

**MINISTRY EDUCATION AND SCIENCES UKRAINE  
VASYL STEFANIK CARPATHIAN NATIONAL UNIVERSITY**



Economics Faculty

Department of management and marketing

**SYLLABUS of EDUCATIONAL DISCIPLINE  
COMMUNICATION MANAGEMENT**

Level higher education – first (bachelor's)

Educational program Management organizations and Administration

Specialty D3 Management

Branch knowledge D Business, administration and law

Approved on meeting  
Department of Management  
and Marketing Protocol No. 5  
from 19 February 2026 river

<b>1. General information</b>	
<b>Name disciplines</b>	Communication management
<b>Teacher (- and)</b>	Zvarych Olena Ihorivna
<b>Contact teacher's phone number</b>	+380503737875
<b>Email teacher</b>	olena.zvarych@pnu.edu.ua
<b>Format disciplines</b>	Eye, extramural
<b>Amount disciplines</b>	3 loans ECTS, 90 hours
<b>Link to the remote site teaching</b>	<a href="https://d-learn.pnu.edu.ua">https://d-learn.pnu.edu.ua</a>
<b>Consultations</b>	Consultations are being held in accordance with schedule consultations, posted on the information stand/website
<b>2. Abstract to academic discipline</b>	
<p>Effective communication is crucial in the professional activities of future management specialists, including those in foreign economic affairs. Managers at all levels rely on efficient information exchange to tackle both strategic and tactical challenges in their organizations. The success of business communication largely depends on fostering an environment of mutual understanding, trust, and collaboration, which enhances the likelihood of achieving interaction goals. Consequently, the study of "Communicative Management" is an essential component of managerial training. This course equips future professionals with the skills to analyze and address communication barriers, conduct business discussions, negotiate effectively, and apply professional communication techniques. These competencies are systematically developed throughout all stages of the learning process.</p>	
<b>3. Goal and goals educational disciplines</b>	
<p>The purpose of the academic discipline "Communications Management" is to form in higher education students theoretical knowledge and practical skills in the field of organization, planning and implementation of communication processes in the management activities of modern organizations, to develop the ability to effectively manage internal and external communications, apply modern communication technologies and build effective communication strategies in conditions of uncertainty and change.</p> <p>Course objectives:</p> <p>Studying the discipline involves achieving the following tasks. In the field of knowledge and understanding, students must master the theoretical foundations and key concepts of communications management, understand the role and importance of communications in the management system of a modern organization, master the types, models and channels of organizational communication, and also study the specifics of intercultural communications in the international business environment.</p> <p>In the area of professional skills, applicants will learn to plan and organize communication processes in an organization, master the tools and technologies of modern communications management, acquire practical skills in conducting business negotiations, holding meetings and presentations, and learn to develop and implement communication strategies for organizations of various types.</p> <p>In the area of analytical and managerial competencies, students will develop the ability to analyze communication processes and identify barriers to effective communication, develop skills in managing conflict situations using effective communication tools, and master methods for assessing the effectiveness of an organization's communication activities.</p> <p>In the field of digital and intercultural competencies, applicants will acquire skills in using digital communication tools and platforms in management practice, develop competencies in intercultural communication for successful work in a multicultural environment, and learn to apply modern information and communication technologies to optimize management communication processes.</p>	
<b>4. Software competencies and results teaching</b>	
<p><b>Integral competence (IC):</b> The ability to solve complex specialized tasks and practical problems in the field of communications management in an organization, characterized by complexity and uncertainty of conditions, using modern theories, methods and tools of communication management.</p> <p><b>General competencies (GC):</b></p> <p>ZK3. Ability to think abstractly, analyze and synthesize information in the process of organizing and managing communication processes.</p> <p>GC6. Ability to communicate in the state language both orally and in writing in the context of business communication and management activities.</p> <p>GC7. Ability to communicate in a foreign language in the context of international business communication and intercultural interaction.</p> <p>GC8. Skills in using information and communication technologies to organize effective communication processes in management.</p> <p>GC13. Appreciation and respect for diversity and multiculturalism in the process of intercultural</p>	

communication.

GC14. Ability to work in an international context, taking into account cross-cultural differences in communication processes.

**Special (professional) competencies (SC):**

SK5. The ability to manage an organization and its divisions through the implementation of management functions in the context of building an effective communications system.

SK7. Ability to select and use modern management tools for organizing and managing communication processes.

SK9. Ability to work in a team and establish interpersonal interaction when solving professional tasks using effective communication.

SK11. The ability to create and organize effective communications in the process of managing the organization and its divisions.

SK12. Ability to analyze and structure the organization's communication problems and formulate sound decisions to eliminate them.

SK15. Ability to develop and demonstrate leadership qualities and behavioral skills in the process of managing communications.

**Learning outcomes (LOE):**

PRN3. Demonstrate knowledge of management theories, methods, and functions in the context of organizing and managing an organization's communication processes.

PRN4. Demonstrate skills in identifying communication problems and justifying management decisions to eliminate them in the organization's activities.

PRN6. Demonstrate skills in searching, collecting, and analyzing information to substantiate communication decisions using modern information technologies.

PRN7. Demonstrate skills in organizational design of the organization's communications system and determining optimal information transmission channels.

PRN9. Demonstrate interaction, leadership, and teamwork skills based on effective communications in various areas of the organization's activities.

PRN11. Demonstrate skills in analyzing communication situations and conducting effective business communications while adhering to etiquette standards.

PRN13. Communicate orally and in writing in the state and foreign languages in the context of business communication, negotiations, and intercultural interaction.

PRN15. Demonstrate the ability to act socially responsible and socially conscious based on ethical considerations in the process of carrying out communication activities.

PRN16. Demonstrate skills in independent work, flexible thinking, and openness to new knowledge in the field of modern communication technologies and tools.

PRN20. Effectively apply communication skills in the field of solving management problems and administering an organization.

**5. Organisation of teaching**

Scope of the course – 90 hours

Type of lesson	Total number of hours
lectures	16
practical (seminar)	14
Self study	60

**Characteristics of an academic discipline**

Semester	Specialty	Course (year of study)	Normative / Selective
VIII	D3 Management	IV	Selective

<b>Subject matter of the course</b>			
Topic	number hours		
	lectures	seminar	Self study
<p><b>Topic 1. PRINCIPLES OF EFFECTIVE COMMUNICATION</b></p> <p><b>LECTURE 1.1. ANALYZING COMMUNICATION</b> The concept and essence of communication as a fundamental management process. Key elements and models of the communication process. Types and forms of communication in organizational management. Principles of effective communication and their application in management practice. Methods and tools for analyzing communication processes within an organization.</p>	2	2	8
<p><b>LECTURE 1.2. COMMUNICATION CODES AND MEANING</b> The concept of communication codes and their role in the transmission and perception of information. Verbal and non-verbal codes in organizational communication. The process of encoding and decoding messages in management practice. Meaning, context and interpretation in communication processes. Barriers to effective decoding and strategies for overcoming communication misunderstandings in an organizational environment. .</p>	2	2	8
<p><b>LECTURE 1.3. INTERCULTURAL COMMUNICATION</b> The concept and significance of intercultural communication in modern organizational management. Cultural dimensions and their influence on communication processes in a multicultural environment. Verbal and non-verbal aspects of intercultural communication in international business practice. Barriers to intercultural communication and strategies for their overcoming. Developing intercultural competence as a key skill for effective management in a global business environment.</p>	2	3	9
<p><b>Topic 2. Written communication in organizations.</b></p> <p><b>LECTURE 2.1. BUSINESS WRITING. PLANNING AND ORGANIZING</b> The essence and significance of business writing in organizational communication management. Types and genres of business documents: reports, memos, letters, proposals and presentations. Principles of planning and structuring business texts for effective written communication. The writing process: prewriting, drafting, revising and editing business documents. Organizing and formatting business documents in accordance with international standards and corporate requirements.</p>	2	2	8
<p><b>LECTURE 2.2. EFFECTIVE WRITING STYLE</b> The concept and key characteristics of an effective business writing style. Clarity, conciseness and coherence as fundamental principles of professional written communication. Tone, register and audience awareness in organizational business writing. Common stylistic errors and strategies for improving written communication quality. Practical techniques for developing and enhancing an effective professional writing style in management practice.</p>	2	2	9

<b>LECTURE 2.3. EFFECTIVE DESIGN AND VISUAL AIDS</b> The role and significance of visual design in business communication and document presentation. Principles of effective document layout and formatting in professional organizational communication. Types and functions of visual aids: charts, graphs, tables, infographics and diagrams. Guidelines for selecting and creating appropriate visual aids to enhance written and oral business communication. Digital tools and technologies for designing effective visual communication materials in management practice.	2	2	9
<b>LECTURE 2.4. EFFECTIVE BUSINESS DOCUMENTS</b> The concept and classification of effective business documents in organizational communication. Structure, content and formatting requirements for key business documents: reports, proposals, memoranda and business letters. Standards and principles of drafting effective business correspondence in domestic and international practice. Common errors in business document preparation and strategies for their elimination. Digital document management and the role of electronic business documents in modern organizational communication.	2	3	9
<b>TOTAL:</b>	<b>14</b>	<b>16</b>	<b>60</b>

#### 6. Course assessment system

Overall assessment system for the course	<p>The system for assessing students' knowledge of the subject includes continuous assessment and end-of-semester assessment. Formative assessment takes place during classroom sessions and aims to assess students' knowledge of specific topics within the subject and their level of preparedness (oral responses, presentations, discussions, solving practical problems (exercises), tests, and assessments). The marks obtained by students are recorded in electronic academic registers on a 100-point scale.</p> <p>The accumulation of marks by a student during the study of the subject is carried out in the following proportions:</p> <ul style="list-style-type: none"> <li>– continuous assessment – 80 marks;</li> <li>– independent work – 20 marks.</li> </ul> <p>The end-of-semester assessment in the form of a test entails that the final mark (on a 100-point scale) for the course is determined by the cumulative total of marks for continuous assessment and independent work, in accordance with their distribution in the electronic register.</p> <p>The final test mark is awarded during the last practical (seminar) session. The assessment results are recorded in the electronic examination records of the students.</p> <p>The assessment of higher education students' academic achievements in all types of coursework is carried out on a 100-point scale and converted to the national scale and the ECTS scale according to the following scheme:</p> <p>Pass – 'Excellent' (90–100 marks) – (A – on the ECTS scale) – the student demonstrates comprehensive and in-depth knowledge of the subject matter, a high level of skill and competence, and the ability to formulate ideas correctly and coherently:</p> <p style="padding-left: 20px;">Pass – 'Satisfactory' 50–69 marks (on the ECTS scale: 60–69 – D; 50–59 – E) – the student has a good grasp of most of the factual material, but presents it inconsistently and illogically, makes significant omissions in their answers, does not always know how to correctly apply acquired knowledge to solving specific examples and problems, and formulates key statements and cause-and-effect relationships unclearly and, at times, incorrectly;</p> <p style="padding-left: 20px;">Fail (less than 50 marks) (on the ECTS scale: 26–49 – FX; 1–25 – F) – the student does not possess a sufficient level of the necessary knowledge, skills, competences or scientific terminology.</p> <p>Additional marks for the course may be awarded for the completion of individual assignments, subject to prior agreement with the lecturer.</p> <p>Furthermore, by decision of the department, students who have participated in conferences, student research societies and problem-solving groups, the preparation of publications, as well as those who have taken part in academic competitions and contests, may be awarded additional marks (see 'Procedure for the Organisation and</p>
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	Conduct of Assessment of Higher Education Students at Vasyl Stefanyk Carpathian National University', URL: <a href="https://surl.li/wmmuhb">https://surl.li/wmmuhb</a> ; 'Regulations on the Organisation of the Educational Process and the Development of Key Documents Governing the Educational Process at Vasyl Stefanyk Carpathian National University' URL: <a href="https://surl.li/dxovqb">https://surl.li/dxovqb</a> ).
Requirements for written assignments	Students undertake assessment tasks, the primary purpose of which is to assess the extent to which they have mastered the theoretical concepts of the course. If a student is absent when a test is being set, they are given the opportunity to complete this type of work either through individual consultation with the lecturer or during a relevant practical (seminar) session designated by the lecturer.
Practical (seminar) classes	Practical (seminar) classes are held with the aim of developing students' skills and competencies in the subject, solving set tasks, and assessing their performance. In terms of their purpose and structure, practical (seminar) classes are a chain linking theoretical learning and practical skills in the discipline and also involve the prior assessment of students' knowledge.
Self study	The total number of hours of independent study allocated to the student for the course 'Communication Management is 60 hours. The course material intended for students to master through independent study is assessed in the final examination alongside the material covered during classroom-based lectures. Assessment of independent study is conducted according to a separate schedule during the weeks set aside for monitoring independent study. The marks obtained by students are recorded in the class register and are considered when determining the final mark for the course.
Conditions for admission to the final assessment	A student may achieve the maximum mark of 100 points during the semester for all forms of assessment within practical (seminar) sessions and for independent study.
Final assessment	Assessment method: test.

### **7. Curriculum policy**

Written assignments: Students must complete coursework, as well as assignments for ongoing and final assessment of learning outcomes, independently; for students with special educational needs, this requirement is applied taking into account their individual needs and abilities.

Higher education students who have not received a mark for the final semester assessment are permitted to clear their academic arrears in accordance with the schedule for clearing academic arrears, as established by the university's regulations.

Students are expected to adhere to the principles of academic integrity, being aware of the consequences of its violation, as defined by the 'Regulations on the Prevention and Detection of Plagiarism at Vasyl Stefanyk Carpathian National University' (URL: <https://pnu.edu.ua/положення-про-запобігання-плагіату/>). Cheating during assignments is prohibited. Mobile devices may only be used for online testing. A calculator may be used for calculations.

Attendance is an essential part of the course. All students are expected to attend all lectures and practical sessions. Students must inform the lecturer if they are unable to attend a session. Any missed practical sessions must be made up during tutorial sessions.

Students have the opportunity to earn extra credits by completing online courses on learning platforms such as Prometheus, Coursera, etc. Please note that certificates which broaden or deepen knowledge of the subject are accepted. Applicants must first confirm the suitability of the chosen course (by sending an email to: [olena.zvarych@cnu.edu.ua](mailto:olena.zvarych@cnu.edu.ua)).

The results of non-formal education are recognised in accordance with the 'Regulations on the Recognition of Learning Outcomes Achieved through Non-Formal Education at Vasyl Stefanyk Carpathian National University' (URL: <https://surl.li/xpiocw>).

When using artificial intelligence technologies, applicants must adhere to the 'Recommendations on the Responsible Implementation and Use of Artificial Intelligence Technologies in Higher Education Institutions' (URL: <https://surl.li/zntjkk>).

### **8. Recommended reading and other sources**

#### **Core Literature:**

1. O'Rourke JS Management Communication: A Case Analysis Approach. 7th ed. Routledge, 2023. [Routledge](#)
2. Floyd K., Cardon P. Business and Professional Communication. 2nd ed. McGraw-Hill, 2024. [McGraw Hill Higher Education](#)

3. Berkland MK, Buxbaum AG (Eds.). Intercultural Communication for the Global Business Professional. 1st ed. Routledge, 2023. DOI: <https://doi.org/10.4324/9781003298199> [Taylor & Francis](#)
  4. Violanti M., Kelly S. Business and Professional Communication Playbook: Essential Skills for Tomorrow's Workplace. SAGE Publications, 2022. [Sage College Publishing](#)
  5. Cardon P. Business Communication: Developing Leaders for a Networked World. McGraw-Hill Education. ISBN 9781266678684. [McGraw Hill Higher Education](#)
- Supplementary Literature:**
6. Intercultural Business Communication. 6th ed. Pearson. ISBN 9780137515455. [Pearson](#)
  7. The Cambridge Introduction to Intercultural Communication. Cambridge University Press, 2023. [Cambridge University Press](#)
  8. Holmes J., Wilson N. An Introduction to Sociolinguistics. Routledge, 2022. [ResearchGate](#)
  9. McLean S. Business Communication for Success (BCS): A Comprehensive, Integrated Approach to the Study and Application of Written and Oral Business Communication. Open Textbook Library. [Open Textbook Library](#) URL: <https://open.umn.edu/opentextbooks/textbooks/8>
  10. Management Communication. Open Textbook Library. URL: <https://open.umn.edu/opentextbooks/textbooks/672>
- Online Resources:**
11. Project Management Institute — Communication Management Resources. URL: <https://www.pmi.org>
  12. Harvard Business Review—Communication in Management. URL: <https://hbr.org/topic/communication>
  13. Association for Business Communication. URL: <https://www.businesscommunication.org>
  14. Coursera - Business Communication Courses. URL: <https://www.coursera.org/courses?query=business%20communication>
  15. LinkedIn Learning — Communication Management. URL: <https://www.linkedin.com/learning/topics/communication>

*Lecturer*

*Olena Ihorivna Zvarych*