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**MANAGEMENT OF MARKETING ACTIVITIES OF
AGRICULTURAL FORMATIONS IN THE
CONDITIONS OF EUROPEAN INTEGRATION**

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5. Communication ethics as one of the components of marketing communication policy

In the modern conditions of the development of scientific and technical progress, the relevance of the topic of culture in its various manifestations is increasingly mentioned. Culture begins to be viewed from different angles. Every branch of the modern economy today owes its success not least to the rightly chosen methods and methods of communication culture. This usually includes the ethics of communication, the microclimate of the team, conflict management, delegation, and other individual methods of modern communication culture.

Continuing the theme of the formation of cultural development, it is worth noting about various formations in which we can clearly see the importance of cultural ethics. Its direct role and influence on the result.

Take for example the establishment of statehood in Ukraine and a kind of renewal of our society in the post-Soviet space, which is practically impossible without new social guidelines. Today, we can observe the active development of our society in various social directions. Each member of society today has the right to make his own choice, thereby forming his individuality in the context of one or another culture, his own position and behavior.

Nowadays, people are increasingly interested in the problems of the inner world of the individual, which, on the one hand, is connected with the crisis of social consciousness and the complication of human life. On the other hand, the role of subjective factors is growing and the importance of original spiritual culture is also increasing accordingly.

The object of scientific work is culture as a whole, which is usually understood as a set of material and spiritual values, a way of being and organization of human life in society.

The subject of research is directly the aspect of culture of human relations, as a mechanism of an independent social unit, as well as the principles of morality and ethics of society.

The purpose of the work is to define, characterize, structure and analyze classical methods of modern communication culture.

The task of our research is to reveal the very essence and meaning of communication culture as an element of life. Carry out a conditional classification division of typical types of communication culture. To propose characteristic methods of behavior in certain situations.

Determining the current level of ethics of business communication, it is worth emphasizing the root causes of the formation of a culture of personal communication. In particular, this includes direct participation in the educational process, as a powerful lever of influence on personal consciousness, which forms a young person - an independent member of society. Therefore, it is now necessary to update the content of the professional training of specialists who, in the context of the requirements of modern social life, ensure the inclusion of the younger generation in socio-cultural activities, actualize cultural relations between people.

The cultural and geographical boundaries of our research combine both national forms and principles of communication culture and world (generally accepted) ones.

Analysis of recent research and publications. I.V. Belkin, investigating the problem of professional communication ethics, examines the root causes of this process from the birth and training of the individual. Being formed, a person inevitably goes through a number of classic stages of his development, perceiving them in his own way. On this path, various processes of perception and analysis take place, which singles out an individual against the background of the general society. Therefore, in the opinion of the author, taking into account the current requirements of time and innovations, the position of modern educators will be reduced to paying considerable attention to the pedagogical ethics of communication in the working context "teacher - student" and "student - teacher" [69].

B.T. Likhachev noted that the process of communication is one of the important spiritual, social, ethical and personal manifestations of a person in the environment, the achievement of mutual understanding between individuals. The socio-psychological aspect of communication is that it is a dynamic and continuous process of communication between people in society. This provides all the variety of life activities, relationships, self-expression and self-affirmation with the help of language, facial expressions, postures, body movements, gestures, symbols, sound signals, conventional signs. The need for communication exists in humans from the very beginning, genetically, as a condition for the existence of Homo sapiens.

A.B. Dobrovich noted that the following characteristic aspects of communication can be distinguished in a person's life: contacts with nature as a whole and contacts with living beings. The first type of contact is usually called an activity, which is a kind of activity aimed at a person's knowledge and creative transformation of the surrounding world. The second type of contact is characterized by the fact that its parties are living beings: organism with organism, which are able to exchange information. This type of contact is called communication, diverse in its internal content [72, p.35]. Therefore, the relationship between these contacts creates a single pattern.

The scientific novelty of the research is determined by the fact that for the first time: the model of communication culture proposed by us includes general and modern approaches in the areas of psychology, business, and relationships. It is universal, which generated in its structure a general idea of different directions, types and forms of communication; the structure and effectiveness of each communication model are substantiated. Attention is focused on the fact that for any selected model, the main effective lever is the communicator. The understanding of the definition of "culture of professional communication" in the context of modern requirements and approaches has been further developed.

The issue of the culture of communication has always occupied far from the last place in societies of different times and eras. Today, attention to this topic is becoming even greater and even more interesting. After all, it is generally accepted that almost

everything in our life begins with communication, or rather with the culture of communication. Starting the main content of our topic, I would like to draw general attention to an interesting statistical fact. Its content boils down to the fact that a modern person spends approximately 65% of his working time in oral communication. The average inhabitant of the Earth spends 2.5 years of pure time on conversations. This means that everyone manages to "speak" about 400 volumes with a total volume of more than 1000 pages during their lifetime. So, people talk a lot, but often do it ineffectively. Approximately 50% of information is lost during transmission. The reason is a number of natural facts, in particular, the inability to convey a message to the interlocutor, the tendency to speak by oneself, the reluctance to listen, the "machine" type of communication, and others.

In the ethics of communication, the whole human essence is revealed, through communication (communication) a person realizes himself, asserts himself, solves questions, problems, and achieves specific goals. If we take the sphere of morality, then communication, as noted by V. Malakhov, is the "prince of morality" [73], because human morality manifests itself not in the consciousness and not even in the activity of a person, but precisely in his communication. Without communication, the existence of man and human society is impossible.

Many authors, encyclopedias, dictionaries today offer the most diverse definitions of such a term as "communication". And indeed, if you take into account the entire volume of this so-called system, you can notice an extremely large and voluminous process. We offer our definition of this term and include the following meaning in its structure: communication is the interaction of the existence of individuals, the content of which consists in the exchange of information, actions and establishing mutual understanding, and most importantly, it is the implementation of the process of forming oneself as an individual.

Communication, in addition to all of the above, is also the interaction of two or more people, which is aimed at coordination and joint efforts with the aim of establishing relationships and achieving a common result. And this is far from the last

definition of "communication". Many specialists of the modern level distinguish such forms of communication as internal communication, public, non-verbal and others.

Under the conditions of the post-industrial world, it is difficult to imagine a sphere where the topic and form of culture and ethics of communication would not be prioritized. Communication is one of the important forms of the spiritual need of the individual as a social existence. Communicative needs of a person can usually be determined by social lifestyle and the need for interaction in the process of activity. If the performers (individuals) do not establish proper connections and mutual understanding, no joint activity, especially work, can be successful.

Communication is also a deep social phenomenon. The social nature of communication is manifested in the fact that it always takes place in an environment where there is a person, and as a subject of communication, he always appears as a carrier of social experience. In turn, the social experience of communication is revealed in the informational content (knowledge, information, activity method) as the basis of its content. Also, in addition to the informational content, communication is also manifested in the so-called means (verbal and non-verbal communication).

For a deeper understanding of the role of communication when considering the issue of business ethics, we want to focus on the functions of communication (communication). And here again it is worth emphasizing that many authors classify them in different ways. In our opinion, the most effective and relevant from the point of view of the ethics of business communication is the following classification:

- informational and communicative;
- perceptual and communicative;
- regulatory-communicative (interactive);
- emotional and communicative.

The information and communication function is a set of various forms and means of exchange and transmission of information, thanks to which such aspects of life as enrichment of experience, accumulation of knowledge, mastery of activities, coordination of actions, formation of worldview and mutual understanding between people become possible.

This communication function can arise and manifest itself in various forms, especially when information is received, analyzed and understood. Thus, activity, communication and cognition are combined in the general process of communication.

The perceptual-communicative function is characterized mainly by the perception and cognition of the interlocutors in the process of communicating with each other and establishing mutual understanding between them in this context.

Regulatory-communicative (interactive) function - mainly involves not only the exchange of information and learning by subjects of the communication process of each other, but also acts as a characteristic feature of interaction between them, that is, a kind of regulation of the behavior of subjects and their joint activities.

This can happen due to various factors, including: persuasion, agitation, suggestion, imitation, exchange of actions, instructions, etc. It is usually customary to define two key types of interaction: a) cooperation (unification) is when both interlocutors have the same goal (topic) in communication; b) rivalry, competition, discussion (that is, vice versa. The goals are different). Here we can talk about conflict, difference of opinion, debates, discussions.

Emotional - communicative function refers to the emotional side of a person's life. In the process of life and communication between people, many human emotions and feelings arise, which is an absolutely normal phenomenon. Which in turn are an additional element of communication. Their role consists in striving to create a kind of balance in the communicative process of individuals.

In the general psychology and ethics of business communication, other classification features are also distinguished, which are based on the following functions of communication:

- collective activity;
- recognition by individuals of each other (cognitive activity);
- formation and development of interpersonal relationships;
- affective-communicative (typical structure of a person's emotional sphere), etc.

So, it is worth noting that regardless of the classification names and functions (signs) of the communicative process of individuals in society, they all appear in

general unity among themselves and complement each other. And they are also components of one whole process called "culture of business communication".

Looking at communication as one of the social phenomena, it is worth noting that this process, covering all spheres of social life and people's activities, can be characterized by different criteria in addition to the ones we proposed above.

In the psychology of the culture of communication, it is customary to single out the following typical types of communication [75]:

- depending on the specificity of the subjects (individual or group), distinguish interpersonal, intergroup, intersocial, interprofessional communication;

- depending on the quantitative characteristics of the subjects of communication, they distinguish: self-communication, group and mass communication;

- depending on the nature of communication, mediated, direct, dialogic and monologic communication are distinguished;

- depending on the target orientation, anonymous, functional-role, informal, intimate-family communication is defined.

Modern social psychology, in addition to all the above-mentioned varieties of communication culture, also distinguishes between verbal (verbal) and non-verbal (non-verbal) communication in society. The basis of the first is language, the second - optical-kinetic systems of signs (gestures, facial expressions, posing, pantomime, proxemics, visualization) [72. p.101].

And with the modern development of computer technologies and the emergence of the Internet, another form of communication appeared, which under today's conditions is rightfully attributed to a separate, independent type of communication - the so-called virtual communication.

Modern processes of communication ethics have a number of other, additional, new classification features in their structure. Thus, psychologists distinguish characteristic levels of communication:

- manipulation. Direct or indirect imposition of one's point of view (will) on the interlocutor (interlocutors) with the aim of obtaining one's own benefit as a result of communication. The range of manipulation in the process of communication varies

from rude treatment of a person (people) to such behavior, where external manifestations are even pleasant;

competition, rivalry. It definitely contains a common interest in its structure, but under the condition of the so-called "single place of the winner". The process of this type of culture of communication can vary from the principle of "man to man - wolf" to the one where under the conditions of fair "game" it will contribute to a certain movement forward;

cooperation. The subject of action of this type of culture of communication is based on the principle "man to man - man". A type of communication in which humanistic guidelines and a high level of its culture are revealed.

The methods described are not "positive" or "negative". All these are only conventional names that allow expanding the scope of scientific data. For the most part, today's authors emphasize that all schemes of ethics of business communication can definitely be corrected and have different results. Therefore, the figure of the communicator, who is the regulator of the overall process of communication, takes first place [74. p.18].

Summing up, we can generally say that communication culture is the interaction of two or more individuals. It is aimed at coordinating and unifying joint efforts and intentions with the aim of establishing mutual relations and achieving a common, joint result. And at the very end, an interesting fact should be noted for the example. There is no word "communication" in the English language, there is only the word "Communication", which is interpreted much more broadly than "communication" in our literature.

Continuing to delve into the topic of the culture of communication, we once again turn to the literature and quote it. In order to understand what the term "culture of communication" actually means, let's turn to the general concept of "culture", the definition of which has undergone and continues to undergo significant evolution. The Latin word "cultura" has many meanings - from tillage to nurturing, upbringing, development. Its history is very rich and extensive. In a broad sense, the concept means a number of manifestations of human activity, achievements and creativity of people.

It is worth noting that in the Ukrainian educational dictionary of S. Honcharenko, "culture" is interpreted as a set of practical, material and spiritual assets of society, embodied in the results of production activity [69, p.178].

There are different understandings of the concept of "business communication". Some argue that if the content of business communication is a socially significant joint activity, then it should be considered a collective activity, others believe that business communication is oral contact between interlocutors who have the necessary authority for this and set themselves the task of solving problems.

BUSINESS COMMUNICATION is one of the types of communication and, as already mentioned above, its purpose is to achieve any agreement in such spheres of activity as labor, business, professional, social activity, cooperation, cooperation. For the most part, it can refer to the interaction between individuals who lack close (informal) interpersonal relationships with each other, namely between employees, managers and subordinates, partners, potential customers and suppliers, etc. At the

same time, it should be noted that the general status of one of the partners (interlocutors) in relation to the other is clearly defined, that is, there are generally defined norms of behavior and rules between these individuals, the violation of which can negatively affect the dignity of the partner (interlocutor), complicate future business contacts and generally harm the general process of communication as a whole.

Considering the issue of the effectiveness of business communication, we note that it may depend on the correctness of the assessment of the general (current) situation and business partners (interlocutors), their financial situation and traditions, psychological characteristics of the participants in the negotiations, as well as on the general training of the participants directly participating in cultural process of business communication.

Currently emphasizing the set of issues that must be resolved in the process of business communication, it is necessary to focus on certain requirements for the level of preparedness of the process participants for specific communication, including their general culture and ability to quickly navigate the situation. Therefore, there is a need to constantly learn in the process of business communication, creating certain templates

for yourself, in order to exclude the possibility of repeating mistakes and practice effective techniques of business communication ethics. It is necessary to continuously self-learn and self-educate in order to form in oneself the necessary qualities and skills for an effective manner of ethics of business communication and consolidation (strengthening) of the business reputation of each of the partners (participants) of the working dialogue.

Recalling the general process of ethics of business communication, it should be noted that it can usually be carried out in various forms. This includes telephone dialogues, business correspondence, conducting memoranda, conducting working negotiations with individual representatives and delegations, conferences, meetings, exhibitions and fairs, and most importantly - banal communication with each other at the level we call business and beyond.

The modern economic activity of the conditions for the development of ethics involves the process of the diversity of business communication in its various forms of manifestation and stages. For example, in particular, between representatives of domestic and foreign companies, which usually can differ among themselves in terms of goals, work style, general culture, psychological characteristics, value systems and traditions, level of reliability and decency, etc.

Next, we will give interesting examples of how different peoples and cultures perceive and react to such a concept as "ethics of business communication". No less interesting is the level of responsibility that different peoples treat it with. That is, folk traditions, national views, mentality. From such well-known sources as oral folk creativity, history, social and economic processes, we know that each nation, each people has its own clear and characteristic, unique features. Below we offer a number of typical examples that can tell us a lot of interesting things about folk traditions, approaches, norms and, most importantly, the effectiveness of such individual approaches.

So, for example, it is characteristic for Americans to seek to discuss not only general approaches in business, but also typical, often the most diverse details of the case, related to the implementation and achievement of agreements. They are

characterized by a general international mood, a characteristic openness, energy, and a not very official manner of conducting negotiations (due to national traditions). Having, as a rule, strong positions (mostly global ones), American entrepreneurs are persistent in achieving their goals and have a tendency to bargain.

Characterizing the position of the French, it is worth emphasizing that they avoid official face-to-face discussions. Officiality is one of the components of collectivity. In the process of business negotiations, they strive to maintain independence and can significantly change their behavior depending on the position of the partners with whom they are negotiating. They are less independent in making final decisions and are tightly bound by management instructions.

The position of Chinese business delegations is usually closed. To begin with, they seek to find out the partner's position and only then put forward their own proposals, but only after fully assessing the capabilities of the other side. At the same time, they skillfully use the mistakes of their partners.

Speaking about the features of the Japanese culture of business communication, we note such features (traits of the culture of business communication) as great accuracy and obligation in everything. An essential and mostly unique feature of the style of Japanese delegations is collective work in a team, group solidarity, the ability to restrain ambitions, not to show one's strengths.

Germans, on the other hand, tend to work out their positions carefully and like to discuss issues sequentially, rather than all at once. In the process of conducting a business culture of negotiations, German partners are prone to such features as accuracy, punctuality, strict regulation of behavior, considerable attention is paid to titles and ranks.

The business principles of the English are reduced to less attention to preparation and negotiation and believe that the best solution can be found in the course of business negotiations, depending on the position of the partner. They are quite flexible and tend to respond positively to the initiative of the opposite party.

Representatives of South Korea consider it necessary to make a decision immediately after establishing a mutual understanding between the parties to the

business negotiations. They are always aimed at a logical sequence and clear relationships between partners. They do not like abstract judgments.

Representatives of developing countries, as a rule, are difficult partners in the process of ethics of business communication due to poorly developed traditions of the modern economic situation and not only that. They have a typical habit of bargaining, they are afraid that they will be offended, that they will be neglected, and that they will interfere in their internal problems. Therefore, the typical causes of difficulties, conflicts and troubles in the process of business negotiations are often small things that the other side or other national partners would simply not attach importance to.

Representatives of the post-Soviet space, the CIS countries, have good business potential, but it is not surprising that they can be hindered mostly by a banal lack of experience. Domestic partners more often prefer such a position as criticism of the other side's proposals, while not putting forward their own options for constructive solutions. Quite often, due to the insufficient culture of business communication, their position either turns out to be excessively confrontational or, on the contrary, unreasonably accommodating.

In addition to what has been said, we note that the emotional extremes of domestic partners are considered by many representatives of foreign parties as unconditional hostility, while others interpret it exclusively as a carrier of higher state and economic wisdom.

Thus, despite the fact that a certain standard of the culture of business communication is constantly being formed in the world, even today there are such significant differences in the typical norms of the culture of business communication as behavior, openness, independence, responsibility of representatives of different countries. Therefore, as a conclusion, I would like to note that in the process of joint economic activity for the management of Ukrainian campaigns, it is important to master the peculiarities of business communication with potential partners in order to avoid an accidental insult to the interlocutor, which can significantly worsen business contacts, compliance with norms, mostly even unwritten laws of business communication, investment, etc.

Citing above examples of typical behavior in the process of business communication of different countries and peoples and ending the opinion with national positions of culture, mentioning before that the general, typical signs and forms of ethics of business communication, the authors consider it expedient to focus attention on the generally accepted norms of national principles of communication culture and directly itself, typical communication scheme, namely:

COMMUNICATION = SENDER – RECEIVER – RESULT.

It is in the context of this seemingly simple scheme that all the principles of the culture of business communication are built.

It should also be noted that the topic of the scientific work is aimed specifically at the process of ethics of BUSINESS communication. And this process is present in almost all spheres of an individual's life. Views, indicators, and conclusions change over time. But it is difficult to change traditions, mentality, morality, typical features of one or another sphere of human life. Therefore, the generally accepted norms of the culture of communication will always be standard, constantly being supplemented with new norms, principles and rules, which actually corresponds to the modern position of the scientific and technical process as a whole.

Continuing the topic of communication culture, as the basis of interaction between people, it is worth highlighting the following, conditional stages of communication types and focusing on their key points.

The first thing I would like to note is that the culture of communication as a whole is a collection of certain standard methods or so-called traditional stages. The main task in this context is to find out in a timely manner which type of communication in this case may be appropriate and, most importantly, effective. That is, we offer several classic (typical) stages of communication, using which in practice you can hope to obtain a specific result.

Each of the communication culture models can have both positive and negative results. We talked about this above. Therefore, you should not take into account the so-called uniqueness of each life situation and the possibility of the right to choose to receive one or another consequence.

Therefore, the "motivational-initial" stage of communication is rightfully considered one of the first and reproduces the initial stage of communication (conversations, negotiations, etc.). Its structure includes the formation on both sides of the communication process of positive motivation, interest and conscious attitude to the generalized process of a specific situation, possession and demonstration of the culture of professional communication as a mandatory and necessary condition for further efficiency and effectiveness for both sides of the communication process. The parties at this stage study each other. All possible alternatives and options are calculated. And, most importantly, the first conclusion about the future outcome is made for the participants of the negotiations.

Here it is important to correctly assess the current situation and model the further behavior of the opposite party in the negotiation process. It is not possible to do this with certainty, because none of the parties can know the true motives of the interlocutor. And here a personal sense of business and psychological tact, intuition, experience comes in handy.

At this stage, a decision is made about further continuation (provided a positive development of the situation) or termination of communication (provided a negative development of events).

Activity-practical (main) stage of communication culture management. Here it is important to note that if the general communication process enters this stage (stage), then both parties have found a common understanding and both are satisfied with the probable future results. It can rightly be considered that the transition to this stage is nothing but half the success. It is important here to consolidate the already existing format of communication and supplement the already existing frame with new, regular elements.

One of these elements is the so-called guarantees. Provided any format of communication, regardless of the topic, reasons, motives, goals, etc. guarantees have always been a strong argument. Here it is important to assure the opposite party of its own reliability and practicality. Guarantees can be different, at least if we talk about them in the context of the ethics of business communication, then it is worth noting

that they can have the most diverse format. In the world of officials, there is a concept that sounds like "... with loss of trust...". We are not talking about any specific material, visible actions. As a rule, the main role here is played by the word, which appears in the form of the same guarantees. A word that is supported by the authority of each of the parties and, of course, concrete actions.

It should be noted that even this stage is not a guarantee of a successful conclusion of the negotiations. The reasons for this can be very different, but they also have their own typicality. For example, it can be a lack of guarantees, confidence, new aspects, spins, nuances, turns of a specific issue, force majeure situations, differences of opinion that have arisen or may arise in the process of negotiations. Therefore, this stage can be conditionally considered final in the general context of communication, taking into account the above.

Modeling the communication process further and taking into account that both parties continue to act within the framework of common interests and the content of the negotiations suits each of the parties, the third stage of communication comes into effect - the final one.

At this stage, the parties agree on the outcome. All formalities are being clarified. Each of the parties is in the stage of feeling the successful completion of the negotiations. Additional nuances of the dialogue can be raised, which usually end with a positive decision.

For the most part, the final stage is really considered the final stage, in the full sense of the word, actually, as we noted above. But in fact, given the depth of what we call the "communication process", there is another stage. We will call it the "stage of work on the result".

Its content is that each of the parties to the communication, having made a number of efforts, gets the desired result. And now it is important to evaluate its practicality. Is this really what we wanted? Does it actually reproduce our concept? Is there a need for further cooperation with this opposite side of the communication process? In a word, did the method justify the result? In other words, this is a kind of "work on mistakes".

Summarizing all of the above, we would like to note once again. The communication process of communication culture is primarily a creative process. It is a process that does not have clear limits and boundaries. However, there is a certain algorithm. And on the basis of this algorithm, we determined a certain logical sequence and complementarity of the stages of conducting business negotiations (although it can be another type of communication), which is a natural reason to hope for positive results for both sides of the negotiations.

Of course, the proposed stages of communication and their results are conditional. Their structure and content can be supplemented and changed, but, as already mentioned above, there are generally accepted and typical methods of communication. Techniques that have a typical "foundation", and what the "superstructure" and the result will be, are for communicators to decide.

Summing up certain, conditional summaries of the culture of communication as the basis of interaction between people, we will once again note the multifacetedness of this concept and the process as a whole. Today, it is difficult to define a concise set of characteristics of the culture of business communication in the context of a certain template. The topic is clearly multifaceted. In addition, the process of culture is constantly developing. It is quite difficult to call it sustainable in today's conditions. Therefore, the task of society as a whole is constant self-development, self-improvement, and moral growth.

The problem is that culture is closely connected with such an important concept within the framework of our research as traditions. And we know how, in the context of a very short period of time, not only the manners of our people (society), but also its traditions have changed. All this speaks of the constant development of the culture of the individual, the state, the people, the country. To what extent this trend is correct, we can only observe. After all, we are only partially able to make a significant impact on the overall development process of society. Therefore, we have to adapt, while showing our shades of independent personality. After all, a person who goes beyond the generally accepted norms of society automatically becomes outside its boundaries.

In our creative work, attention is focused only on the general trends of modern communication culture. The so-called foundation. However, we note the enormous scope of the ethics of cultural communication between people. Its uniqueness, originality and individuality. We have characterized the classic methods of modern communication culture, thereby leaving it up to the communicator to independently determine the effectiveness of each of them.

Culture shapes society, and society shapes culture. This continuous process is in constant motion. It is interesting, multifaceted and endless. And the task of each of us is our own search for ourselves and our own contribution to the overall development of such a serious mechanism called "Culture of business communication".

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