly and to achieve understanding of all employees in the technology of solving the problem.

2. Encoding of information. To make the idea understandable, the sender must use special symbols to encode the information in order to give it a certain form.

Various words, pictures, graphs, intonations in the voice or gestures can be used as such symbols.

3. Selecting a communication channel and sending a message. The sender selects the appropriate communication channel for the type of symbols so that the encoded message is delivered to the recipient.

In some cases, the sender is forced to choose several communication channels in order to be sure that the message is delivered to the recipient.

Decoding and perception of information is the process of translating the symbols of the message in the recipient's mind.

If the symbols used by the sender have the same meaning for the recipient, then he will correctly understand the content of the message and the idea behind it.

4. Interpretation of messages. At this stage, the sender and the recipient change places: the recipient becomes the sender, forming his response, which contains his interpretation of the received message.

5. Transmission (sending) of confirmation. The formulated response is transmitted to the recipient through the selected communication channel and therefore closes the communication process.

For example, the director of the trading company decided to discuss with store managers the issue of the state and improvement of the quality of trade services to the population at a meeting. In this case, the director is the sender who had the idea; information about the state and improvement of the quality of trade is the message; the meeting is the channel of information; the recipients are the store managers who translate the message and give feedback to the director through the same meeting.

In international markets, the process of communicating to a target audience is more complex because communication takes place across multiple contexts, which differ in terms of language, literacy and other cultural factors. In addition, media differ in their effectiveness in carrying different appeals. A message may, therefore, not get through to the audience because of people's inability to understand it (due to literacy problems), because they misinterpret the message by attaching different meanings to the words or symbols used, or because they do not respond to the message due to a lack of income to purchase the advertised product. Media limitations also play a role in the failure of a communication to reach its intended audience.

The international communication process is the transfer of information in order to promote the product and achieve the marketing goals of the organization in the foreign market.

Four Steps Process for Effective Communication.

The project manager and the project team work together to identify who needs what information. In other words, project management needs to know what the requirements of successful communications are in order to plan on how to achieve those requirements.

1. Identify Communication Requirements “Communication is, without a doubt, a project manager’s most important job.”

2. Identify the 5Ws (Why, What, When, Where, Who) and 1H (How).

Who needs to be communicated to. This is based on the communication formula and needs to be determined.

What needs to be communicated. All information related to the project need not be communicated to everyone in the team.

When it should be communicated. The timeline of communication should be monitored.

Where should it be communicated. If the team involves many people, then individual level and team level communications needs to be resolved.

Why communication of information is essential and to what level is important. Why is it not encouraged as it is blame rather than change.

How the communication needs to be done. Is it conducted via e-mail, phone, or a presentation done to the team members?

3. Identify and Accommodate the Enterprise Environmental Factors.

Much of the communications management processes are linked to the enterprise environmental factors.

4. Identify Organizational Process Assets.

The organizational process assets affect how the project manager, project team, and the stakeholders will communicate within a project.

5.2 Key elements of the international communication process

The following *structural elements* are identified in the international communication process:

1. Communicator;
2. Encoding;
3. Communication channel;
4. Decoding;
5. Recipient of information;
6. Feedback;
7. Noises.

1. *Sender (communicator)*. The organization (person) on whose behalf the communication process is carried out, sends the message.

The sender decides which idea or message should be exchanged. Sometimes the sender does not want to think or spends a minimum of time thinking about the idea. The sender must know his audience. If the sender has wrong views about the recipient, his communication efforts will be ineffective. As the experience of existing enterprises shows, the effectiveness of communication increases if it is homophilic within the chain “sender – recipient”, that is, it has a high degree of similarity in certain respects: views, education, status. Conversely, heterophilic communications (a significant degree of dissimilarity on certain grounds) are less effective, as they are often accompanied by distortion of the message content, delay in transmission, use of limited channels.

2. *Encoding*. The process of representing the idea of communication, which is transmitted to the addressee, in the form of texts, symbols and images; that is, before transmitting the idea, the sender must encode it with the help of symbols, using various means. Encoding turns an idea into a message.

3. *Communication channel*. It connects all participants in the communication process and media from the moment of encoding to the receipt of information by the addressee; The sender must choose the channels for the transmission of speech or

written materials. They can be: electronic means of communication, including computer networks, e-mail, video tapes, holding preliminary meetings of small groups to ensure the desired understanding of the message and involvement of employees in the problem, etc. The sender, as a rule, is not limited to one channel, but uses several.

4. *Decoding*. the process by which the receiver of a message translates the received symbols into specific information and interprets its meaning. That is, the recipient decodes the message by converting the symbols into values. If no reaction to the received information is required, the exchange process is completed.

5. *Recipient of information* – the target audience or person for whom the information is intended and who interprets it.

6. *Feedback*. Feedback from recipients resulting from the contact. Part of the feedback directed to the sender (testing the product, requesting additional information, etc.); it is considered as a signal sent by the recipient of information to the sender of the message, as confirmation of the fact of its receipt. Feedback determines the degree of understanding or misunderstanding of the information contained in the message. Feedback can take the form of not only words, but also a nod of the head, a smile, a shake of the hand or a negative sign with the hand, a certain expression of the eyes, intonation of the voice, change of body position, etc. Sometimes there is an understatement of feedback and unnecessary passion for one-way communication, when numerous orders, instructions, requirements, etc. are sent from top to down.

In the presence of feedback, the sender and recipient change communication roles. That is, effective information exchange should be two-way: feedback is necessary to have confirmation of how the message was received and whether it was understood.

The manager has no reason to think that everything he says or writes will be perceived exactly as he intended. Therefore, if feedback is blocked, the leader will finally be ineffective or deceived.

Feedback significantly increases the chances of effective information exchange, allows both parties to get rid of noise. In the language of information transfer theory, noise is something that destroys the meaning of the message.

7. *Noise*. Unplanned deformations (barriers, hindrances) that arise when external environment factors influence the communication process: syntactic – in signs during writing or printing; semantic – during the interpretation of correctly transmitted signs (abbreviations, special terms, etc.); pragmatic – in the process of using information by the recipient.

The problem of effective communications in international corporations is one of the most important aspects of their activities, communication processes cover the exchange of all types of messages at all levels of the MNC.

Managers of foreign branches of companies must have a good command of the communication system to ensure a full understanding of all information flows between the head office and its branches. This is very difficult given the cost of telephone calls and faxes, time zone differences and slow delivery of correspondence.

5.3 Categories of personal area in international communication

The great diversity of cultures in the world, the increase in population in the context of limited natural and energy resources of the Earth, the growth of poverty, moral degradation, tensions in relations – all this makes tolerance the most important condition for peaceful coexistence.

The concept of *tolerance* means respect, acceptance and proper understanding of the diversity of cultures of our world, forms of self-expression and manifestation of human individuality. This is what makes peace possible and leads from the ideology of violence and war to the culture of peace.

Tolerance is not a compromise, a relief or an easy way out. It is, above all, an active attitude based on the recognition of universal human rights and freedoms. Under no conditions can tolerance be a justification for attacks on fundamental values. Individuals, groups and states must show tolerance.

International tolerance begins with tolerant communicative behavior, which is associated with the formation of politeness, language etiquette, political correctness and culture of communication. This means the use of formulas of polite behavior,

namely the ability to give an emotional assessment (to express joy, pleasure, sympathy, location, satisfaction, interest, acceptance, the ability to comfort someone), the ability to express consent, motivation to action, offer help, accept an invitation, etc.

Each region is diverse, and therefore in the modern world the problem of ethnic tolerance is the most important.

Ethnic tolerance (Gr. Ethnos – “clan”, “tribe”, “people” + Latin Tolerantia – “patience”, “indulgence”) is interpreted by modern researchers as a special characteristic of any ethnic group, as an integral element of the structure of ethnic mentality, which is oriented towards tolerance, recognition of the legitimacy of “someone else’s truth”. The formation of tolerance occurs through the development of such qualities as resistance to increased psychological stress, to prolonged emotional stress, the ability to quickly and skillfully address personal and group conflicts, high morality, which allows you to be an example to follow.

Almost every person is able to intuitively distinguish good behavior from bad, but this quality of a person is not natural, it is formed in the process of practical communication of people and expresses the historical experience of collective and individual ideas, feelings and attitudes. In this context, tolerance is formed in international communication, which includes the cultivation of a sense of respect for other peoples, their traditions, values and achievements, understanding of differences and acceptance of all ethnic and cultural diversity of the world. In this context, a model of tolerant relations is a society in which freedom and tolerance to any opinion dominate. Tolerance is the common freedom that people use to believe and say what they believe to be true, in such a way that the expression of their beliefs and opinions does not carry any violent consequences.

Tolerant approach in international communication means that certain cultural peculiarities of an individual or a group are only one of many characteristics and they cannot subjugate all the others, and acts as a condition for the retaining of differences, as the right to difference, dissimilarity, otherness. In this approach, the perception of a foreign culture is based on the elements of a foreign culture compared to similar elements of one’s own culture at the same time on a rational and sensory-emotional

basis. Human feelings either support or impede understanding, set its limits. In the course of this comparison, a foreign culture is introduced into the world.

The essence of a person is manifested in social interaction, which makes it possible to show respect for others, to maintain open, positive relationships with others, to learn the communicative skills of the culture of managing emotions and feelings, and to master the practical skills of conflict management. The following stages are defined:

- *tolerant-cognitive stage* involves the process of thinking and cognition, understanding of information and perception of guidelines, phenomena and events, taking into account their tolerant nature;

- *tolerant-emotional stage* promotes the formation of feelings of national equality, mental respect for cultures, creation of a comfortable climate as a result of achieving good relations;

- *tolerant-motivational stage* activates tolerant motivation of behavior, establishing the diversity and originality of cultures and nationalities;

- *tolerant-behavioral stage* is realized through practical skills of moral guidelines of peaceful behavior in the process of interaction of all subjects of communication.

A positive understanding of tolerance is achieved through clarifying its opposite – intolerance, or non-tolerance, which is based on the belief that your group, your system of views, your way of life are superior to all others. At the core of intolerance is the rejection of the other for the fact that he looks, thinks, acts differently. Intolerance gives rise to the desire to dominate and destroy, to deny the right to exist to those who follow other norms of life. Practically, intolerance is expressed in a wide range of forms of behavior – from ordinary impoliteness, disrespectful attitude to people of other nationality and culture to ethnic cleansing and a genocide, deliberate and purposeful killing of people.

The *main forms* of intolerance are:

- insults, ridicule, expression of contempt;

- negative stereotypes, stereotypes, prejudices based on negative traits and qualities;
- ethnocentrism;
- discrimination on different reasons in the form of deprivation of social benefits, restriction of human rights, artificial isolation in society;
- racism, nationalism, exploitation, fascism;
- xenophobia in the form of ethnophobia, migrantophobia;
- desecration of religious and cultural monuments;
- expulsion, segregation, repression;
- religious harassment.

In modern life, these forms of intolerance are generated by various reasons, so the problem of purposeful education of tolerance is very relevant.

5.4 Corporate communication channels

Organizations use a wide variation of means of communication both with the external environment and within the organization. Managers should always have direct and return contact with lower-level managers and, as a result, with all employees of the organization. For example, an organization with labour unions should maintain contact with the legal representatives of employees. If there are no labour unions in this organization, it can contact its employees to prevent the unions from forming. This is just one example of the variety of factors to which an organization must respond through communication.

Communication networks are the ways in which members of a group or team communicate with each other. They differ in the flow of information, the position of the leader, and the effectiveness of different types of tasks. Managers may try to create a centralized structure when the group's tasks are simple and routine, and, in contrast, promote a decentralized structure when the group's tasks are complex (e.g., making major decisions about the company's strategy), as open communication channels allow for more interaction and more efficient information dissemination.

Factors influencing corporate communications

Peculiarities of the political regime in the country where the organization or institution was founded and operates. In a democratic society, corporate communications are democratic in nature and are carried out in all directions. In totalitarian states, where the value of a person is insignificant, communications with the internal public are usually underdeveloped and are carried out “from the top down”. Feedback is not important in decision-making by the management. The enterprise always reflects the relations and connections that exist in the society. Lack of transparency in the latter causes the same in the enterprise.

Peculiarities of the mechanism of relations between the political authorities and the corporation, which determine the autonomy and independence of the administration of the latter in solving the most important issues of management and production. The dictate of the state at enterprises turns into the dictate of the administration. This has the same consequences as mentioned above.

Power and size of corporations. In small companies, where everyone knows each other, informal communications dominate. In large companies, formal communications dominate. They have a special character and complex structure of communication services. Structural and technological features of the company and the organization of the production process. In corporations where the staff is concentrated quite compactly, there is a clear structure, the communication process is traditionally carried out through contacts that are not technically mediated. The so-called virtual companies, where employees, having access to computer networks, can work on different continents, have their own problems, for the solution of which specific means of communication are used.

The social composition of the staff requires taking into account the psychological and other peculiarities of certain social groups during communication (young people, women, a large number of different professional and ethnic groups, etc.)

Specific characteristics of corporate philosophy. The goals and objectives of the organization depend on it, which requires the use of specific means of communication.

National and cultural traditions of the country. They determine not only the methods and techniques of internal communications, but also their content and application.

In general, there are vertical and horizontal communication links in organizations.

Vertical communication takes place up and down in the hierarchical structure of the organization. These communications involve managers, their supervisors and subordinates. Vertical communications can – and should be - two-directional (top-down and bottom-up), because then they are more effective (with active feedback) than one-directional ones.

Horizontal communications take place between colleagues and employees at the same level. They facilitate coordination between subordinates and play a central role in work teams where there are employees from different departments.

Communication between levels of the organization (vertical structure)

Information moves from level to level in an organization through vertical communications. It can be transmitted in a top-down manner, i.e. from higher to lower levels. In this way, subordinate levels of management are informed about current tasks, changes in priorities, specific tasks, recommended procedures, etc. For example, the vice president of production can inform the plant manager (middle level manager) about the upcoming changes in the production of the product. In turn, the factory manager should inform his subordinate managers about the specifics of the changes that will take place.

In addition to downward communication, the organization needs upward communication. For example, a bank teller may notice that a new computer sometimes makes a customer wait several minutes longer than before because the machine is periodically “busy” or shuts down. Employees may conclude that the wait is making some customers nervous.

Suppose the bank has effectively communicated to each teller that “customer service is our first priority”. In this case, employees are ready to inform their immediate

supervisor about the problem that has arisen. This manager, in turn, must inform the head of operations, and the latter – the vice president of banking operations.

The flow of information from lower to higher levels can have a significant impact on productivity. A real-life example where an engineer developed a more efficient way to cut sheet metal for airplane wings and communicated his idea to his immediate supervisor. If this manager decides to support the engineer's innovation, he will report it to the next, even higher level of management.

Any change requires the approval of the plant manager or operations manager at a higher level. Thus, we have a situation where a certain idea, which originated at a lower level of the organization, has to rise to the very top, successively passing all intermediate levels of management. This example shows the exchange of information that takes place in order to increase the competitiveness of the organization by increasing productivity.

By the way, at any of the higher levels a decision could be made to reject the new idea. Assuming that the idea was indeed valuable, telling the engineer that it was rejected would effectively inform him that the organization does not encourage him to come up with innovative proposals. As a result, the organization may be left without serious opportunities to improve productivity and generate savings.

Communication manager – subordinate

Probably the most illustrative component of communication in an organization is the relationship between a manager and a subordinate. These relations are an element of the horizontal scheme, but they are often singled out separately, because they make up most of the communication activities of the leader. Studies have shown that 2/3 of the communication activity is realized between those who manage and those who are managed.

The scope of these communications includes most of the issues, including delegation, setting tasks, priorities and expected results. Through these communications, the functions of motivation and control are largely implemented.

Communication between different departments (horizontal structure)

In addition to the exchange of information in a top-down or bottom-up

organization, horizontal communications are also needed. Almost all organizations consist of many units, so information exchange between them is necessary to coordinate tasks and actions. Since an organization is a system of interrelated elements, management must ensure that specialized elements work together to move the organization in the desired direction.

For example, representatives of different departments and divisions in the Ukrainian Academy of Banking periodically exchange information on issues such as class schedules, guidelines and recommendations, etc. In hospitals, service and treatment staff should exchange information on resource allocation, coordination of activities of individual departments, new treatment methods, and much more.

In the retail sector, regional sales managers may meet periodically to discuss common problems, coordinate sales strategies and exchange product information. Overseas, committees or ad hoc working groups are often set up to share information and meet periodically to discuss issues within their division and to collaborate with other similar working groups.

Informal communications

As you know, any organization consists of formal and informal components. The channel of informal communications can be called the channel of spreading rumors.

The sphere of rumor spreading is the places of large concentration of employees: canteens, corridors, coffee machines, etc. Since information is transmitted through rumor channels much faster than through formal communication channels, managers can purposefully use rumors for planned leakage and dissemination of certain information.

Rumors often have a reputation for inaccurate information. But according to research, from 80 to 99% of rumors are true if the information concerns the company itself. However, you should not pay attention to rumors about someone's personal life or emotionally colored information.

Electronic tools of communication

Electronic communications have a significant impact on communications in organizations. Information technology can use computers, computer networks,

telephones and other equipment. There are six most common types of information systems:

- operational-executive system – with its help perform routine and current operations;
- management information system – collects data, organizes and systematizes them in a form convenient for managers, and then provides these managers with the information necessary for their work;
- decision support system – automatically finds, processes and summarizes the information required for specific decisions;
- administrative information system – designed for the special needs of information processing by higher level managers;
- intranet networks – communication networks that operate within one organization;
- expert systems – created on the principle of determining all the possibilities of “if-then” that relate to a specific situation.

Recent advances in information technology can improve the exchange of information in organizations. The personal computer has already had a major impact on the information that managers, support staff and employees send and receive.

E-mail gives employees the ability to send written messages to anyone in the organization. This should reduce the traditionally endless flow of telephone conversations. In addition, e-mail is an effective means of communication between people who are located in different offices, different cities and even different states and countries.

THEME 6 THE LATEST INFORMATION TECHNOLOGIES IN INTERNATIONAL COMMUNICATION

6.1 Types of current information and communication technologies.

6.2 Internet opportunities.

6.3 Transformation of the World Wide Web.

6.1 Types of current information and communication technologies

Communication technologies are forms of special organization of communication, which, subject to the technological chain, guarantee a predefined result. Such a result depends on social behavior, the formation of social stereotypes, changes in public opinion, the emergence of new or actualization of existing patterns and ideals.

Communication technology, like any other technology, is result-oriented, and the result is repeatable, typical (in fact, this is what makes it technological). The main specific feature of this type of technologies is that they are implemented through and thanks to communication: different types of communication can be used – interpersonal, group, mass, social – in the totality of their typological characteristics.

The main signs of communication technologies are intentional and informed management of communication resources; the presence of a socially significant goal, purposefulness and efficiency; systematicity; regularity; technological (structure, classification and order of procedures and operations); formal organization and functional division of labor; optimization and feedback; discreteness, beginning and end; creativity and standardization; cycling and possibility of replication.

Modern applied communication technologies include:

1. E-government technologies;
2. Communication strategies;
3. Social media technologies;
4. Blogosphere.

E-governance technologies

The unprecedented development of information technology has provided the economy and public administration with new tools – corporate information systems and telecommunication networks, which have improved the quality of management, as well as significantly increased labor productivity and value added through non-material resources. New types of professional communications with the use of information technologies and the Internet are actively spreading. They are usually summarized in the concept of e-business, an integral part of which is e-government.

International standards of e-governance are contained in various international acts on the functioning of the information society, and they are also binding on the countries-participants of these acts. The main such documents include: Recommendation of the Committee of Ministers of the Council of Europe on e-Governance, adopted on December 15, 2004; Okinawa Charter on the Global Information Society, adopted by the leaders of the G7 countries on July 22, 2000; Directive of the European Parliament “On the system of electronic signatures used within the Community”, adopted on December 13, 1999; UNCITRAL Model Law “On Electronic Signatures”, which was adopted by the UN Commission on July 5, 2001; Declaration on European Policy on New Information Technologies, which was adopted on May 6, 1999 by the Committee of Ministers of the Council of Europe and other acts.

In fact, e-government technologies have long been used and successfully operate in many countries (USA, UK, Sweden, Singapore, Denmark, Norway, Latvia, Estonia, Czech Republic, etc.) For example, the US government provides citizens with many services via the Internet: issuing licenses, the ability to pay taxes online, etc. In the UK, business registration requires filling in only one form via the Internet. Finland and Singapore offer citizens services not only via the Internet, but also via mobile communication. In Estonia there is an Internet portal “Today I decide” (Tana otsustan mina), with the help of which a citizen of the republic can take part in the governance of the state. This portal also allows the user to vote in elections. The level of e-government development varies from country to country. Which countries are at the forefront and which are just beginning their development in this direction can be traced

in a large-scale study “United Nations e-government Survey” conducted by UN experts.

The essence of e-governance lies not only in the fact that it is a modernization of the public administration system, its adaptation to the needs of the information society, but primarily involves the interaction of citizens with the authorities through modern ICT. Thus, an important component of e-governance is e-democracy, the main purpose of which is to meet the needs of citizens, achieving social values by using the advantages of the information society, overcoming such negative phenomena as corruption, bureaucratization and formalization of the modern management process, providing services to citizens according to their needs, etc.

The introduction of e-government significantly expands the possibilities of interaction between the state and the individual.

Firstly, it concerns the search and receipt of information. Convenient presentation on the Internet of complete, accurate and up-to-date information about all public authorities can significantly simplify the process of finding the necessary information, save time for officials who have to answer questions, and reduce the number of mistakes.

Secondly, the function of interaction between citizens and organizations with the public authorities is provided by a number of services that allow citizens and organizations to request and receive from the Internet the necessary certificates or permits and to submit to the public authorities the reports required by law with the ability to track the status of requests.

Thirdly, the principle of “united window” implies the existence of one entry point for interaction with the authorities of all levels. This requires a specialized system that allows to automatically send requests and reports to the authorized public authorities. The system acts as a single “provider” of public services for citizens and businesses.

Since e-government in connection with the development of the Internet environment is becoming a virtual government, I think it is appropriate to pay special

attention to its management for this purpose it is necessary to consider the basic models of e-government.

The global trend in the sphere of e-government is the transition from the concept of “state institution – service” to the concept of “government – service”, which implies the unification and interaction of individual state institutions to provide comprehensive services by the state. The European Union went a step forward in this regard, focusing on three main types of electronic interaction: interdepartmental; intersectoral; interstate. To implement such a structure, the European Interoperability Framework was developed, based on the best international practices. In fact, EIF is a methodology of high-level design of e-government, which is recommendatory in nature. The input of the methodology is strategic goals and objectives, the output is an e-government implementation plan.

The framework structure consists of the following *principal parts*:

1. Basic principles;
2. Conceptual model;
3. Aspects of interaction.

The **fundamental principles** of the structure are grouped by the following parameters:

- principle of subordination (actions are not taken to the interstate level until they are proven to be more effective than local actions);
- taking into account the needs and expectations of users (user orientation, accessibility, multilingualism);
- providing a foundation for interagency cooperation (Openness of solutions, adaptability to technology, possibility of using developments by other members).

The **conceptual model** describes the general principles of providing e-services and takes into account the experience of implementing the best examples of e-government. the key elements of the model are divided into three levels:

Basic services level, which in turn consists of three groups of components:

Interoperability (protocols and data formats, systems interoperability);

a. basic registers (reliable storage of basic units of information, data on individuals and legal entities, various organizations, issued licenses, etc;)

b. external services (for example, requests for data from individuals, online services of financial institutions, electronic extracts from registers).

Secure data exchange level. The main functions of this level: providing access control to the information of the basic registers, secure data exchange, implementation of access procedures, data encryption, logging.

Level of aggregated services. Aggregated services are formed on the basis of various combinations of basic services and are perceived by the user as a single service. An example of such a service can be the provision of a visa online, for which such basic services as obtaining information about a person, payment for the service through a bank account, SMS notification of the user about the issuance of a visa are used.

Aspects of interaction. When creating a new service, interactions in the following 4 areas should be taken into account:

a. legal aspect (compliance with laws governing data exchange);

b. organizational aspect (integration of business processes of subjects of interaction);

c. semantic aspect (precise definition and clear understanding by all parties of all elements for data exchange);

d. technical aspect (specification of data formats, exchange protocols, interaction interfaces).

Technology of building a communication strategy

From the point of view of cognitive linguistics, strategy is a plan of complex linguistic action aimed at changing the partner's world model, at transforming his conceptual mind.

Of particular interest are *dialogue strategies* (according to the classification of T. A. Van Dyke) – specific ways of linguistic behavior carried out under the control of “global intention”. From the point of view of pragmatics, the concept of strategy is understood as a general plan of dialogue, a scheme of linguistic actions. The essence of the application of some strategy is to organize their speech actions for a certain

impact on the interlocutor during the cycle or phase of communication so that their result was a change in the values of its relevant parameters in the right direction. Strategy, or a plan of behavior, determined by intention and purpose, is a determining factor in the choice of those ways and means that allow to achieve the goal, as far as possible, in accordance with the knowledge (experience), desires and attitudes of the subject behind the plan of action.

According to F. S. Batsevich, the *strategy of speech communication*, or communicative strategy, is the optimal implementation of the speaker's intentions to achieve a specific goal of communication, that is, the control and choice of effective communication moves and their flexible modification in a particular situation.

From the point of view of T. A. van Dijk, the *communicative strategy* should be characterized, first of all, as “a sign of cognitive plans, which are a general organization of a certain sequence of communicative actions and include a goal or goals of interaction, the implementation of which involves several ways, the choice of which is regulated by the communicative strategy”.

As for the typology of communicative strategies, there is no clear view on their classification in modern linguistics. Researchers take into account different approaches to the description of this phenomenon and offer the following:

1) depending on the type of communicative interaction, they distinguish between *cooperative strategies* aimed at harmonizing the goals and strategic programs of communicants, changing the model of their own communicative behavior in order to adapt to the model of the communication partner, which are embodied in informative and interpretative dialogues (polylogues) – advice, exchange of opinions, stories, messages and non-cooperative / conflict strategies, which are characterized by inconsistency of goals and strategic programs of communicants, as well as asymmetric relations between them, which are usually expressed in the form of conflicts. They find their expression in conflicts, disputes, claims, threats, evasions, etc;

2) from the perspective of the functional approach, O. I. Issers defines the *main strategies* that are most significant at a certain stage of communicative interaction, taking into account the hierarchy of motives and goals of communicants, which, in

turn, are divided into semantic and cognitive, and supporting strategies that contribute to the effective organization of dialogue interaction, optimal impact on the addressee. They contain such strategies as dialogic (used to monitor the topic, initiative, degree of understanding in the process of communication), rhetorical (techniques of oratory and rhetorical techniques of effective influence on the addressee) and pragmatic (take into account the importance of the components of the communicative situation: author, addressee, communication channel, communicative context, the choice of the optimal speech act from the point of view of the addressee).

3) taking into account extra-linguistic factors of influence on communication (ethnic, social, gender, age, personality, time) A. D. Belova systematizes communication strategies in the form of a set of oppositions: universal – ethnic-specific, commonly used - individual, commonly used - status-conditioned, commonly used - age, unisex - gender-marked, verbal - non-verbal, atemporal - time-limited, cooperative - conflict, address-oriented - address-oriented, informative - motivational.

4) taking into account the models of discourse creation and understanding, T. van Dijk and W. Kinch distinguish propositional strategies, cohesion strategies, macro-strategies (contextual - determining the dependence on the general context, on the existing situation, on communicative interaction, type of discourse and the possibility of freedom of reference and textual – signals of a certain topic that form a hypothesis about the topic of a certain fragment, its verification and correction).

Communication strategies are based on certain principles, which include the following: leader's initiative, trust, understanding, dialogue, comprehensiveness, coordination, targeting, response to the situation and constancy.

Communication strategy includes: goals and objectives, strategies, situation analysis, tools. In the construction of communication strategies, 4 key questions play an important role:

- a. who do we want to influence?
- b. what do we want to change?
- c. how much influence is needed to have a result?
- d. when is this result needed?

It is important to explain why different basic skills are needed, what new tasks and services will be performed and what consequences this will have, in particular for salaries or employment. At the same time, to demonstrate the correctness of the chosen course of development, it is necessary to use comparative information and third-party data, for example: information from the Organization for Economic Cooperation and Development, different countries; statistics of public administrations, think tanks and scientific experts.

A state strategic communications program cannot be successful if it does not take a support (or opposition) group identification approach by working with business associations, commercial and industrial unions, scientific communities, trade unions, consumer groups and non-governmental organizations, etc. to form an alliance in support of the program before the start of direct communication.

Social media technologies

Network communications are becoming a universal way of structuring the social space. The essence of the network is the ability to build a flexible and simultaneous interaction of many communication units. In a social network, the functions of units are performed by individuals who are social actors. Accordingly, a social network as a separate type of network is a system of interconnected communication channels of communication actors.

Thus, the network is a system consisting of equal units connected to each other by horizontal links; a necessary condition for the existence of the network is a distributed type of communication between the units, that is, each unit at a particular time is connected to any unit of the system.

Thus, network communication creates a new, subjective-oriented reality, which will reflect the mosaic of thoughts, interests and desires of the participants of network communication. The communication process associated with “virtual identity” can not but have a significant impact on the formation of the modern social environment, communication space, and in general on the image of man in the information society. This is confirmed by the fact that the World Wide Web provides the widest technical opportunities for communication, it is quite easy to find people with similar interests

and views on the world. These factors have led to the emergence and development of a large number of communities on the Internet, such as Wikipedia, web forums, chats, online games, etc. In such communities the way of thinking is changing, their own network culture is being formed.

Specific characteristics of social networks:

- 1) providing users with a wide range of opportunities for information exchange;
- 2) creation of user profiles, in which it is necessary to specify a certain amount of personal information;
- 3) friends in social networks are mostly not virtual, but real friends.

The social network web resource provides opportunities for:

- 1) active communication;
- 2) creating a public or private user profile containing personal data;
- 3) organization and maintenance by the user of a list of other users with whom he has some social relations;
- 4) viewing connections between users within the social network;
- 5) forming groups of users by interests;
- 6) content management within your profile;
- 7) content syndication;
- 8) connecting different applications.

The social network, which has a constructive potential in the dynamics of mass information flows and functions, for example, as the accumulation and implementation of social capital, certainly has an axiological status in modern society. The main value of the social network is that in modern conditions it is not just a means of communication, but shows itself as a mechanism for constructing the social environment in modern society. This is indicated by special studies. Thus, analyzing the process of emergence and development of social networks and the functions they perform in the modern world, scientists have concluded that the spread and use of social Internet networks has certain social consequences, in particular

- growing, intertwining of real and virtual social life;

- internet addiction (as a socio-psychological phenomenon and as a phenomenon of mass culture);
- the emergence of new types of deviant behaviour in the form of, for example, various manifestations of hacker activities;
- “globalization” of human living space (creation of groups that actually include people physically living and staying in different countries);
- fragmentation of society, creation of a large number of virtual interest groups;
- emergence of new technologies in political life, leisure, etc;
- formation of cyber culture (Internet culture) as a new direction of society development, directly related to the emergence, development and penetration of information technology achievements into social and cultural life.

Social media opens up the possibility for new generations of public workers to establish new social connections on the Internet and build their own social networks that allow them to succeed in their career.

The topic of networking entered the civil discourse with the emergence of Internet networks. The creation of a network of Internet blogs, communities (groups) within the framework of modern social services and the involvement of an increasing number of participants in them contributes to solving the problems of Ukrainian society and the state. Social networks are becoming part of the evaluation and monitoring institution in the Ukrainian system “state-society”. The rules and norms of communication in social networks acquire the characteristics of generally accepted standards. Social networks have a positive impact on government officials as they reflect reputations, ratings, provide public discussion of shortcomings. In addition, they perform the function of accumulation and management of knowledge, exchange of experience, raising the level of public and organizational culture.

Significant potential of social networks in crystallization of public moods, implementation of ideas of public solidarity have been clearly demonstrated in the current time of trials that Ukraine is experiencing. Networks have become not only a

place for discussions of critical issues of our time, but also an important engine of patriotic uplift, a means of mobilizing citizens' efforts to implement specific humanitarian projects of volunteer assistance to the Armed Forces of Ukraine, victims in the East of Ukraine, coordination of civil society.

At the same time, in the realities of life, the process of growth of the socio-humanitarian role of network communication in many important areas is slow and almost impossible to measure directly. It belongs to the circle of "internal", sometimes externally almost invisible phenomena of social development, the significance of which is fully revealed only when their "critical mass" is formed.

The turbulent events of today are a strong confirmation of this. Nowadays, "private interests" are quickly socialized, the boundaries between private and public are blurred, the network space is increasingly becoming not only an important environment for discussing acute socio-political problems, but also a center of public self-organization. Blogs are an integral element of the modern mass communication system today. They are often operative and true sources of facts and information. The blogosphere today is an organic and integral part of professional journalism. Blogs increasingly often contain reports, journalistic investigations, reports and other fact-based materials. The blogosphere forms an alternative information policy agenda that correlates only to a certain extent with the media agenda or state propaganda, is a source of topics, factual material, personal assessments and live testimonies. Today, as professional media provide an opportunity for informants to upload photos or videos, CNN, the Guardian have similar projects.

The technique of network attacks is complex in planning and involves the creation of a kind of veil in the form of misleading messages or messages that provoke conflicts between members of the social network. An example of this is the manipulation of the hashtag Euromaidan and stopwar during the recent events in Ukraine.

Another model is to involve volunteer users who will engage in heated debates in the discussions, write comments favorable to the authorities, as well as publish notes, messages that criticize or support certain actions, cover them from a certain angle. The

third model is total blocking. All popular social networks allow blocking users whose actions disturb or offend other users. If a user publishes information that is unacceptable to you, you can solve this problem by blocking the user's profile. It should also be noted that a post with a photo increases the credibility of the message several times, a post with a video - by tens.

The tools of social networks make it possible to quickly disseminate information about a certain event without waiting for its coverage in traditional media. Today, speed is crucial. The first published story, regardless of the medium, gets the greatest distribution and popularity.

At the same time, it is worth noting that social networks are an ideal tool not only for influencing, but also for collecting the necessary information.

After all, without knowing it, the user of a social network becomes completely unprotected against the invasion of his personal life. For example, scientists at the University of Cambridge have found that even the way a user puts "likes" on Facebook can tell a lot about him, because modern computer programs allow you to get all the information from social networks and analyze it.

At the same time, the use of specific manipulative technologies is developing in networks. Among the wide variety of ways of information influence that are implemented in the information space or through it, the following can be distinguished: dissemination of specially selected information (disinformation). This method of influence is carried out in the form of sending e-mails; organization of news groups in social networks; creation of websites with elements of interactive interaction of their visitors (chats, on-line voting); posting information on private web resources: blogs, social networks.

In the conditions of the real information war connected with the events in the East of Ukraine, the manipulation of information, which is realized through the Internet and, directly, through social networks, is a serious threat to both the main principles of building a democratic society and strengthening the independence of Ukraine, and the national information security of the state. Information manipulation with the use of various technologies of information and psychological influence in modern conditions

is becoming more threatening. Suggestive technologies are more actively used in the Internet space and acquire a scale commensurate with the most significant threats to the national information space.

The organization of opposition to negative information influences associated with the use of social networks should promote information activities aimed at patriotic education of all categories of the population, the establishment of a nationwide system of moral values, the promotion of tolerance, harmony, international and interreligious peace, and social solidarity. This work is important due to the specificity of this type of information exchange at the level of horizontal relations between members of society. One of the most important directions of this strategy is certainly the support of Ukrainian-language resources by public opinion. Everything new should be clearly positioned in the network as an acquisition of national socio-political, humanitarian thought, national culture. This can be achieved only by combining the conscious efforts of the participants of the network social communications. It is necessary to achieve by propaganda, formation of public opinion that the main part of Ukrainian-speaking participants of network communication is concentrated not only in two cities – Kyiv and Lviv, as it is now, but in all regions of Ukraine. The practice of functioning of social networks in the present actualizes the need to accelerate the work on the introduction of effective technologies to neutralize the activities of foreign political, economic, military, intelligence structures directed against the interests of Ukraine, to prevent manifestations of information and sabotage activities of terrorist organizations, groups, individuals in order to destabilize public life in the country and harm citizens, the state, the introduction of specially organized, false information into the system of information resources.

In the process of improving strategic approaches to the development of the national information sphere of Ukraine today there is an urgent need to organize forecasting and analytical work. Only professional results of such work can ensure the development of organizational, legal, technological and other measures necessary for timely response to information security threats.

Blogosphere

The blogosphere is both a communicative space and a part of virtual reality created by Internet users. As part of the Internet, the blogosphere is very individualized, that is, it allows users to create their own representation in virtual reality, to become a communicator for a certain audience, and to satisfy their needs for self-realization and self-expression. Some researchers of the blogosphere, in particular, D. Gillette, S. Robinson, underline that participation in the life of the blogosphere allows its users to choose a source of information alternative to traditional means of mass communication and to become a source of information themselves.

The blogosphere is a largely collectively created space, and more often relies on Web 2.0 resources such as YouTube or wikis than on more traditional news organisation – politically oriented bloggers are more likely, though not exclusively, to link to a wide range of independent news and information sources. Overall, YouTube is the most frequently cited site for bloggers, according to an analysis of the American, Arab blogosphere. This shows the multimedia parameters of blogs – a combination of text and non-verbal components – photos, videos, animated screensavers. The blogosphere, as a part of the communicative space, is characterized by a number of specific features, such as globality and democracy: blurred boundaries of forms of communication (lack of clear political, state, economic, social and age restrictions) create opportunities for inclusion of users from all over the world, intercultural, mass and interpersonal communication. Defined by M. Castells as a space for the deployment of social practices, the blogosphere is characterized by democracy, which is manifested in the possibility of influencing public opinion open to all participants of communication. The growing involvement of the audience in the process of content production and mediation gives it new qualities, which makes it possible to call modern users prosumers (from producer and consumer).

From the point of view of the effectiveness of a blog as a component of mass communications, such a characteristic as immediacy is important - it is known that bloggers cover events faster than traditional media. On the one hand, in such cases, as a rule, we are talking about the dissemination of messages of eyewitnesses, on the other

hand, bloggers, not limited by professional requirements for media news, can publish information without mandatory for professional journalism verification and processing.

Thus, the efficiency of the blogosphere may be accompanied by a decline in the quality of information - linguistic and stylistic literacy of texts, reliability of data; blogs have the lowest level of analytical content and often contain only subjective opinions.

Clear functions of the blogosphere:

1. Expressive function. Users of the blogosphere use it as a space in which they can express their thoughts and emotions, in particular in the form of memoirs, diaries (open or closed to readers and commentators – depending on the privacy settings of the blog on a particular service), reviews of current events in public and private life, etc. This is the first clear function of the blogosphere, which was conceived by its creators as a space for self-expression.

2. Self-realization of bloggers. We understand the concept of self-realization similarly to A. Maslow, who defines self-realization as a person's desire to realize his or her talents, abilities, and to prove oneself in the society in the best possible way. This function is closely related to the previous one, because in the blogosphere there is a possibility of free publication of one's creative achievements, for example, literary, musical works, fine arts, i.e. creative expression. These two functions are the very first explicit functions of the blogosphere, for which the very first online blogs were created.

3. Culture-creating function. Self-realization of bloggers becomes a factor in the formation of a specific culture. Bloggers create their own virtual culture, the patterns, values and norms of which do not always match those produced by the dominant culture of the societies of which bloggers are members. Manifestations of specific culture created by users of the blogosphere are, for example, a specific social dialect leads to the application of informal sanctions, such as blocking messages (comments) coming from a particular user.

4. Information function. The blogosphere is at the same time a means and space of interpersonal and mass communication, transmission of messages between communicants.

In the blogosphere users satisfy their information needs.

In the blogosphere, as a communicative space, there are communicative processes between different subjects – both individual and collective. Bloggers carry out mass, interpersonal and intercultural communication. Communication in the blogosphere can be verbal (using the languages of communicants) and non-verbal (using images, audio and video objects).

Latent functions of the blogosphere:

1. Accumulation of social capital. Blogosphere users have social characteristics, and therefore it is not surprising that they form and maintain social ties of different density and duration in the blogosphere. The subjects of social action in the blogosphere are both individuals and blog communities, and therefore social ties have different character depending on the social and communicative properties of these subjects. We use the concept of social capital here in the meaning given to it by P. Bourdieu. Social capital is a set of real and potential resources based on the existence of a stable network of variously institutionalized relations of mutual acquaintance, friendship, i.e. membership in a certain group.

Internet diary is not completely closed for viewing and commenting, forms a social circle of other users around him. Social capital accumulated by an individual in the blogosphere can be converted into other forms of capital. The amount of a blogger's social capital depends on the size of the networks of connections that have developed around him, as well as on the amount of social capital possessed by those bloggers who are connected to him.

2. A platform for testing new technologies of influence. The blogosphere is a place where various technologies are tested, including advertising and political ones. For example, in the blogosphere, explicitly or implicitly, marketers and advertising specialists conduct focus groups, provoke discussions between bloggers. The study of this function is of interest mainly for specialists in advertising, marketing, public relations.

3. Formation of public opinion. It is obvious that communities formed by users of the blogosphere represent the public opinion inherent in them. The authors of the

most popular blogs influence the opinion of the bloggers for whom they are authorities. The public opinion formed by bloggers goes beyond the blogosphere, as they are members of real societies, not just participants in virtual communities in the blogosphere. There are more and more frequent cases when representatives of the mass media approach popular bloggers with a proposal to comment on certain events in public life, i.e. to express their opinion that could be authoritative for a wide range of people. Public opinion is formed during the discussion of current events and problems in the blogosphere.

4. Presentation of political, public, commercial organizations. This function is directly related to the previous two. If in the blogosphere, as in any other communication space, public opinion can be formed, and technologies of influencing the blog audience are constantly researched and developed by relevant specialists, it means that it is expedient for interested subjects to have their representation in the blogosphere. The desire to have power over public opinion in the blogosphere is growing in direct proportion to the growth of the blogosphere and its role in society. Corporate blogs, i.e. those created by certain social organizations to ensure public relations, are an example of such representations of interests in the blogosphere.

In addition to clear and latent functions, the blogosphere also has **dysfunctions**. We can distinguish three main ones:

1. Profanation of problems. Blogosphere users often discuss subject areas in which they are not competent. As a result, bloggers' perceptions of the subjects of discussion are simplified, and the problems still remain unresolved. Since users of the blogosphere also form public opinion, the consequence of profanity is, in particular, distortion of information and incorrect formation of public opinion.

2. Spreading disinformation. Disinformation as deliberate dissemination of distorted and deliberately false statements in order to achieve a certain advantage poses a danger of the blogosphere finally turning into a space of information wars and involving the blog audience in them. Intentional dissemination of disinformation in the blogosphere, for example, spreading gossip or slander, formally entails legal liability, but such cases are not always controlled by legal norms.

3. Powerlessness of legal norms in regulating the behavior of bloggers. In addition to the spread of disinformation in the blogosphere, there are also other types of illegal behavior, such as hacker attacks, distribution of pornography and extremist materials, copyright infringement. The fight against delinquent behaviour of bloggers is complicated by the lack of clear normative regulation of the Internet. Offenses in the blogosphere of legal relations can cause harm not only to bloggers, but also to other persons.

To sum up, it should be noted that the popularity of blogs in the Ukrainian information space is connected both with the availability of this communication service – the software necessary for its creation and functioning and the simplicity of working with it, and with the multi-vector social role of blogs in various communication practices. The peculiarities of the development of the Ukrainian blogosphere include the fact that blogs are becoming closer to the mass media – the formation of a group of “columnist bloggers”, a high percentage of professional journalists among bloggers, and some blogs taking on the features of mass media. The Ukrainian blogosphere is characterized by a high level of politicization and the acquisition of features of public journalism. At the same time, the informational role of blogs as a kind of alternative to official media is growing.

6.2 Internet opportunities

Any person, entering the world of the global network, gets many undoubted advantages. Searching for information on the Internet today is quite fast. No need to go to the library, as it was before. The process of searching for the necessary information is carried out almost automatically, and a person finds a large amount of information in just one minute, without leaving the door of his house and even without getting up from the sofa.

The famous American billionaire and computer magnate Bill Gates once said: “If you are not on the Internet – you are not in business”. And this is the most correct definition. After all, many companies are actively trading on different online platforms.

Therefore, every day more and more organizations create their own websites for the convenience of work and attracting potential customers on the Internet. The Internet advertising industry is developing quickly. All printed publications, newspapers, magazines, books are available in electronic form on the Internet. There is no need to accumulate huge collections of discs and cassettes with your favorite music and movies – universal storage of electronic information is always at your service!

Someone through the Internet network communicates with a friend, girlfriend, family, someone downloads some information, and someone just plays games. Now the Internet is not only a means of communication and information, but also a place where you can make purchases and earn good money on the Internet.

Do you know how the Internet came into being? The history of the World Wide Web begins in December 1969 in the United States. The U.S. Department of Defense thought about how to create a reliable system of data exchange, so that in case of breakdown of one of the components, the others would continue to function normally. This task was given to scientists from the Advanced Research Projects Agency.

The new computer network of the Internet connected four scientific institutions in different states and was called APRANET (Advanced Research Projects Agency Network). It began to develop progressively and in 1971, a program for transmitting e-mail over the network was created. In 1973, a transatlantic telephone cable was laid to countries such as Great Britain and Norway, and the network became international.

In the 70s it was mainly used for sending e-mail. In 1984, the domain name system was created. In the early 1990s APRANET stopped its existence and in 1991 the World Wide Web became popular and publicly available on the Internet.

In 1993, the InetNIC was created, where domain names were registered, and since 1994, the Internet began to develop commercial activity quickly. In the same year the Internet celebrated its anniversary – 25 years of its existence.

Who can use the Internet? The answer is: everyone. Some people are just not brave and patient enough to fully understand it. But more and more people are beginning to understand its benefits. Now we can safely say that the Internet is the

world's largest warehouse of information. But this information still needs to be found and filtered from the pile of junk, which is also a lot in the network.

After all, the World Wide Web is a global virtual electronic market that does not have any territorial or time restrictions.

The main distinguishing characteristic of the Internet marketing system is the possibility of virtual payment for goods, which allows you to organize virtual stores directly on the Internet. Today the size of the world market of Internet advertising is hundreds of millions of dollars.

The topic of online advertising is relevant both today and in the future. No less money is spent in the related to Internet advertising industries: in the market of virtual promotions, in the creation of web-sites, etc.

The opportunity to earn money

Such a positive moment really acquired among users quite a mass character. A lot of people today earn money online only. And the amount of earnings is almost unlimited. Today, probably, it is no secret that a significant share of sales of goods and services also takes place online. Representatives of medium-sized businesses, such as chain stores, almost always have their own websites. Which offer to make a purchase and use delivery services. Among small businessmen and ordinary citizens are very popular websites where you can place ads. In particular, for the sale of cars, real estate, furniture, equipment and other goods and services.

Ways to make money on the Internet:

Earnings on clicks – this is the easiest and lowest-paying earnings on the Internet, so to speak earnings for lazy people. The essence of the work is that by clicking on the advertisement to view it for a certain period of time.

Copyright and rewriting on the Internet is the so-called earnings on articles. For writing texts and articles to order you get a good salary. This work does not require any financial investment or any special education, but you need literacy, the ability to correctly express thoughts and good typing speed.

Freelancing on the Internet – free or distance work at home. This work requires certain knowledge and skills (programming, ability to work in Photoshop, etc.).

Basically, freelancers are attracted to perform a specific Internet project for which they receive money. For example: create a website, write text for advertising, make drawings, write an article and much more.

Earnings on the Internet on file exchangers – placing files on the Internet for further download. You have probably downloaded programs, e-books, games, etc. more than once, so that's who you download, they get paid for it.

Earnings on the Internet on games, betting – this type of earnings you already know very well and I will not focus on it.

Earnings on your own website on the Internet is the most promising, interesting and monetary type of earnings. You create your own site, fill it with information (preferably interesting to the reader), promote it, that is, promote it in search engines and get money from it. Ask where the money will come from, and the money will come from advertising placed on your website. With a good approach requires minimal investment, but you can create a free website, it will just be more difficult to promote it.

Accordingly, the very popularization of sites has become a source of earnings in the network, because due to the popularity and high attendance a large number of people receive information about the activities of certain companies. Consequently, advertising banners of companies placed on these sites inform site visitors, creating the need for new products and sharply raising the level of sales for all that is advertised. And all this gives an opportunity to earn money to the site owners who provide their platforms for advertising.

Today there are many technologies of website promotion to the first positions in the well-known search engines. The competition for the “place under the sun” is intense, sometimes even with rules breaking. If such rules are broken, search engines block the site, its rating is reset to zero, and it is automatically rejected to the bottom of the list. This should not be forgotten by lovers of extreme sensations who use illegal methods.

The Internet, created as a means of information exchange, has dramatically expanded the boundaries of its capabilities and functions. Having entered almost all

spheres of our life, it has become a means of communication, knowledge and network games, a means of promoting goods through online stores and real earnings in the network.

Opportunities for earning money on the Internet are very diverse. Online stores have appeared where you can sell your own goods and offer someone else's, receiving a percentage for the commission, a huge number of various paid training courses have been created, distance learning design of various buildings to the order of the consumer is practiced.

Money transfers, payment for communal services, registration of loans with the corresponding percentage of transactions, freelancing – and you can hardly list all the sectors where money is earned online today. Internet exchanges are popular, as soon as you type the word “exchange” in a search engine, the computer immediately offers it in connection with the word “forex”, for example, offering to become a trader and earn money on changes in world currency rates.

The possibilities of the Internet could not pass by manufacturers of goods and trade organizations, actively placing on well-known and visited sites advertising their products and services. As you know, the main purpose of any advertising is not only information about the existence of a product, but also creating a need for people to purchase this product or service.

We can conclude that the possibilities of the global Internet are endless: here you can communicate, download information, make purchases, order train and air tickets, advertise and sell your goods and services and much more.

Communication in social networks

People can not always meet in real life, because they are at great distances from each other. And an ordinary phone is of little help here. Thanks to fast connections through the Internet, a person can always find out how a close relative or friend is doing. At the same time communicating with him in visual mode.

Availability of information

As you know, if the user has fast access to the network, he has great

opportunities to collect information. One has only to go to any search engine, and the result will not take long.

There are many companies that provide services for Internet connection and digital television. The advantages of connecting to the network and television at the same time are obvious: Convenience of paying for services on one bill instead of two. Savings – permanent promotions for new and existing subscribers and discounts for a comprehensive service. A single support service in case of technical problems. There are also providers that provide access to the network not on the basis of long-term tariffs. And short-term, which is sometimes very convenient. But it is worth choosing those companies that make discounts to their customers. And do not require too high fees for one-time connections.

Disadvantages of Internet opportunities

As we all know, the Internet is used by a very large part of the world's population. Unfortunately, like most other means of communication, the Internet also has negative sides. At the moment we can mention one of its main disadvantages – it is a direct dependence. People are addicted not only to social networks, but also to games, or “adult” materials that can imperceptibly affect the health of the individual. The problem will not arise immediately, it will take some time before a person acquires a strong habit. The younger generation, which does not know how to properly manage the network, is mainly exposed to this influence. The market provides the user with many different devices for mobile Internet connection. Such devices can improve the ability to obtain the necessary information. Before buying an Internet connection, you need to consider both the pros and cons of these services. So that in the future there are no questions and problems with payment for these services. The Internet is developing fast, and literally does not allow users to relax. There are new entertainment resources, useful sites and a chance to increase the level of self-development. Thanks to such a project as the Internet, a person can discover many opportunities and meet new people. The most important thing is to use the data obtained correctly and be careful not to fall victim to online scams.

Thus, the Internet has created an electronic communication space, which, unlike print or broadcast, is practically unlimited. Any amount of information can be placed here, the volume of which will not be limited by time or the number of printed characters.

Online

Online is a term whose literal translation would mean – in a state of connection, usually to the Internet – connected now, but can also mean “connected” to another network.

In relation to the Internet, the term online means “connected to the Internet”, someone who is functioning at a given time when connected to the Internet. It can be applied to computers, smartphones, iPads, etc., i.e. online means that one or another of them is connected to the Internet.

This term also means the following phenomena: “ what happens on the Internet”, “existing on the Internet”.

Online can also mean “connected to a social network” or to the local network of an organization.

Let us now consider the structure of the Internet, i.e. the worldwide system of interconnected computer networks.

Each computer network that is part of the Internet has a connection with other networks. To do this, one of the servers – network nodes acts as a gateway or router. It is connected by a communication line with similar units of other networks.

The need for a gateway exists only if the connected networks use different protocols (a formal way of representing data).

A protocol is a formalized set of rules for presenting information for exchanging it between technical devices in a network.

Two main protocols are used for communication and information exchange on the Internet – TCP (Transmission Control Protocol) and IP (Internet Protocol). Although each network may work in its own way, these protocols provide them with the ability and the way to exchange information.

Each of the two protocols performs its own functions. TCP breaks information into packets on the sender's computer and then puts the packets together on the recipient's computer.

Internet Protocol actually performs the transfer of information and determines the best route from one computer to another. Each computer on the Internet has its own unique IP address, built according to special rules, which allows you to quickly and uniquely identify the recipient of the message.

Intranet is the name of the internal local private network of the organization. This limitation may be partial – Intranet still allows the use of public communication channels included in the Internet, but it must ensure the protection of transmitted data and prevent attempts to penetrate the corporate nodes from the outside.

Intranet is an internal local private computer network of an organization.

Sometimes the internal network of an organization is divided into two parts – Intranet and Extranet. Access to the Intranet is provided only to employees of the organization, while the extranet can be accessed by customers, suppliers, and other persons approved by the management. In the extranet, in addition to the private network, users also have access to Internet resources, but special measures are taken to ensure information security of access.

The company intranet does not necessarily have to provide access to the Internet. When such access is provided, it is usually through a network gateway and a security program that protects the Intranet from unauthorized external access. The network gateway often also provides customizable identification, data encryption, and often the ability to connect through a virtual private network for employees outside the company so they can access company information, computing resources, and internal contacts.

Advantages of using Intranet:

- Increased productivity;
- Easy access of staff to the necessary data in digital form;
- Increasing the efficiency of interactions;

- Instant publication of information allows to keep specific corporate knowledge up-to-date. For example: job descriptions, internal rules, standards, newsletters and even on-the-job training;

- Facilitates the implementation and maintenance of a common corporate culture;

- Allows you to take advantage of modern information technology to improve management efficiency.

As a rule, Intranet systems are implemented in large (and especially in geographically distributed) companies. Intranet can function not only in one office, but also unite several branches of the company, as well as provide access to the corporate economy to remote employees (via the Internet channel).

The digital environment increases the efficiency of many business communications, both internal and external. For internal communications, many organizations use Intranets. For external ones – the Internet. Even if the company does not conduct regular activities on the Internet, it is still necessary to take care of how it is represented there. Mentioning the company or its services in the Internet media, discussions in web conferences – all this creates an information background independent of the company itself – a background that can be both positive and negative. This information background should be managed by the company.

Information background management can be active, forming information – this includes conducting own events on the Internet to achieve the set goals. But the management of the information background can be different – it monitors what reacts, this includes monitoring information on the Internet, then only if necessary, timely actions are taken.

6.3 Transformation of the World Wide Web.

Global society is characterized by the presence of information basis for the functioning of economic, political, social and spiritual spheres.

In this regard, the emergence of the Internet (INTERNET) and the World Wide Web (WWW) has become a truly global event.

Sometimes these concepts are identified, but in fact they are different things.

The World Wide Web (abbreviated WWW or Web) is an information space where documents and other web resources are identified by a unified resource locator (URL), linked to each other by hyperlinks, and can be accessed through the Internet.

The English scientist Tim Berners-Lee invented the World Wide Web in 1989 and wrote the first web browser computer program in 1990 while working at CERN in Switzerland.

The World Wide Web is central to the development of the information age and is the primary tool billions of people use to interact online. Web pages are mostly text documents, formatted and annotated with Hypertext Markup Language (HTML). In addition to formatted text, web pages can contain images, video, audio, and software components that are rendered in the user's web browser as coherent pages of multimedia content. Implemented hyperlinks allow users to navigate between web pages. Several web pages with a common theme, a common domain name, or both, constitute a website. The content of a website can be largely provided by a publisher, or interactive, where users contribute to the content or content is dependent on the user or their action. Websites can be primarily informative, primarily for entertainment, or primarily for commercial, governmental or non-governmental organizational purposes. In 2006, the Great British Design Quest, organized by the BBC and the Design Museum, the World Wide Web was voted one of the top 10 British design icons.

Tim Berners-Lee's vision of a global hyperlinked information system became possible in the second half of the 1980s. By 1985, the global Internet began to spread in Europe and the (Domain Name System, on which the Uniform Resource Locator is built) emerged. In 1988, the first direct IP connection was made between Europe and North America and Berners-Lee began to openly discuss the possibility of a web-like system at CERN. In March 1989, Berners-Lee made a proposal to the management at CERN for a system called "The Grid", which referred to a database and software project he had built in 1980 that used the term "Internet" and described a more

sophisticated information management system based on links embedded in readable text: “Imagine, then, that the links in this document are all linked to the network address of the thing they refer to, so that when reading this document you can skip them with a click of the mouse.” Such a system, he explained, could be classified as using one of the existing meanings of the word hypertext, a term he says was coined in the 1950s. There is no reason, the proposal continues, why such hypertext links could not include multimedia documents, including graphics, speech and video, so Berners-Lee continues to use the term hypermedia.

With the help of his colleague and fellow hypertext enthusiast Robert Cailliau, Tim Berners-Lee published a more formal proposal on November 12, 1990, to build a “Hypertext Project” called “WorldWideWeb” (one word) as a “web” of “hypertext documents” to be viewed by “browsers” using a client-server architecture. At this point HTML and HTTP has already been in development for two months, and the first web server was about a month from completing its first successful test. This proposal estimates that the read-only web will be developed within three months, and that it will take six months to reach “the creation of new connections and new material through readers. Authorship becomes universal” as well as “automatic notifications to the reader when new material of interest to him/her has become available”. While the read-only goal was achieved, accessible authorship of web content took longer to mature, with the concept of wikis, WebDAV, blogs, Web 2.0 and RSS/Atom.

The first server outside of Europe was installed at the Stanford Linear Accelerator Center (SLAC) in Palo Alto, California, to host the Spire-HEP database.

Berners-Lee, in his book *Weaving the Web*, he explains that he repeatedly proposed that the marriage between the two technologies succeed to members of both technical communities, but when no one took him up on his invitation, he finally adopted the project himself. In the process, he developed three core technologies:

A system of globally unique identifiers for resources on the Web and elsewhere, the Universal Document Identifier (UDI), later known as the Uniform Resource Locator (URL), and the Uniform Resource Identifier (URI);

HyperText Markup Language (HTML), a publishing language;

HyperText Transfer Protocol (HTTP).

The World Wide Web has a number of differences from other hypertext systems available at the time. The Web requires only unidirectional links, not bidirectional ones, which makes it possible for someone to link to another resource without action on the part of the owner of that resource.

Scientists generally agree that the turning point for the World Wide Web began with the introduction of the Mosaic web browser in 1993, a graphical browser developed by a team at the National Center for Supercomputing Applications at the University of Illinois at Urbana-Champaign (NCSA– UIUC), led by Mark Andreessen.

Connecting to the Internet, other websites were created around the world. This motivated the development of international standards for protocols and formatting. Berners-Lee continued to remain involved in leading the development of web standards such as markup languages for composing web pages, and he championed his vision of the Semantic Web.

The World Wide Web has enabled the dissemination of information over the Internet using an easy-to-use and flexible format. Thus, it plays an important role in popularizing the use of the Internet. Although the two terms are sometimes fused in popular usage, World Wide Web is not synonymous with the Internet.

The terms Internet and World Wide Web are often used without much distinction. However, the two are not the same. The Internet is a global system of interdependent computer networks. In contrast, the World Wide Web is a global collection of documents and other resources linked by hyperlinks and URIs. Web resources are typically accessible using HTTP, which is one of many protocols for exchanging data over the Internet.

Many formal standards and other specifications and software define the functioning of various aspects of the World Wide Web, the Internet and the exchange of computer information. Many of the documents are the work of the World Wide Web Consortium (W3C), headed by Berners-Lee, but some are produced by the Internet Engineering Task Force (IETF) and other organizations.

THEME 7 PECULIARITIES OF INTERNATIONAL COMMUNICATIONS MANAGEMENT

7.1 Principles and factors of effective international communication.

7.2 The placement of certain elements of communications in different parts of the world.

7.3 The influence of different cultures on international communication.

7.1 Principles and factors of effective international communication

Successful functioning of communications is impossible without a system of motivation, which means the process of inducing both an individual and an institution (organization) to perform certain actions and deeds to meet the needs. This process is a complex act that requires analysis and evaluation of alternatives, choice and decision-making.

Motivation is aimed at stabilizing and regulating international communications (information flows between its participants) in order to meet the demand as quickly as possible and thus achieve the set goals. That is, motivation will reduce uncertainty in demand management due to the fact that in the process of communication information is collected about consumer needs and demand for goods and services.

The following structural elements are identified in the international communication process:

1. Communicator;
2. Encoding;
3. Communication channel;
4. Decoding;
5. Recipient of information;
6. Feedback;
7. Noises.

1. Sender (communicator). The organization (person) on whose behalf the communication process is carried out, sends the message.

2. Encoding. The process of representing the idea of communication, which is transmitted to the addressee, in the form of texts, symbols and images.

3. Communication channel. It connects all participants in the communication process and media from the moment of encoding to the receipt of information by the addressee.

4. Decoding. the process by which the receiver of a message translates the received symbols into specific information and interprets its meaning.

5. Recipient of information – the target audience or person for whom the information is intended and who interprets it.

6. Feedback. Feedback from recipients resulting from the contact.

7. Noise. Unplanned deformations (barriers, hindrances) that arise when external environment factors influence the communication process.

The problem of effective communications in international corporations is one of the most important aspects of their activities, communication processes cover the exchange of all types of messages at all levels of the MNC.

Based on this knowledge, management decisions are made.

The effect of international communications depends on a number of factors. The main components of the international communication process can be attributed to those that are controlled. It is possible to choose an authoritative communicator, a channel popular among the given audience, to develop an expressive message, to reduce the level of barriers, to provide effective feedback, which helps to timely correct shortcomings in the organization of the international communication process and the development of the communication program.

Assessment of the effectiveness of international communications can be both quantitative and qualitative.

The quantitative aspect is more inherent in commercial communications and is associated with the assessment of quantitative indicators (for example, how much the

sales volume has changed, what is the market share; advertising effectiveness, i.e. the ratio of the effect obtained as a result of advertising to advertising costs).

The qualitative nature of communications is more difficult to measure, because it is assessed by qualitative indicators.

In the process of international communication, three levels of effectiveness can be distinguished: perception, attitude and behavior, which correspond to three levels of market response – cognitive, emotional and behavioral.

When creating effective international communications and developing the communication complex, it is possible to formulate their main principles.

The principle of service orientation. Within the framework of this principle, services are created and implemented that best meet the individual needs of customers and provide a strategic advantage; contact staff is formed that has the appropriate authority and competence, which meets the criteria of high culture and ensures the effectiveness of interaction between staff and client, the material basis of the service and the internal organization of the structure are improved, which in combination contributes to the formation of effective long-term international communications.

The principle of diversification. It is caused by the fact that in the conditions of constant complication and diversification of the external environment, both communication means of influence on the objects of international communications and existing communications should be diversified accordingly. In accordance with this principle, a synergistic impact on the external environment is possible when using various elements of the communication complex of communications, which has both direct and indirect effects.

The principle of information openness. It is due to the fact that the structures should create a single information space, the use of which can optimize both existing communications and build new ones, based on a personalized approach and the use of personal means of international communication. The creation of a consolidated database of unreliable customers can help reduce the risk for most participants in the communication process.

Marketing principle. It consists in the fact that all activities of the structure aimed at achieving the set goals should be carried out with the use of marketing tools. It is the marketing approach that provides a comprehensive and systematic study of the market, the external environment, monitors the evolution of customer needs, and adapts the marketing mix in such a way as to ensure mutually profitable cooperation. All this is the basis for building long-term and effective international communications and provides an active synergistic impact on market processes.

The efficiency of the international communication complex characterizes the quality of the exchange process between the structure and the external environment, which are in the process of constant information exchange. Thus, the higher the quality of attracting resources, the more intensive the transformation and distribution in the external environment, the higher the efficiency. When studying the latter, it is necessary to focus not only on the achievement of the set goals (both general goals of the structure and communicative ones), but also on the quality of the goals themselves, since they may be unattainable from the very beginning, that is, they do not meet the principle of realism.

When assessing the effectiveness of the international communication complex, the time aspect should be taken into consideration. The result from the use of various communications in relation to the targets can be manifested both in the short term (sales promotion, direct marketing, product advertising) and in the long term (sponsorship, institutional, corporate, brand advertising).

It should be noted that a particular element of the communication complex may have positive, negative or zero efficiency. Thus, when assessing the effectiveness of the communication complex, one should take into account its ability to create new communications, as well as to maintain and improve existing ones. In addition, the maximum effectiveness of each communication element does not automatically ensure the integral effectiveness of the entire communication complex, so it is necessary that the principle of synergy is observed, since under the conditions of this principle, a multiplier communication effect in the external environment is provided.

Before calculating the integral efficiency of the international communication complex, it is necessary to determine the efficiency of specific elements. Evaluation of the effectiveness of organizational culture can be carried out both from the point of view of resource allocation and on the basis of scores. For example, sponsorship for financial and banking structures, despite the presence of short-term communicative effects, is a strategic communication. The return on it is achieved in the long term, as this communication is highly costly.

Factors of actualization of international communications:

the need for economic cooperation (creation of international economic zones, multinational concerns, joint ventures, etc.);

– growing problems that require international cooperation (nuclear threat, greenhouse effect, environmental pollution, AIDS, etc.);

– political integration (formation of military-political and political blocs, international organizations, political alliances, etc.) ;

– cultural and sports integration (international competitions, festivals, tours, concerts, etc.);

– emergence of world transport networks (air, road and railway communication, etc.);

– development of world information networks (short-wave radio broadcasting, Internet, satellite television, etc.) ;

– increase in demographic mobility of the population (moves in connection with job search, economic and political emigration, mass tourism, etc.).

Features of international communications:

a) international communications take place in the conditions of an uncontrollable communication chain. All decisions of international organizations are recommendatory in nature;

b) it is communication between fundamentally different structures. And the issue is not only in the difference of codes. We notice the difference of “national pictures of the world”, which in some cases even led to the use of the term “national logic”;

c) international communications are much more strictly and comprehensively controlled than domestic and personal communications. Therefore, their formality (etiquette discourse) increases dramatically;

d) international communications often take place in an “aggressive” environment, which requires the development of protection and counter-propaganda systems. At the same time, even in the most confrontational periods, international communications do not disappear. On the contrary, states are looking for new types of contacts during this period. During the “Russian-Ukrainian” war, EU countries continued to exchange in the field of culture, although under strict control, international communications sometimes take place in a “disguised” form. This is the spread of foreign films, novels, and other manifestations of mass culture. Thus, Madonna’s songs from the point of view of Ukrainian listeners are also an element of international communications. The pressure of such ways of communication was one of the reasons for the collapse of the USSR (the emergence of new pro-Western norms of democratic society);

e) vertical and external asymmetry of communication. Vertical asymmetry allows a small group of people to address everyone, actually imposing their views on them.

The majority is forced to engage only in passive perception of information. Therefore, when building an open democratic society, it is necessary to create opportunities not only for the vertical exchange of information, but also for the horizontal one.

7.2 The placement of certain elements of communications in different parts of the world

It is important to highlight the following features of international communications:

- location of individual elements of communications in different parts of the world;

- distance;
- influence of different cultures;
- time difference;
- significant costs.

Types of international communications:

- External international communications;

Example: Communications between governments in relation to compliance with international trade agreements.

- Internal international communications;

Example: Communication in a given country by a manager from another country.

American managers make 37 phone calls in the United States and 34 in Japan every day. Japanese managers make an average of 35 phone calls daily in Japan and only 30 in the United States.

Upward communication (upward communication):

- feedback;
- help to lower level managers from higher managers.

Downward communication:

- setting tasks;
- providing information.

The placement of individual communication elements in different parts of the world is primarily due to the multiplicity of communication barriers.

Communication barriers are of the following types:

- conceptual barrier – arises due to the fact that people can put different meanings into the same word, term, as a result, everyone speaks about their own, which complicates mutual understanding;

- perception barrier – everyone has their own picture of the world, personal and social experience, their values, through the prism of which they perceive the world around them;

- phonetic barrier – is created due to the peculiarities of the communicants speech. Phonetic – inexpressive fast or slow speech, tongue twister, accent, speech with a large number of parasitic sounds, etc;
- semantic – difference in the systems of meanings of words;
- stylistic – discrepancy between the style of the communicator’s speech and the communication situation or the style of communication and the psychological state of the communication partner;
- logical – complex, incomprehensible or incorrect logic of reasoning in the process of communication.

Communication barriers are also divided into another group typology.

1. Barriers caused by environmental factors are the characteristics of the external physical environment that create uncomfortable conditions for the transmission and perception of information (“noise”, distracting environment, temperature conditions, weather conditions).

2. Technical barriers – in the technical literature for their designation the concept of “noise” is most often used, introduced into scientific circulation by the author of the mathematical theory of communication K. Shannon: improper use of communication technology (lack of skills in working with technology, an error in the e-mail address, etc.

3. Human barriers to communication: psychophysiological and socio-cultural.

4. Censorship as a specific barrier to communication is:

- a specific barrier to documentary communication, it cannot be implemented in either oral or electronic communication, although attempts of this kind have been made by the authorities;
- tools of communication violence;
- control and restriction of dissemination through communication channels of any knowledge (facts, concepts), stimuli (appeals, volitional influences), emotional moods (indignation, approval, grief, etc.);

- officially established service that has the authority to stop any messages undesirable for the government.

The analysis of these barriers should logically lead to the understanding of ways to improve the efficiency of international communications:

a) Improvement of the feedback system.

The most important is the feedback between parent companies and branches.

There are two types of feedback systems:

- personal (meetings, telephone conversations);
- Inter-personal (reports, budgets, plans).

Example: Half of US parent companies provide feedback to their branches abroad through monthly written reports, while in European and Japanese companies this index is only 10%. 75% of US companies hold yearly meetings with senior branch managers, while for European and Japanese companies it is 50%, which is considered not enough for a home office.

b) Language training:

- verbal (oral) communications;
- written communications.

c) Cultural training:

- understanding of other culture;
- national culture and subculture (common culture of South American countries, Latin culture – the basis of culture of Spain, Portugal, Italy, France);
- limitations of the concept of “international culture”.

d) Increased flexibility and cooperation:

- intra-firm interaction;
- talks;
- consideration of differences between geographical and corporate cultures.

Ways to overcome cultural barriers:

- 1) maintain an open mind.
- 2) be attentive to the customs of others.

- 3) consider the multiple meanings of the same signs and expressions in different countries.
- 4) adapt your style to the characteristics of the other person.

7.3 The influence of different cultures on international communication

Modern studies of intercultural communication:

1. Have a practical orientation. They are aimed at solving problems of intercultural business cooperation and creating preconditions for harmonious, free from misunderstandings and more effective forms of interaction in international economic conditions and in the activities of intercultural working groups.

Intercultural trainings conducted by numerous consulting firms have become widespread.

2. There is a need for theoretical grounding and critical discussion on central key concepts such as “communication”, “culture”, “management” or “biculturalism”.

Intercultural communication is:

- 1) the process of communication and interaction between representatives of different cultures and cultural communities;

- 2) interdisciplinary area of humanitarian knowledge, which has its own theoretical basis and practical, applied aspects.

The concept of “intercultural communication” is the subject of philosophical, psychological, cultural and pedagogical research, in which the concept is defined as the interaction of cultures, carried out in a certain space and time, in which the phenomenon of culture is considered as a generic concept, cultural contacts take various forms, which are manifested in contact, relationships, fusion and dialogue.

This understanding of this phenomenon at the present stage reveals the mechanism of functioning of culture, where culture is a system and a way of communication mediated by the activity of the subject.

Cultural identity – belonging of an individual to a certain culture or cultural group, which forms the value attitude of a person to himself, other people, society and

the world as a whole. It is based on the division of representatives of all cultures into “friends” and “strangers”.

Socialization – a process that includes the acquisition of social experience by an individual by entering the social environment.

Inculturation – mastering by an individual of the norms and values inherent in his culture, resulting in his similarity with the representatives of this culture and difference from the representatives of another culture.

Acculturation – the process and result of mutual influence of different cultures, in which representatives of one culture adopt the norms, values and traditions of another culture. It is one of the forms of intercultural interaction, both the process and the result of mutual influence of different cultures, in which all or part of the representatives of one culture (recipient culture) adopt the norms, values and traditions of another culture (donor culture).

The transfer of cultural norms in the process of acculturation may encounter internal resistance of a person, his rejection of a foreign culture. Acculturation involves the internal struggle of a person’s cultural identity with the new cultural environment and the need to be included in another culture due to external conditions.

Cultural shock is a stressful impact of a new culture on a person, it is a short-term feeling of disorientation and discomfort experienced by an individual in a new culture and accompanied by psychological ill-health.

Three **forms** of relations between cultures:

1. Cultural expansion;
2. Cultural diffusion;
3. Cultural conflict.

Cultural expansion is the expansion of the sphere of influence of culture beyond the historical boundaries or state borders. It is also based on communication, since in this case there is an imposition of alien cultural complexes on other cultures, which runs in one direction.

An example of cultural expansion: the spread of Western European and American cultures (the so-called westernization). Their spread is accompanied by intensive penetration of Western values, customs, traditions, as well as elements of material culture (clothes, movies, video games, etc.) into national cultures.

Cultural diffusion – mutual interpenetration of individual phenomena of culture or its entire complexes from one culture to another in their interaction. The channels of cultural diffusion are migration, tourism, missionary activity, trade, war, scientific conferences, exhibitions, exchange of specialists, etc.

Cultural conflict is a clash of cultures that can take the form of contradictions and even open wars. The reason is the rejection at the group or individual level of cultural differences that manifest themselves in interaction.

Types of intercultural conflicts:

- between ethnic groups and their cultures (Serbs and Albanians, Armenians and Azerbaijanis, Tutsis and Hutus, etc.);
- between religious groups, between representatives of different confessions (Protestants and Catholics in Northern Ireland, Sunnis and Shiites, etc.);
- between generations and carriers of different subcultures (conflict between parents and children);
- between different social groups within the same society (groups with different attitudes towards abortion, extramarital affairs, democrats and communists, etc.);
- between traditions and innovations concerning culture;
- between different language and dialect groups due to language barriers and misinterpretation of messages.

Levels of intercultural communication in business:

- between business partners (business-to-business);
- between producers and consumers (business-to-consumers);
- between consumers (consumers-to-consumers);
- between producers and state / government institutions (business-to-government).

Relations are intercultural if their participants do not use their own traditions, customs, perceptions and ways of behaviour, but get acquainted with other people's rules and norms of everyday communication.

Intercultural communication is a set of various forms of relations and communication between individuals and groups belonging to different cultures.

Characteristic features of intercultural communication:

- belonging of the sender and recipient of the message to different cultures;
- awareness of cultural differences of each other by the participants of communication.

Two contexts in intercultural communication:

1) internal context – a set of background knowledge, values, cultural identity and individual characteristics of the individual, the mood with which the communicator enters into communication and which constitutes the socio-psychological atmosphere of communication;

2) external context – the sphere and conditions of communication. An important circumstance is the place of communication, which determines the background of the communication process. A communicator who is in his own territory feels more comfortable than a foreigner and is better oriented in the space of his own culture. The nature of communication at the workplace and at home will differ in the degree of deepening into everyday culture and the influence of personal factors (it is in this situation that many misunderstandings often arise).

In the process of intercultural communication, a person simultaneously solves two problems:

- 1) to save your cultural individuality;
- 2) to join someone else's culture.

Forms of intercultural communication:

- Direct;
- Indirect;
- Mediated;

– Unmediated.

In direct communication, information is addressed directly from the sender to the recipient. It can be carried out both orally and in writing. In direct communication, the greatest effect is achieved in the form of oral speech, which combines verbal and non-verbal means.

In indirect communication, which is predominantly one-sided, the information sources are works of literature and art, radio messages, television broadcasts, publications in newspapers and magazines, etc.

Mediated and unmediated forms of communication differ in the presence or absence of an intermediate link that acts as an intermediary between partners. The intermediary can be a person or a technical means. Communication mediated by technical means can remain direct (telephone communication, e-mail correspondence), while only reducing the possibility of using non-verbal means.

THEME 8 UKRAINE' STRATEGIC INTERNATIONAL COMMUNICATIONS

8.1 Concepts of strategic communications of Ukraine.

8.2 Models of strategic communications of Ukraine for effective international cooperation.

8.3 Problems of international communications of Ukraine.

8.4 Prospects of international communications of Ukraine in the international arena in the context of European integration.

8.1 Concepts of strategic communications of Ukraine

Today, Ukraine, like the entire civilized world, is facing the challenges of deconstructing the world system. The Russian Federation has started a large-scale aggression not only against Ukraine, but also against other democratic countries.

The annexation of Crimea, the Russian Federation's aggression in the East, and the conduct of a hybrid war against Ukraine create long-term challenges for the Ukrainian state. With the development of modern information technologies, the growing role of online media and social networks, the information component is becoming a powerful weapon. The aggressor's propaganda and dissemination of false information through the media and social networks are becoming more and more influential in public opinion, and the enemy is increasingly focusing on communication issues, both internal and external, which can have no less destructive consequences than military aggression. Monitoring and analysis of the information space helps to timely identify, recognize, characterize, classify emerging threats and prevent their negative impact. The coordinated and timely use of strategic communications is crucial in addressing threats in the information space, becoming a source of active dissemination of information in the media and responding to the spread of false information.

New challenges to national security create an immediate need to find tools that will make it possible to organize coordinated interaction between the Ministry of Defense of Ukraine and information policy with other military formations and government structures. An effective, adequate and comprehensive tool for such interaction is the system of strategic communications, which makes it possible to organize an effective response to destructive information aggressor campaigns while remaining within the framework of democratic practices and principles.

According to NATO's requirements for the development of the communications sector, all processes should be simplified and made faster, which is a prerequisite for information and communication aspects to become the basis for all levels of policy-making, planning and implementation of strategic communications in the Ministry of Defense and the Armed Forces.

Strategic communications are most important in the context of ensuring national security, shaping the national idea and uniting Ukrainian citizens around it, as well as developing a unified approach to the formation of national interests, which should be considered the most modern and promising form of action in the information space.

Strategic communications in Ukraine have gone through a rather eventful development path – from being perceived as an unfamiliar tool, following the lead of NATO countries, to a full awareness of their capabilities and practical application. The network of structures that are supposed to deal with the issues of the StratCom in Ukraine is being systematically built. In fact, all security and state institutions have formed subdivisions (authorities) of the StratCom within their structure.

The security and defense sector of Ukraine, whose institutions have been countering hybrid threats since 2014, quickly realized the importance of effective communications with all stakeholders: international security organizations and foreign countries (both parties to the negotiation process and outside it); government organizations and ministries, institutions of all branches of government; non-governmental organizations (both international and domestic); local authorities; citizens in the JFO area and Ukraine as a whole; the population of the temporarily occupied territories; and the internal audiences of security institutions.

History of the concept of “strategic communications”

The term “strategic communications” is associated with various individuals and institutions. According to one version, the concept of strategic communications was proposed in 2001 by Vincent Vitto, head of the Defense Science Board (a federal advisory committee that provides independent advice to the US Secretary of Defense), who led the 2008 General Assessment of Strategic Communications, where he expressed the view that Sophisticated Strategic Communications can set the agenda and create a context that will help achieve political, economic, and military goals. According to another version, the concept of strategic communications appeared in a report by the Defense Science Board, a US federal advisory committee created to provide independent expert advice to the Secretary of Defense. The report was devoted to the issue of “Managed Information Dissemination” and emphasized the low level of “information dissemination” that would “create diplomatic opportunities, reduce tensions that could lead to war, help contain conflicts, and reduce non-traditional threats to American interests.”

In 2004, the Defense Science Board of the U.S. Department of Defense prepared the “Final Report of the Defense Science Board Task Force on Strategic Communications,” which defined strategic communications as “a variety of tools used by the government to generate understanding of global relations and cultures, engage people and institutions in a dialogue of ideas, advise decision makers, diplomats, and military leaders on the public opinion implications of policy decisions, and influence attitudes and behavior”. Strategic communications is viewed in this report as a vital tool for U.S. national security and foreign policy.

This document also identifies the components of strategic communications that must be well coordinated with each other: public diplomacy, international broadcasting, information operations, including psychological operations.

The 2008 report of the Defense Science Board’s Strategic Communications Task Force summarized some of the results of the development of strategic communications in the United States in previous years, in particular: “these changes should be evaluated, and those that work should be institutionalized. Resistance from traditional

organizational culture continues. Although resources for strategic communications have increased, they are insufficient for national needs.”

Experts from the working group appointed by the NATO Secretary General to analyze and make recommendations have prepared a report on the implementation of the NATO 2030 Strategic Concept. This report identifies StratCom as a key mechanism for ensuring the security and stability of states against hybrid threats and offers recommendations for its implementation in NATO member states. These recommendations can be used in Ukraine, in particular:

1. NATO must strengthen and accelerate the transformation of its strategic communications to compete more effectively in a highly competitive information environment. This includes investments in personnel, budget, and technology focused on achieving the goals of the StratCom, target audience research, and situation assessment. The key challenge is to maintain a strong and clear NATO brand focused on coherence and unity of purpose. This will help improve public recognition and support for the Alliance.

2. NATO should prioritize digital technologies in its communications transformation efforts, ensuring rapid and targeted engagement with priority audiences. Disinformation and propaganda are particularly dangerous in times of rapid technological advancement.

3. Allies should take additional proactive measures to inform their citizens and support both their own policies and the Alliance’s operations and activities.

4. NATO should continue to strengthen its cooperation with partner countries, international organizations, NGOs, think tanks and academia in addressing the problem of disinformation. From international organizations and national and local governments to private companies, civil society and independent media, all have a role to play.

5. NATO should use declarations as public communication tools in a more disciplined and strategic manner. The Alliance should reintroduce the practice of topic-specific statements and limit their length to encourage their use in public messaging. This should enhance the clear, relevant use of NATO Summit Declarations.

The key definition of strategic communications was proposed in 2010 in the NATO Military Concept for Strategic Communications: “Strategic Communications is the coordinated and appropriate use of NATO's communication actions and capabilities – Public Diplomacy (PD), Public Affairs (PA), Military Public Affairs (MPA), Information Operations (INFOOPS) and Psychological Operations (PSYOPS), as appropriate – in support of Alliance policies, operations and activities, and in pursuit of NATO’s goals. (...) Within the Alliance’s military structure, an effective NATO STRATCOM will be achieved primarily through the existing professional military communication capabilities (PA, PSYOPS and INFOOPS).”

The concept of strategic communications in the NATO system has gone through **three stages**:

1. Strategic communications – Public Affairs minus the function of proactive management of civil society’s relations with the government. This approach is inherent in certain national institutions, but is not a common NATO standard;

2. Strategic communications is a fight of narratives (yesterday’s NATO approach);

3. Strategic communications is not public relations, but an integrated form of systemic actions in the information space (NATO’s current approach).

Today, the concept of strategic communications and technologies for their implementation are enshrined in the documents of most NATO member states’ security institutions.

The formula for effective strategic communications in the NATO system

During various NATO events on strategic communications the following main points have been emphasized:

- 1) strategic communications should not be seen as a...
 - a dogma that must be accepted and implemented word for word;
 - a technology that hides or obscures the truth;
 - a method of destructive influence on people;

2) the unchanging principles of stratcom are: managed leadership, responsibility, dialogic, unity of effort, experience, comprehensiveness, effectiveness, continuity, proactivity, reliability, delegation of authority, creativity;

3) the formula of strategic communications can be summarized as follows:

$$\text{STRATCOM} = \frac{\textit{What we can and cannot say} \\ \textit{What we can and cannot do}}{\textit{Place and time}}$$

Ukraine is the first country to consolidate the concept of strategic communications in state documents – the Military Doctrine of Ukraine, the Doctrine of Information Security of Ukraine and the Strategy of Information Security of Ukraine:

Strategic communications is the coordinated and proper use of the state’s communication capabilities – public diplomacy, public relations, military relations, information and psychological operations, and activities aimed at promoting the state’s goals.

The effectiveness of strategic communications is ensured by the systematic implementation of four steps described by D. Dubov as the “core” of the strike.

According to D. Dubov, the “core” of the strike committee is four steps of effectiveness:

1. Informing and persuasion are important for promoting the interests and goals of military policy (Clearly defining the goals of national policy and measures to implement these goals to effectively inform, influence and persuade certain target audiences);

2. Effective information, influence and persuasion require clear goals (Information, influence and persuasion (within the state, foreign target audiences, dissenters) to promote the interests of the state and national policy goals);

3. Coordination is mandatory to avoid “information fratricide” (Coordination and deconfliction to avoid situations where information activities of some structures lead to complications (or impossibility) of information activities of other structures;

4. “Say-do” communication – any statements should be confirmed by actions (“Communicating by actions” and reducing the gap in the say-do construct: any statements and promises should be confirmed by actions – this is a common basic position for truly effective strategic communications).

Strategic communications is an effective tool for overcoming *hybrid threats*.

Its effectiveness is determined by the systematic implementation of the following algorithm of actions:

1. Analysis – monitoring – evaluation of the information environment and hybrid threats. The development of a StratCom system involves preliminary scientific and analytical activities, which are solved in the “analysis – monitoring – evaluation” system. This includes processing structured data obtained from various sources in order to identify objects, relationships, and ways of behavior in the process of conducting important events.

At this stage, consultations between political, military and public administration professionals and specialists from public society are of particular importance to coordinate positions and develop recommendations for the implementation of the StratCom.

2. Development of a strategic concept – “a flexible procedure of actions adopted as a result of the assessment of the strategic situation to shape the structure and content of military, diplomatic, economic, psychological and other relevant actions of the strategic committee”.

The concept should be:

– adaptive and flexible, i.e., take into account the capabilities and needs of all communication participants;

– take into account possible risks for effective decision-making on balancing the amount of losses resulting from these risks and the benefits realized;

- informed, i.e. based on the analysis of the information environment, thorough assessment of the situation and forecasting to make effective decisions;

- focused on communication and interaction between all actors of the strategic process to ensure mutual understanding and unity of purpose and action.

3. Development of a national strategic narrative, its systematic broadcast to different potential audiences through all components of the strategic communications strategy - public relations, public diplomacy, public-military cooperation, information operations and psychological operations. This process should be accompanied by the following actions:

- development of institutional (operational/tactical) narratives that support the strategic narrative and detail it for specific potential audiences;

- supporting the strategic narrative with strategic content broadcasted through various communication channels, taking into account the portrait of a specific potential audience;

- building coordination mechanisms between all actors of strategic communications: identifying the target audience – recipients of narratives and messages;

- creating an effective algorithm for delivering key messages to representatives of security and government institutions of various ranks, as well as to all potential audiences according to the components of the StratCom.

4. Determining the effectiveness of strategic communication activities, which involves taking into account indicators that reflect an increase or decrease in certain activities of certain audiences. Indicators help in the process of analyzing and demonstrating the effectiveness of strategic communication activities. After measuring the effectiveness, it is possible to adjust the strategic concept and its implementation plan.

8.2 Models of strategic communications of Ukraine for effective international cooperation

1 model. Public relations in security and government institutions.

Today, public relations is a key technology at both the state and security levels.

Thus, the Doctrine of Information Security of Ukraine defines public relations is defined as government communications. NATO documents differentiate between different types of public relations for government agencies and security institutions – Civil Affairs and Public Affairs. Civil Affairs is aimed at supporting civil-military operations; Public Affairs is aimed at establishing and maintaining good relations between the BI and the public, including civil society organizations, through both official communication and informing citizens.

Public Affairs

Forming a public position on the defense of the state, supporting security and defense institutions that repel Russian aggression, and raising awareness of counterterrorism are all tasks performed by the public relations structures of security institutions. For example, the Public Relations Department of the Armed Forces of Ukraine developed leaflets during the Joint Forces Operation that distinguished between the definitions of subjects of illegal activity – terrorist, saboteur, occupier, separatist – in an accessible form and explained the purpose and objectives of the Operation.

Public relations (Civil Affairs)

An example of Civil Affairs is the implementation by the Security Service of Ukraine of the “Come Back Home” program for the rehabilitation of former militants, which provided for exemption from criminal prosecution in exchange for a voluntary confession.

Information about the program was posted on the website of the Security Service of Ukraine, as well as in regional and district authorities, the media, and on billboards.

In order to build trust and increase the effectiveness of public relations activities, the International Public Relations Association (IPRA) has proposed a Code of

Professional Conduct that contains recommendations for building trust with the public. Despite the fact that the Code was adopted at the IPRA General Assembly in Venice in May 1961, the recommendations have not lost their relevance and should be used today when forming a public relations team and planning its activities.

Interagency coordination of communications ensures the effectiveness of information campaigns and helps to engage target audiences in government initiatives.

Working with the media is a separate aspect of the training of representatives of the security and defense institutions of Western countries, as interaction with media representatives allows to increase the level of coordination in the information space, provide public feedback and public diplomacy. For example, NATO has developed a doctrine (MC 0457/2), where the concept of media relations is defined as activities aimed at informing target audiences through traditional means of communication.

Among the recommendations offered by NATO, the following are relevant for public relations units:

1. Together with public affairs officers, commanders and staff should be prepared to interact with the media; respond to media inquiries; issue statements; conduct briefings and interviews; disseminate information, including images; use all means to gain and maintain public support; report back; and develop relationships with news agencies and the public.

2. Traditional (press, radio, television) and social (bloggers, citizen journalists) media are intermediaries for the BI in its interaction with local, national and international target audiences. Therefore, media relations should be built and strengthened on an ongoing basis, especially in the run-up to crises. Establishing and maintaining such relationships enables the media to better understand the principles of the ODI's work in order to provide reliable information.

3. The head of the institution is considered a highly credible speaker, he/she is a frequent public speaker and should seek and receive advice and support from the public affairs officer, especially when preparing for interviews and public appearances. Any member of the military, regardless of rank or position, who is responsible for dealing

with the media or publicly endorsing a particular subject is a spokesperson for the institution.

4. Persons cooperating with the media should have authorization for interaction, which should be transparent, and unofficial relations should be the exception.

Interviews with representatives of the BI, including its heads, demonstrate a willingness to engage in dialogue with citizens and reinforce the image of trust in the public mind. Interviews can be prepared:

- a) for the press (lasting 30-90 minutes), conducted in person or by phone;
- b) for radio and television (from several minutes to an hour), conducted live or recorded.

A press conference is an effective way to communicate the same news to different media outlets at the same time. Such events usually begin with an opening statement by a government official or speaker, followed by a separate question-and-answer session for a predetermined amount of time.

A press briefing is a related genre to a press conference, but is perceived as a short (brief) briefing meeting between top officials of a particular institution, government department, etc. and journalists.

The objectives of a press briefing can be as follows

- a) briefly informing about the event;
- b) positioning of opinions;
- c) presenting new ideas and tasks through journalists; correcting opinions;
- d) placing emphasis.

News is the genre of greatest value to the media.

News is any significant information that is new to a particular potential audience, unusual in its configuration or context. A well-prepared news release or a single news item broadcast by the media is a traditional and necessary element of building the reputation of the BII. News is not only a source of information, but also a positioning of the BI's activities and policy directions.

A press release is a brief message to the press about an important event (press conference, event, etc.), used during the development and implementation of a project to keep both the public and the media informed.

A PR text is:

1. Written text that meets the goals of forming and increasing the public capital of the entity; PR text is aimed at external and internal TARGET AUDIENCES, distributed by various means – through the media, by direct mail, by personal delivery, etc.

2. A piece of speech intended for the media and the public that reflects a PR event, situation or circumstances and contributes to the achievement of a PR goal.

The features of a PR text include the following: the effect of novelty, original format, uniqueness, demonstration of the author's own experience, availability of examples, use of evidence, offering ready-made solutions, relevance in time, creation of the effect of an information wave, and clarity.

2 model. Information and psychological operations (campaigns).

Information operations and psychological operations are an effective tool for achieving military goals of security and defense institutions.

Information campaigns are their analogues in the civilian sphere and are designed to achieve political, commercial, cultural and other goals.

Standards in the fields of computer science, sociology, psychology, international relations, cultural studies, and military affairs. Standards in this area are established only on a national level (for the purpose of a common understanding of information operations in different branches of the Armed Forces and military services) and within NATO (for the purpose of a common understanding of information operations by allies). Ukrainian standards for planning and conducting information operations (psychological operations) are in the process of formation and are being developed on the basis of those existing in the United States and NATO. Individual information (psychological) actions should be considered as a tactical level of action, while information operations by their nature belong to the operational level and are part of strategic communications.

The components of information operations are:

- 1) operation Protection of Security of European Communities;
- 2) psychological operations;
- 3) misleading the enemy;
- 4) electronic warfare;
- 5) physical Attack;
- 6) computer network operations.

Psychological operations are a component of information operations. The division of information operations and psychological operations is purely technological, aimed at standardizing terminology with NATO partners, since it is difficult to separate information itself from its impact on the human psyche and behavior. The tasks and means of psychological operations have an auxiliary function in the performance of combat (peacekeeping, stabilization) operations.

The process of planning and conducting psychological operations has its specifics. According to the U.S. Armed Forces regulations, the process of psychological operations has 7 stages.

The first stage. Planning. During the first stage, the goal (there may be several) of psychological operations (Psychological Operations Objectives – POs) and supporting goals (Supporting Psychological Operations Objectives – SPOs), as well as the criteria for achieving them, are determined. Potential Target Audiences (PTAs) are differentiated. The goal of psychological operations is determined on the basis of the commander’s plan for military operations (stabilization, peacekeeping, etc.). In the case of information campaigns, the goal and auxiliary goals can be determined independently. The sequence of planning for psychological operations is determined by the general sequence of operational planning (for the operational level) or decision-making process adopted by the US Armed Forces and adapted to the tactical level in the Armed Forces of Ukraine.

The second stage. Analysis of target audiences. Target Audience Analysis (TAA) is a careful study and selection of groups of people (enemy, civilians) and

methods and ways of influencing them in order to change their behavior in such a way that it contributes to the achievement of the goal of a military operation.

The quality of the analysis of target audiences determines the further success of psychological operations. In the process of such an analysis, a Target Audience Analysis Work Sheet (TAAW) is developed.

The third stage. Developing a series of information products. The series covers all information products and actions created and intended to change the behavior of one target audience.

The fourth stage. Development and design of information products. During this stage, all information products for psychological operations are developed. It is important that they are successfully combined with each other in a series. Also, at this stage, all methods of testing the developed materials (questionnaires, testing on control groups, etc.) are agreed on both before and during the psychological operation.

The fifth stage. Approval of the decision on psychological operations. The decision on psychological operations is adopted simultaneously and is coordinated with the decision on military operations and information operations. A series of information products are developed and the sequence of their use is synchronized with other actions in the interests of fulfilling the senior commander's task.

The sixth stage. Production, delivery and distribution of information products. After their approval, information products (videos, radio programs, leaflets, posters, etc.) are produced and delivered to the psychological operations units that will directly use them. Information products are distributed to selected target audiences. During this process, it is checked whether their impact is in line with the plan.

The seventh stage. Evaluation of effectiveness. Evaluation of the effectiveness of information products is carried out continuously during psychological operations based on developed criteria. Psychological operations units observe changes in the behavior of target audiences and, based on qualitative and quantitative assessments, help to improve and modify information products to achieve the best results.

Psychological (information) operations (campaigns) are one of the most effective tools of strategic communications to achieve the goals of the state at the

strategic, operational and tactical levels. From ancient times to the present day, they have accompanied military campaigns of states and military leaders of the past. This tool is still appropriate today not only for misleading the enemy in the sense of Sun Tzu, but also (in the form of) information campaigns for the implementation of state policy in the sphere of security and defense and beyond.

3 model. Civil-military cooperation.

Civilians are unwilling participants in hostilities. A 100% evacuation of the local population from the operational area is not possible. Refugees and internally displaced persons can lead to major changes in the conduct of operations. Evacuating and controlling the self-evacuation of civilians from the conflict zone is one of the tasks of military forces that requires significant resources. This should be taken into account when planning operations.

The enemy can use civilians as hostages or deliberately cause destabilization and mass unrest by destroying civilian infrastructure. In the controlled territory, the enemy may use ethnic, linguistic, religious, cultural and other differences of population groups as a factor of destabilization.

Intense hostilities can lead to temporary inaccessibility of basic life support services (water supply, electricity, access to commercial establishments, etc.) for the local population. Commanders should take these aspects into account from the earliest stages of planning the operation and provide for temporary solutions to these problems by military units and the prompt transfer of these functions to local authorities.

At different stages of the operation, civil-military cooperation officers (units) can deal with a wide range of issues, from crisis management (evacuation, shelter and life support for the local population) at the stage of intense military operations to restoring local infrastructure, distributing humanitarian aid and supporting local authorities during the transition to peacetime.

Principles of civil-military cooperation:

– understanding of the civilian environment, the purpose and objectives of the CMC. Respect for their autonomy in decision-making combined with information sharing and coordination;

- engaging the CMC in active communication;
- mutual respect, trust, transparency of actions, knowledge of cultural and other peculiarities of the region;
- use of civilian experts in the mission;
- assistance to local authorities and building local development capacities;
- coordination of actions of all actors of civil-military cooperation;
- acting within the mission’s scope, authority, and legal framework.

Civil-military cooperation has the following main functions:

- civil-military communication;
- support for the actions of military forces in an operation;
- changing the civilian environment.

The first function requires civil-military cooperation structures to establish and maintain links with non-military civil-military cooperation actors, to facilitate interaction, harmonization, information sharing and support for coordinated or integrated planning and operations. Sustained and timely communication will be a reliable part of the planning and implementation of both other core functions of civil-military cooperation.

Military actions in the operational area may depend on the resources of civilian organizations and information from civilian sources. Therefore, military contingents will need non-military support and coordination to ensure that the operation is not disrupted or derailed by civilian interference. Supporting military forces in an operation will include actions to: collect, assess and report information on the civilian environment; identify and assess civilian factors that influence the planning of the operation; identify the impact of military operations on the civilian population; minimize the impact of the effects of hostilities on the civilian environment; promote openness and openness in interactions with the CCA; inform the population in the operational area in accordance with communication narratives within the framework of strategic communications; facilitate access to non-military resources; and provide support to civilian actors.

The third function involves activities that are carried out if, as a result of such activities, the change in the civilian environment will facilitate the fulfillment of the military operation's tasks. Such measures may include the provision of information, personnel, materials, communications, special expertise, training, etc.

4 model. Context and content.

Content lives only in context. The meaning of individual images, words, phrases, texts, and ideas changes according to socio-political and historical situations. And their viability is determined by the depth of their meanings and the possibility of their reinterpretation in a new situation.

Therefore, in order for the content to be perceived by the target audience, the following contextual components must be taken into account

- communicators (which target audience is the content intended for?);
- communication intentions (what is the purpose of the content?);
- place of communication (content placement);
- time of communication;
- circumstances of communication.

Modern content characteristics:

1. Visualization of events replaces text. New stimuli are needed to form the emotions of the target audience.

2. Modern target audiences perceive information through stories told in plain language.

3. Adapting past content to current events: rethinking the present through the prism of the past.

Influential content should be built systematically in the paradigm of narrative – message – structured statement / word. The narrative ensures the unity of positions of different actors (the state, security institutions, media, the public, etc.) in interpreting events, situations, and systems of views. Messages in plain language or at the level of subtext through a system of codes transmit the narrative through various means of communication to specifically selected target audiences. For the message to be

perceived, words are selected, a mechanism for their evaluation is activated, words are arranged in a certain sequence, and the grammatical design of the statement is made.

Any direction of global development (political, economic, scientific, media, etc.) is shaped by the mainstream media (MSM) through the introduction of narratives for implementation:

(a) *framing* – organization of the content of a news message by “inserting” it into the “frame” of a certain narrative to outline the parameters of the “correct” perception of the news by the mass audience;

(b) *priming* – deliberate activation of certain knowledge and behavioral skills in the target audience to manipulatively impose predefined scenarios of perception and decision-making on this target audience;

(c) *setting the “agenda”* – controlling the public perception of a certain reality (political, economic, financial, etc.) by finding and maintaining a certain compromise between the “real” and “media” realities.

5 model. Social networks.

Social networks are a new paradigm for humanity in the twenty-first century.

The “war of discourses” (J. Habermas), the intensification and technological construction of discourse as “smart power” (I. Jacob), the “battle of narratives” (NATO doctrinal documents) – all these communication events take place on social media and shape the socio-political reality. This is due to the multidimensionality of the Internet space, which, according to D. Clark’s model, has four levels of organization:

1. Physical: hardware devices, including routers, switches, media, satellites, sensors, and other technical connectors. The physical infrastructure is geographically located in “real space” and is thus subject to different national jurisdictions;

2. Logical: code that contains software;

3. Content: all information (knowledge, information about certain events, processes or ideas) stored and processed in cyberspace;

4. Social: the actual Internet of people and potential relationships. It includes governments, the private sector, civil society, and individual actors.

All these levels are interconnected, reinforce each other and, as a result, accelerate the development of any communication events.

Thus, social networks have become the most effective platform for implementing strategic communications, both constructive and destructive, which is ensured by the following dimensions of social networks:

- one’s own network influences the opinion of information consumers much more than experts in a particular field;
- identification of a person by the principle – tell me what network you are from, and I will tell you who you are;
- a shift from vertical to horizontal dimensions in the organization of communications;
- segmentation of target audiences, which involves targeting content to specific target audiences, individualization of communications and the influence of opinion leaders;
- voluntary avalanche-like expansion of content;
- creation of web waves that trigger the cognitive scheme “interest - participation in communication - decision-making”;
- the ability to monitor and analyze the effectiveness of communications;
- change in the status of the information consumer, which can be represented by the formula “From sender and receiver to wreaders”;
- any person who discusses certain events on a social network becomes a co-owner of public capital. There is a process of webification of the brand (reputation) (Web+sharing), and visitors to social networks become webholders of the company/brand reputation (webholders =web+shareholders).

All of these dimensions contribute to the benefits of using social media in strategic communications for security and government institutions in particular:

In internal communications, social media becomes an effective means of retaining, informing and motivating internal audiences. When developing internal

strategies, security and state institutions are advised to carry out five main communication activities:

- 1) communicate the intentions of the leadership;
- 2) disseminate information in a timely and effective manner
- 3) broadcast key topics and messages;
- 4) maintain morale;
- 5) dispelling gossip, controlling the flow of information and preventing misinformation.

In the organization of external communications, social media facilitate effective communication with wide and diverse target audiences. To develop external strategies, security and state institutions should use the following communication measures:

- 1) inform about the role and mission of the institution;
- 2) broadcast key narratives and messages;
- 3) to promote the activities of the BI staff;
- 4) increase the level of interaction with key audiences;
- 5) dispel rumors, control the flow of information and prevent disinformation.

Social media is a new front of hybrid warfare that involves the use of a new type of weapon – communication and technology. The analysis of the use of social media by Russian propagandists and terrorists outlines the existing technologies and allows us to identify the possibilities of asymmetric responses. Among the destructive technologies of social media use, the most common are the following:

– popular social media form the core of destructive influences, and efforts are focused on their use as the basic medium for content distributed on the uncontrolled Internet;

– the adaptive structure of social media provides an opportunity to combat external influences and respond to external operations that seek to limit destructive activities. For example, pro-terrorist social networks adapt and centralize very quickly;

– disruptive organizations innovatively avoid detection, suspension and removal of content by state actors;

– the adaptation of destructive information to the level of awareness of its consumers occurs in the following stages: constant reproduction of adaptive cognitive networks; signaling to avoid detection; rapid and adaptive closure; identification of system security risks.

E. Lanje-Ionatamishvili and S. Svetoka, experts at the NATO Center of Excellence for Strategic Communications, propose the concept of social cyberattack – an attack that involves influence under false pretenses, either anonymously or by releasing a manipulative signal into a social network; manipulating an existing signal to achieve the desired results – chaos, panic, mass disorder. This type of cyberattack forms a new perspective on attacks in the cyber environment, as its consequences are purely psychological.

Spreading rumors is one of the most effective social cyberattack technologies. Rumors can generate fear, hatred, or unreasonable hope in targeted audiences, which is likely to lead to real actions, such as mass protests, bank account closures, or organized attacks on certain groups or individuals that have been portrayed as the enemy.

A social cyberattack may also include traditional hacking to obtain or publish manipulative information. A key component of a social cyberattack is the narrative.

The NATO system has developed a number of doctrines and guidelines for social media communications. These recommendations are based on marketing approaches to attracting target audiences and building the institution’s brand. In general, the algorithm of interaction with social media has the following steps:

Step 1. Developing a social media strategy synchronized with the institution’s strategic communications strategy:

– use social media as a platform for posting key topics and messages of the institution;

– creating content aimed at informing the audience and facilitating feedback.

The content should be open and engaging;

- introduction of key topics and messages that create a creative, meaningful space for broad communication with target audiences;

- dynamic publications;

- flexibility of staff in responding to messages.

Step 2. Management of social media sites:

- identify staff from the strategic communications unit, particularly the public affairs department, who will manage the corporate web and social media platforms on behalf of the institution's head/comandante. Other departments can certainly contribute to content creation, but overall management rests with the staff of the strategic communications unit;

- develop a communications plan for each platform that includes the following components;

- administration of the resource: who will have access and authorization to manage the resource? It is advisable to have several administrators to avoid certain mistakes;

- defining communication objectives: what institutional goals will be achieved through social media communications?

- selected audiences: which audiences should be reached?

- type and frequency of publications: what is important and interesting to the target audience? how will the target audience be involved in the communication?

- Commentary/engagement policy: who is responsible for monitoring comments and feedback? will comments be moderated or posted automatically? what is the policy on inappropriate comments?

Step 3. Checking the correctness of publications:

- official approval, compliance with the intentions of the management, relevance and correctness of publications as they represent the official position of the institution;

- Implementation of the institution's strategy, narratives and messages;

- taking into account the specifics of social media. They work around the clock, seven days a week, so the publication approval processes need to be rationalized to speed up the publication of information;

- staff understanding of the procedures for approving publications, delegation of authority to simplify the approval process.

Step 4. Engage the audience:

- Social media is a virtual community, not a platform for command messages;
- encouraging target audiences to engage in two-way communication and interaction;

- maintaining a balance of institutional and entertainment content, as visitors ignore platforms where such a balance is not established;

- building communication on the principle of “open doors” – uniting target audiences around the world;

- introducing innovative methods to facilitate interaction, answering questions, providing comments, etc;

- providing the necessary context and preventing misinformation, as social media is a great forum for dispelling rumors.

Step 5. Publication policy:

- Availability of “terms of use” on each official resource. This will help visitors understand what is allowed and appropriate to post, as well as the grounds for blocking communications;

- analyzing the composition of social media visitors, evaluating questions, answers and feedback to improve the content and adapt it to the institution’s strategy;

- the possibility of feedback to the institution, as social media is a continuous communication;

- Providing up-to-date contact information, including: official email address, phone number of the office administrator or social media administrator; convenient links to other important institutional resources.

Step 6. Performance measures:

- establishing markers to measure progress for all social media campaigns to help improve efforts;

- engaging target audiences and using best practices in evaluation. For example, the number of “likes” or “shares” does not provide comprehensive information.

It is worth considering the level of participation, engagement, user feedback, and distribution/reach of social media content to create a more complete picture of target audiences, their engagement and interaction.

Step 7. Determine the genres of social media for positioning the institution:

- official/corporate websites publish approved official information prepared by public relations specialists. The Public Relations Office coordinates the institution’s official/corporate presence on social media, in particular, ensures synchronization of information on the following channels: Facebook and Twitter accounts, blog of the head and his/her deputy, YouTube page. Communication on all these platforms should be coordinated and support the overall goals of the institution;

- the commander’s blog is a platform for informing target audiences about the institution’s goals and priorities, aimed at obtaining support, feedback and interaction with interested target audiences; on this platform, target audiences can be informed about existing problems, and the commander’s position is strengthened;

- on Facebook and Twitter, officers (middle management) position the institution’s priorities, communicate with different target audiences, and share links;

- social networks of junior staff (sergeants) highlight their successes, provide links to official pages of the institution, and invite them to like and share publications;

- YouTube is a powerful resource that supports key communications and shapes the attitudes of target audiences through other semiotic systems, such as sounds and images. The channel is able to attract larger audiences than other platforms;

- the use of benefits while minimizing the risks of social media is ensured by effective management and staff training. Before publishing materials related to the activities of the institution, employees/servicemen should consult with the management and expert consultants to ensure that the information published does not harm the institution;

– it is not appropriate to express opinions on political issues, and personal opinions should be expressed with caution so that they are not interpreted as the official position of the institution;

– responsibility for communications in social media. For example, it is worth making a note “Views, opinions and statements represent personal, not official position”.

Thus, social media is a platform for both constructive and destructive strategic communications. They reinforce any information activities aimed at both internal and external target audiences, serve as catalysts for the spread of narratives, and are a platform for the formation of a “smart” crowd. The potential of social media for constructive communications can be harnessed by strategic security units and state institutions by promoting positive, promising narratives, turning to the analysis, monitoring, and evaluation of the information space using the Big Data system, and most importantly, by introducing media literacy at all institutional levels.

8.3 Problems of international communications of Ukraine

Today, the key problems of its creation lie mainly in the regulatory, legal, structural and functional areas. To date, there are no official documents defining the status of strategic communications, the state policy on them, and only a partially formed organizational mechanism that should become the basis for the system of strategic communications in Ukraine.

At the same time, the methodological and organizational development of one of the key issues of strategic communications – the formation and use of a strategic narrative – is in an even more complicated state. The strategic narrative is the core content element of all information (including propaganda) activities of the state, and all communication capabilities of the state are directed to its establishment in target audiences (internal or external).

Fake content is a fabrication, falsification (compare: fake page, fake account, fake website). In hybrid wars, fake online products are considered a component of

information operations. These operations use a combination of methods (fake news, disinformation, fake accounts), also called false amplifiers.

The creation and use of fake news is driven by the following factors:

- intent: fake news providers may be motivated by financial incentives, individual political goals, etc. Fake news can be sent with or without malicious intent. Nevertheless, information operations are motivated by political goals rather than financial benefits;

- environment: fake news is primarily related to news that is supposed to come from legitimate sources. However, information operations often use the broader information ecosystem, including old and new media;

- amplification: fake news exists independently on the Internet. However, consistent and coordinated amplification facilitates their use in information operations.

The creation of fake content has the following stages:

Targeting (targeted collection) of data:

- information gathering/intelligence;
- cyber operations against organizations or individuals;
- data theft.

Content creation:

- spreading stories in the media (seeding);
- generating memes and stories;
- generation of fake accounts/virtual personalities.

Fake amplification:

- Distribution of memes and content by fake accounts;
- creation of astroturfing groups;
- commenting on spam.

The following *indicators* may indicate the presence of a fake web wave:

- amplification or downplaying of a specific issue, inclusion of disinformation, memes, fake news. Use of an attractive “hook” depending on the target market or region (topics related to political figures or parties, religion, national governments, nations, current events);

- increased distrust of political institutions. The number of fake accounts does not matter; their main task is to undermine the status quo of political or public institutions at the strategic level;
- spreading confusion with the long-term goal of devaluing public discourse and provoking conflict;
- account faking, sometimes on a massive scale;
- coordinated content sharing and repetitive instant messages (e.g., in a certain profile or in several groups at the same time);
- coordinated or repeated comments that provoke violence;
- coordinated “likes” or reactions;
- creation of astroturfing groups, which may initially be populated by fake accounts, but can also be self-sufficient, as their visitors become participants in discussions;
- creation of groups or pages with the specific intention of spreading sensationalized or biased news;
- creating influential (e.g., racist) memes or manipulating photos and videos.

The *hybridity of the latest threats* is due to their characteristics:

1. According to the theory of network warfare, modern conflicts take place in four spheres: physical, informational, cognitive and social. The decisive effect is achieved through the systematic use of all these elements. The physical sphere is traditional for war, where physical forces clash in time and space. The information sphere “consists of information itself; the people, organizations, and systems that receive, process, and transmit information; and the cognitive, virtual, and physical space in which it all takes place.”

The cognitive domain is “the mental sphere of the decision maker and target audiences within which people think, perceive, imagine, and decide.” The social sphere covers “the social, cultural and behavioral factors that characterize the attitudes and activities of the population of a particular region or operational environment.”

2. Conscientiousness – the focus of the threat on impressing the consciousness of the target audience, introducing a certain ideology, destructive narratives and

messages. Conscientious threats are aimed at destroying self-identity, self-determination of a person and a nation, which is one of the goals of hybrid warfare – when a person loses his or her own identity, it becomes possible to impose any other one on him or her. There is a “clash of meanings and multiplication of uncertainty...the concept of strategic ideas and meanings that dominates the minds of politicians determines the decisions made on their basis and the practical actions that will be taken on the basis of these decisions.”

3. The goal of hybrid influences is not so much the seizure of territories as the self-disorganization of the enemy, the replacement of the system of perspective values of the target state (region) with the basic constructs of the initiating state, in the case of Ukraine – the values of “Slavic unity” and “Russian peace”. In practice, this is done by using a system of organizational, propaganda, psychological, and informational influences on the target state, forcing it to move in the direction required by the opposing side. These influences can be used to direct the enemy’s policy to a strategic dead end, to bleed the economy, to slow down the defense industry, to present the growth of social consciousness as the growth of nationalism, to distort the foundations of national culture (for example, by labeling “ukrofascists” and “banderites”), and to create a fifth column among the population. As a result of coordinated actions, a situation of internal political, economic, and psychological chaos should arise in the state.

4. One of the basic characteristics of hybrid threats is the blurring of the concept of truth. The goal is not to launch other versions of the truth, but to blur the very concept of truth, “...not to convince, as in classical propaganda, but to make the information field dirty. With the help of conspiracy, fears, irrational movements, to pollute it so that it is impossible to make a rational argument about the future of Donbas, for example, or the role of NATO in Eastern Europe.”

5. The globalization of the world leads to the globalization of hybrid threats. Globalization is understood as a process that covers the actions of all international actors – states, organizations, enterprises, individuals – who are forced to think globally, i.e., at the level of the whole planet; the involvement of the whole world in

an open system of financial, economic, socio-political and cultural relations based on the latest communication and information technologies.

The downside of globalization is the growth of transnational threats (transnational terrorism, organized crime, including cybercrime). The Russian Federation is developing a theory of conflict hybridization, and one of its founders, A. Manoilo, argues that “modern world politics is hybrid, it is rapidly hybridizing, and the centers of this process are not international forums where new rules of the game are developed, but international conflicts that become a platform for the use of the latest technologies of hybrid warfare.” In order to prevent these threats, NATO’s strategic communications system has developed the technology of “horizon scanning” – a systematic search for potential threats, dangers and opportunities in the global environment.

6. The system of technological discourse was developed by linguists of the Russian Federation. In the context of hybrid war, technological discourse is aimed at establishing social control. “Technological discourse becomes an economic mechanism, as it turns into a means that allows you to get economic benefits directly from the discourse itself, without additional capital investment, and to defeat competitors who do not use such discourse.”

Technological discourse works out the intellectual argumentative path of conceptualization and evaluation for the addressee, but turns it in the right direction, manages the trajectory of the discourse. The addressee believes that he or she voluntarily performs the final mental operations and actions. A ready-made solution is not imposed, but indirectly, “between the lines”, ... offered as a logically justified result of the collective majority. Technological discourse is realized through propaganda, PR activities, rhetorical techniques of persuasion, language manipulation, NLP technologies, branding, use of ideologemes, quasi-diplomatic statements, suggestion, with the support of cultural space (education, cinema, show business, mass media, primarily television and the Internet), expert opinions, promotion of correct scientific ideas supported by scientific or pseudoscientific research, and references to scientific works (articles, monographs, etc.).). The addressee seems to come to conclusions on

his own, to make decisions on his own, to do what the discursive technologist actually intends.

The setting of an effective discourse becomes reasonable because it gently, unobtrusively, and naturally affects the emotional state, often in an illogical way. Such a discourse setting does not cause rejection, because the addressee believes that he or she makes decisions without pressure from the addressee. In fact, the addressee smoothly, indirectly, and veiledly directs the trajectory of the addressee's thought, encouraging him to believe in his own strength and will in making a decision.

8.4 Prospects of international communications of Ukraine in the international arena in the context of European integration

The informatization of society requires states seeking to be popularized among other states to pay great attention to the image in which the state appears. This issue is especially important in the context of the information war waged by Russia. In the current context of political changes, first of all, within Ukrainian society itself, it is advisable to address the problem of how to improve the image of our country and raise the prestige of Ukraine in the international community and in the eyes of Ukrainians.

In such conditions, a country must always take care of its reputation in order to have both internal and external support for its policy. This applies to both its conceptualization and practical implementation.

Ukraine's international image for the international community can be called successful when the following factors are on the high side: interest for the country, desire to live in it, and the social and psychological mood of the population. The impact of natural resource potential, the contribution of famous Ukrainians to the achievements of the world, the structure of government, the value characteristics of the Ukrainian mentality, the effectiveness of the power structure, the socio-psychological mood of the population, and the stability of the economy are all factors in Ukraine's image.

The image can be improved with the help of symbols that will identify a picture of the country in the mind of a person, in our country we could offer such symbols as: Kyiv-Pechersk Lavra, Ukrainian traditional clothes, towel, ship, borsch, dumplings, Lviv.

The image of Ukraine, in the opinion of many statesmen in other countries, is terrible, associated with war, corruption, and scandals.

Ukraine's course towards Europe should reflect the values that are inherent in a civilized and developed society.

An interesting reaction from Europe was the attitude to the money our politicians have, what they declared, and what their hobbies are.

The general scientific arguments for solving this problem are reflected in the legal space of Ukraine, the main positions of which are:

- Improvement of international communications;
- Merging the efforts of business and public administration to position Ukraine as a leading country;
- Formation and promotion of brand messages about Ukraine;
- Increasing the presence of Ukrainians in international events;
- Establishing sustainable and effective communications with the Ukrainian diaspora abroad;
- Regular open dialog with the community through world opinion leaders.

Thus, Ukraine's international image is dual in nature.

On the one hand, Ukraine is currently perceived in the world as a country that is gradually establishing itself as a democratic, European and independent state. These aspects can be characterized as elements of a positive image of a country in democratic transit. However, there are also elements of a negative image. Currently, it is the only country in Europe that is engaged in military operations, a country with a national idea that is not clearly defined and not acceptable to a part of society, a country with a high level of poverty and sometimes incomprehensible and outdated values among the political elite.

The conclusion is that improving the image of our country and increasing the prestige of Ukraine in the international community and in the eyes of Ukrainians depends not only on the state, but also on the average citizen who considers Ukraine to be a “Dreamland” or a “Country with war and complete corruption.” Focusing the attention of Ukrainians, especially journalists, on the message we send to the world and how it can affect Ukraine’s image is a key issue.

TEST QUESTIONS

1. Cultural anthropology as a paradigm of interpretation of mentality is the basis of:
 - a) creative economy and culturally conditioned management;
 - b) marketing policy of memory of large enterprises;
 - c) both answers are right.
2. Knowledge of the mentality of representatives of different regions and civilizations helps in building _____ relationships with them.
 - a) appropriate;
 - b) profitable;
 - c) aggressive;
 - d) unnecessary.
3. What model of intercultural communication grows out of the classical philosophy of dialogue of the twentieth century, universal ethics of hermeneutic theory, existentialism?
 - a) dialogical (modern);
 - b) phenomenological (postmodern);
 - c) critical (neo-modern).
4. The key concepts of the dialogic model are the categories of:
 - a) representation;
 - b) interpretation;
 - c) reflection;
 - d) understanding.
5. The phenomenological model is based on balancing between:
 - a) knowledge;
 - b) desire;
 - c) resilience in mastering the aggression of one's own beliefs.
6. The movement of information ensures:
 - a) formation;

- b) functioning;
- c) normal development of any society.

7. The components of the communicative situation are:

- a) place and time of the message;
- b) addressee and communicants;
- c) goals.

8. The peoples of each country make their own corrections and additions to the etiquette, due to:

- a) the social system of the country;
- b) the specifics of its historical structure;
- c) national traditions and customs;
- d) all the answers are correct.

9. Not knowing the national specifics of communication can have:

- a) an unwanted impact on the partners;
- b) harm the interaction both at the stage of the negotiation process;
- c) in the implementation of certain common projects;
- d) all the answers are correct.

10. The culture of communication in the business sphere, cultivated in Asian countries, is classified as:

- a) traditionally collectivist;
- b) formal-hierarchical;
- c) emotionally restrained;
- d) monochromic;
- e) all the answers are correct.

11. _____ is interpreted by modern researchers as a special characteristic of any ethnic group, as an integral element of the structure of ethnic mentality, which is oriented towards tolerance, recognition of the legitimacy of “someone else’s truth”.

- a) ethnic tolerance;
- b) intolerance;
- c) heterophilic communications;

d) positive tolerance.

12. Thus, an important component of e-governance is e-democracy, the main purpose of which is:

a) to meet the needs of citizens;

b) achieving social values by using the advantages of the information society;

c) overcoming such negative phenomena as corruption, bureaucratization and formalization of the modern management process;

d) providing services to citizens according to their needs.

13. Communication strategy includes:

a) goals and objectives;

b) strategies;

c) situation analysis;

d) tools;

e) certain topic.

14. It should be noted that a particular element of the communication complex may have:

a) positive efficiency;

b) negative efficiency;

c) zero efficiency;

d) ultra-high efficiency;

e) missing efficiency.

15. What factor of actualization of international communications include environmental pollution?

a) the need for economic cooperation;

b) growing problems that require international cooperation;

c) political integration;

d) cultural and sports integration;

e) emergence of world transport networks;

f) development of world information networks;

g) increase in demographic mobility of the population.

16. What factor of actualization of international communications include international competitions, festivals and tours?

- a) the need for economic cooperation;
- b) growing problems that require international cooperation;
- c) political integration;
- d) cultural and sports integration;
- e) emergence of world transport networks;
- f) development of world information networks;
- g) increase in demographic mobility of the population.

17. What factor of actualization of international communications include economic and political emigration?

- a) the need for economic cooperation;
- b) growing problems that require international cooperation;
- c) political integration;
- d) cultural and sports integration;
- e) emergence of world transport networks;
- f) development of world information networks;
- g) increase in demographic mobility of the population.

18. A process that includes the acquisition of social experience by an individual by entering the social environment is:

- a) socialization;
- b) acculturation;
- c) cultural identity;
- d) inculturation.

19. A process and result of mutual influence of different cultures, in which representatives of one culture adopt the norms, values and traditions of another culture is:

- a) socialization;
- b) acculturation;
- c) cultural identity;

d) inculturation.

20. The expansion of the sphere of influence of culture beyond the historical boundaries or state borders is:

- a) cultural expansion;
- b) cultural diffusion;
- c) cultural conflict;
- d) no correct answer;

21. A clash of cultures that can take the form of contradictions and even open wars is:

- a) cultural expansion;
- b) cultural diffusion;
- c) cultural conflict;
- d) no correct answer;

22. What are the contexts in intercultural communication?

- a) internal and external;
- b) general and specific;
- c) comprehensive and contingency;
- d) all answers are correct.

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