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# Etiquette and basics of international protocol



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ETIQUETTE AND BASICS  
OF INTERNATIONAL PROTOCOL

Textbook

Electronic edition

Dnipro  
2024

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Навчальний посібник з курсу «Етикет і основи міжнародного протоколу» (англійською мовою) висвітлює зміст основних тем у відповідності до програми курсу. Цей посібник можна рекомендувати для здобувачів освітнього ступеня бакалавра з міжнародних економічних відносин та менеджменту, а також усіх зацікавлених у розвитку компетентностей, важливих для успішної кар'єри.

Посібник включає систематизований виклад основних проблем етикету та протоколу в кроскультурному контексті, практичні та аналітичні завдання, а також матеріали для перевірки засвоєння знань і отримання практичних навичок. Він може бути використаний як для виконання завдань в аудиторії, так і для самостійної роботи.

**Shkura I.**

Sh 66      Etiquette and basics of international protocol: Textbook [Electronic resource] / I. Shkura, R. Kliuchnyk. – Dnipro: Alfred Nobel University, 2024. – 95 p.

ISBN 978-966-434-582-5

The textbook on the course “Etiquette and basics of international protocol” (in English) reveals the content of the main topics in accordance with the program of the course. This manual can be recommended to learners pursuing a bachelor’s degree in “International Economic Relations”, “Management”, and others who are interested in developing relevant competencies essential for successful career development.

The textbook includes a systematic presentation of the main issues of etiquette and protocol in a cross-cultural context, practical and analytical tasks, as well as materials to test the mastery of the content and the acquisition of practical skills. It can be used to master the course both in classroom settings and for self-study purposes.

**УДК 341.75**

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## **THE AIM OF THE COURSE IS**

to equip students with the theoretical knowledge and practical skills necessary for future professional activities concerning etiquette and international protocol. It includes understanding their application in both organizational and international settings, as well as the arrangement of social and professional networks, moreover, collective and individual behavior.

The course helps students understand the role of business etiquette and international protocol in modern business communication and negotiation activities. It also delves into the nature of cross-cultural behavioral differences and the rules governing social and professional relations, including collective and individual behavior.

## **MAIN COMPETENCIES**

Knowledge and understanding of the subject area and professional activities

Ability to communicate at the professional and social levels using professional terminology, including oral and written communication in state and foreign languages

Ability to constantly improve the theoretical level of knowledge, generate and effectively use them in practice

Ability to plan and manage time effectively

Ability to engage in abstract thinking, analysis and synthesis

Ability to work in a team

Ability to determine the functional features, nature, level and degree of relationships between the subjects of international economic relations at different levels and to establish communication between them

Ability to justify the use of legal, economic and diplomatic methods (tools) for resolving conflict situations at the international level

## **Compulsory reading**

1. R. J. Thomas. Excuse Me: the survival guide to modern business etiquette., 2017
2. Pachter B., The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, 2013 – 256 p.
3. L. Beamer, I. Varner. Intercultural communication in the global workplace, 2018
4. R. Gesteland. Cross-Cultural Business behavior, Copenhagen BS Press, 5<sup>th</sup> edition, 2012

## **Recommended reading**

1. Dyad'ko Y., Kosyakina E. Etiquette and Basics of International Protocol: textbook / Y. Dyad'ko, E. Kosyakina. – Dnipropetrovs'k: Alfred Nobel University, 2013. – 124 p.
2. Martin, J., & Chaney, M., 2008. Global Business Etiquette, Greenwood press.
3. Slater, C., 2008. Good Manners and Bad Behaviour, Matador.

## **Theme 1.**

### **Society, social norms and etiquette.**

- 1.1. Society and social norms
- 1.2. Basic terms and definitions
- 1.3. Types of etiquette
- 1.4. Business etiquette
- 1.5. Etiquette of individual workspace
- 1.6. Basic principles of time management

### **1.1. Society and social norms and etiquette**

**Humans** are biosocial beings that have special features:

- Language
- Abstract thinking
- Will
- Consciousness

An **individual** is a human with its biological features



**Personality** is a person as a subject of social life and conscious activity



**Individual personality** - is a unique person in the fullness of his physical and spiritual qualities



**Citizen** - is a legally-recognized member of a state, with associated rights and obligations



**Social norms** are shared standards of acceptable behavior by groups



## Social norms

### Written

- Laws
- Agreements
- Instructions

### Unwritten

- Customs
- Etiquette
- Moral norms

**Socialization - is the process of internalizing the norms and ideologies of society**



## **Socialization**

### **Primary**

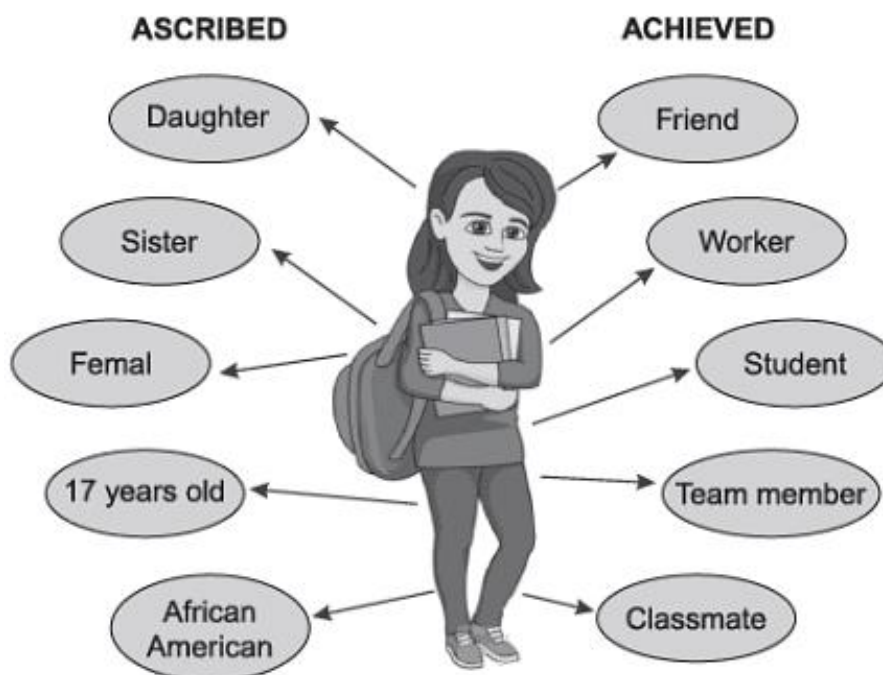
- Parents
- Relatives
- Teachers

### **Secondary**

- Army
- University
- Job

**Social role** - a set of connected behaviors, rights, obligations, beliefs, and norms as conceptualized by people in a social situation

**Social status** - is a set of connected behaviors, rights, obligations, beliefs, and norms as conceptualized by people in a social situation



Source: <https://www.coursehero.com/sg/introduction-to-sociology/social-roles-and-identity/>

# Behavior

Normal



Deviant



**Social stratification** – is inequality between people who belong to different social groups.

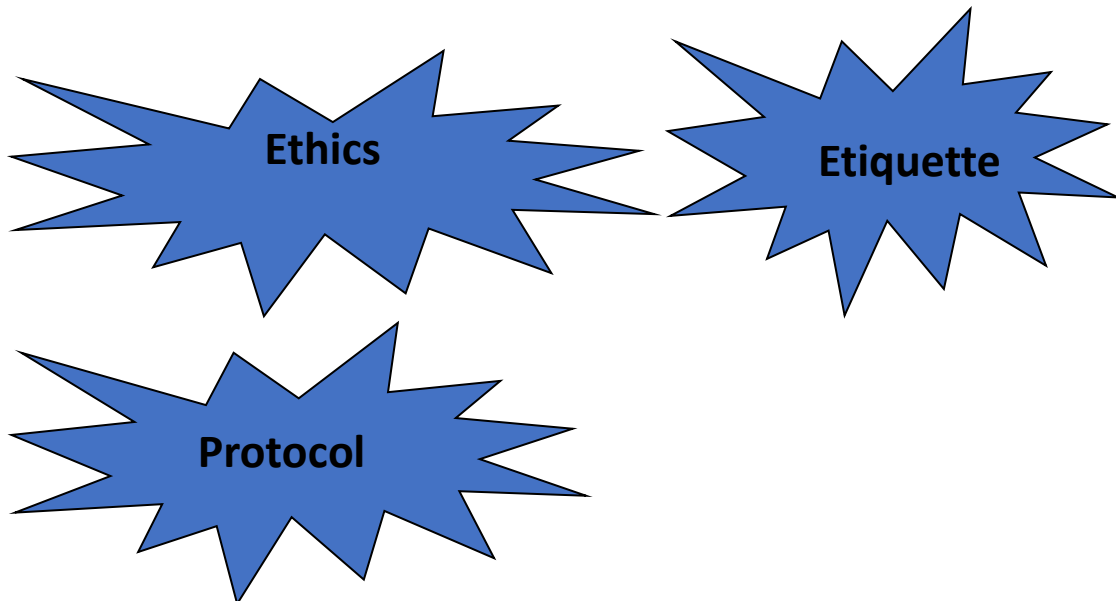
Social stratification exists in every society



# Social mobility



## 1.2. Basic terms and definitions



??? What is the difference between these terms?

## Ethics

**Ethics** or **moral philosophy** is the branch of philosophy that involves systematizing, defending, and recommending concepts of right and wrong conduct

## What is Etiquette?

**Etiquette** is a code of behavior that delineates expectations for social behavior according to contemporary conventional norms within a society, social class, or group.

The French word [étiquette](#), literally signifying a tag or label, was used in a modern sense in English around 1750. Etiquette has changed and evolved over the years.

Source: <https://www.merriam-webster.com/dictionary/etiquette#:~:text=The%20French%20word%20%C3%A9tiquette%20means,something%20for%20description%20or%20identification.>

*In a broad sense, **etiquette*** - a set of rules of conduct relating to the external manifestations of attitude towards people, treatment with others, forms of address and greetings, the standards of conduct in public places, manners and clothes.

Etiquette serves as an international “language” governing the rules within rapidly evolving international business communication. The types of etiquette vary depending on factors such as region, country, individual position, and profession.

The **subject** is to enhance the effectiveness of business activity conducted across borders.

*In a narrower sense, **etiquette** is* a form of behavior, courtesy rules adopted in a given society.

Etiquette concerns the rules of polite behavior between **individuals**.

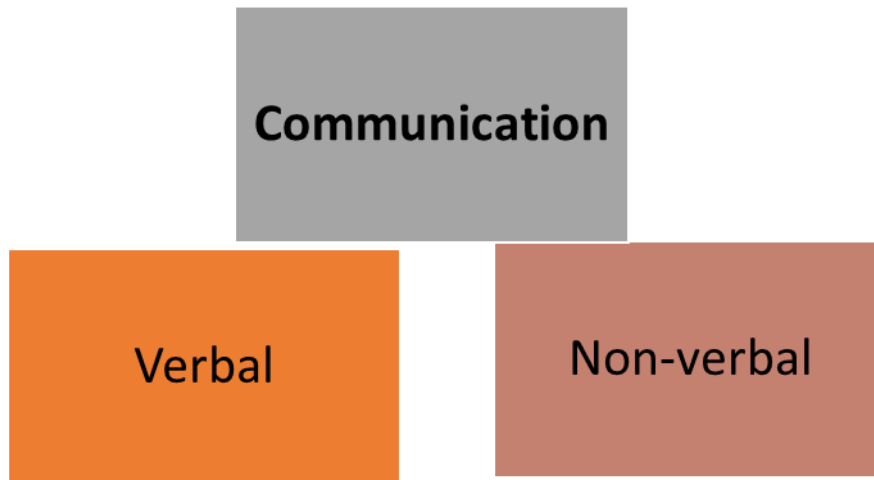
## International protocol

**Protocol** is the official form of procedure used in the affairs of States and diplomatic relations.

**Protocol** is commonly described as a set of **international courtesy rules**.

These well-established and time-honoured rules have made it easier for nations and people to live and work together.

## Communication as a basis of etiquette



## Communication rules for success

- Communicate with your partner in a shared **language**
- Demonstrate the **significance** of the partner, respect for him
- Emphasize **community**
- Display interest in your partner's problems.

## Barriers to effective communication



**???** Think about your experience to overcome barriers in communication

### 1.3. Types of etiquette

- Business
- Diplomatic
- Court
- Military
- Pedagogical
- Medical
- Civil

## ??? Is there a single global ETIQUETTE?

### Factors of etiquette differentiation:

- History
- Culture
- Traditions
- Religion

### 1.4. Etiquette of individual workspace

- Keep the space **professional and neat** with appropriate personal touches
- Whether it is a cubicle or office, **respect others' space**.
  - **Don't interrupt** people on the phone, and don't try to communicate with them verbally or with sign language.
- **Limit personal calls**, especially if you work in a space that lacks a door.
  - Learn when and where it is appropriate to use your **cell phone** in your office.
- **Food consumption** should generally be regulated. Smells and noise from food can be distracting to others trying to work.

Source:

<https://www.careereducation.columbia.edu/resources/tipsheets/skills-business-etiquette>

## Some Do's and Don'ts at workplace

- Never adopt a casual attitude at work.
- Refrain from peeping into others' workstations.
- Put your phone on silent or vibrate mode while at the workplace.
- Don't open anyone else's notepads registers or files without their permission.
- Cover your mouth when sneezing or coughing in public.
- Avoid popping chewing gum in front of coworkers; it's unprofessional.

- Avoid engaging in nasty politics at the workplace.
- Refrain from criticizing or making fun of any of your colleagues.
- Be mindful of your pitch and tone while at the workplace.
- Always attend meetings or seminars with a notepad and pen.
- Ensure that all relevant recipients receive information in the desired format.
- Arrive at the office on time.
- Avoid wearing revealing clothes to work.
- When having lunch together, wait until everyone has received their food before starting.
- While having lunch together, do not start till the others have received their food.

- It is unethical to share confidential data with external parties or individuals not affiliated with the organization.
- Avoid bringing personal tasks or work to the office.
- Park your car in the designated space assigned to you.
- Refrain from drinking alcohol while at work; smoke only in designated smoking zones.
- Female employees should adhere to minimal makeup guidelines.

## **1.5. Basic principles of time management**

### **Effective tools for time (self)-management**

- **Eisenhower window**
- **Timeboxing**
- **Pomodoro technique**

## Eisenhower window (box)



## Timeboxing

Timeboxing is a simple time management technique that involves allotting a fixed, maximum unit of time for an activity in advance, and then complete the activity within that time frame.








Source: <https://www.mindtools.com/pages/article/timeboxing.htm>

## Pomodoro technique



### WHAT IS THE POMODORO TECHNIQUE?

A method for staying focused and mentally fresh

- |               |   |   |
|---------------|---|---|
| <i>STEP 1</i> |    | Pick a task   |
| <i>STEP 2</i> |   | Set a 25-minute timer                               |
| <i>STEP 3</i> |  | Work on your task until the time is up              |
| <i>STEP 4</i> |  | Take a 5 minute break                               |
| <i>STEP 5</i> |  | Every 4 pomodoros, take a longer 15-30 minute break |

Source: The Pomodoro Technique — Why It Works & How To Do It (todoist.com)

**?? Which time-management techniques do you use and why?**

**Construct Eisenhower box for your next month.**

## Theme 2.

### International Communication: Norms and Deviations

- 2.1. Business writing
- 2.2. Phone etiquette
- 2.3. Etiquette of business cards
- 2.4. International public relations
- 2.5. Communication in mass media
- 2.6. Business and political scandals
- 2.7. Euphemisms and hate speech

### 2.1. Business writing

Business writing is a form of written communication characterized by a standard structure and style. It is tailored to address the needs of specific audiences and typically employs prose and lists to convey information on topics relevant to business.

#### Elements to Consider Before Writing A Business Document:

##### The Purpose:

*to inform to persuade to argue*

*to invite*

*to confirm information*

*to make an inquiry to ask for approval to reject or approve*

*to propose or suggest*

## **The Audience:**

*Why does the reader care?*

*How does the reader benefit?*

*What should the reader do?*

*When should the reader do it?*

*What happens if the reader does take action?*

*What happens if the reader doesn't take action?*

*Who else will benefit? Why?*

*Where does the reader go for more information?*

## **Structure of business letter:**

***Letterhead or Company Logo/Header***

***Sender's address***

***Date***

***Inside address***

***Salutation***

***Subject line***

***Body of the letter***

***Complimentary close***

***Signature***

***Identifying initials***

***Enclosures***

***Postscript***

***Copy Notation***

Sources: <https://www.indeed.com/career-advice/career-development/request-for-approval-letter>

<https://www.indeed.com/career-advice/career-development/business-letter-parts>

### **Write business letter according to the situation**

Role A. You represent educational institution and responsible for the organization of forum concerning the reform of higher education. Write an invitation letter to the possible speaker from the one leading University.

Role B. You are representative of the one leading University. You have received the invitation to take part in the forum concerning the reform of higher education. You are really interested to take part in this event, however for the same date you have official trip to the partner institution. Write an appropriate reply for the invitation.

## **2.2. Phone etiquette**

- ✓ **Answer the call within three rings.**
- ✓ **Immediately introduce yourself upon answering.**
- ✓ **Speak clearly.**
- ✓ **Use speakerphone only when it's necessary.**
- ✓ **Actively listen to the caller and take notes.**
- ✓ **Use appropriate language.**
- ✓ **Remain cheerful.**
- ✓ **Ask for permission before putting someone on hold or transferring the call.**
- ✓ **Be honest if you don't know the answer to a question.**
- ✓ **Be mindful of your speaking volume.**
- ✓ **Regularly check and respond to voicemails left for you.**

## Would you write a text message or record a voicemail? Why?

### 2.3. Etiquette of business cards

1) Always carry your business cards with you, whether at home or in the office.

2) Keep your cards in a business card case or another protective holder to prevent wear and tear.

3) Ensure you know the whereabouts of your business cards at all times.

4) Hand them out with discretion.

5) Giving or receiving cards, use your right hand –the hand of discretion.

6) Present your card so the recipient can read it without needing to turn it around.

7) Always offer a comment about a card receiving it.

8) Keep your business cards updated.

9) Refrain from writing personal notes on someone else's business card unless relevant to the exchange.

10) Avoid appearing aggressive with business cards. Wait to be asked for yours.

**On business cards at the top left or bottom right corner such notes are made:**

- - p. f, (pour fete) - greetings on the occasion of the feast;
- - p. f. N. a. (Nouvel An) - greetings on the occasion of New Year holiday;
- - p. p. c. (pour prendre conge) - goodbye before leaving for long;
- - p. c. (pour condoleances) - expression of condolences;
- - p. z. (pour remercier) - expression of gratitude
- - p. f. c. (pour fair connaissance) - expression of satisfaction with acquaintance;
- - p. p. (pour presentation) - introduction.



**Analyse this business card or other cards you have. What information is appropriate, and what is not? Why? Could you recommend ways of its improvement?**

## **2.4. International public relations**

Public relations (PR) is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.

International public relations (IPR) deal with participants from different countries.

## **Directions and goals of international public relations**

*By the **PR direction** we mean the whole set of specific tasks the successful solution of which predetermines the achievement of the general PR goals.*

*When we speak about the general **IPR goals**, we point out what we finally expect from this very activity.*

*When we speak about the **IPR mainstreams** we emphasize what has to be done to achieve our goals.*

Each direction presupposes the solution of the specific problems and the usage of these or those methods. Speaking about IPR methods, we point out how exactly we should act to achieve our goals.

### **Among the IPR directions we distinguish:**

- 1) current information management (CIM);
- 2) image-making.

### ***Current information management (CIM)***

The methods of CIM are:

- 1) holding press conferences;
- 2) holding briefings;
- 3) distribution of press releases;
- 4) organization of interviews;
- 5) providing Internet-sites.

The most large-scale *image-making methods* are:

*usage of the outstanding events (exhibitions, sporting competitions, etc.);*

*organization of the so-called “special events” (performances of the celebrities; press publications which accentuate these or those qualities of the IPR subject; meetings; commemorative events and so on).*

## **2.5. Communication in mass media**

- Mass media are media that reach a large audience via mass communication.
- Social media (Facebook, X, Instagram, Telegram, etc.) can also be considered as mass media.
- The norms of etiquette are very often violated in mass media.

### **Press conference**

Press conferences, that is specially organized meetings of the official representatives of the PR subject with the journalists who are allowed to pose their questions to the organizers of this press conference according to the time limit.



## Briefing



Briefings, that is convocations and brief notifications of the journalists without letting them ask questions. As a kind of compromise between the interests of the PR subjects and the

interests of the journalists, the briefing is very convenient when it is both undesirable to keep silence about the current events as well as to carry on an active (like on the press conference) dialogue with the journalists.

## Press release

Press releases, which are special information bulletins containing *data for immediate publication in the mass media*.

When events unfold quickly and journalists do not have enough time, at least initially, to collect complete information themselves, press releases serve as ready drafts for the first article and are accepted by them.

Thoroughly planned conversations initiated by the PR subject are beneficial for both parties. In such situations, both sides win. Journalists gain **exclusive access to the information** they are interested in, while the PR subject, in turn, represents their **own point of view through mass media channels** without the risk of being posed impartial questions, as often happens during press interactions. conferences.



## Internet sites

Electronic sites possess unique advantages. The information can be updated on a real time and represented in colorful and easy-to-understand formats.

## **General requirements to the preparation and presentation of information:**

- a conscientious preparation of the information message;
- a clear differentiation of the authorities of those who distribute the information;
- a clear exposition of the information distributed.

During the exchange of information with a foreign audience, we may encounter various problems which are usually the result of:

- mistake in choosing the recipient of information;
- mistake in selecting appropriate behavioral forms for interacting with a foreign audience (such as eye contact, distance).

### **What is a scandal?**

## **2.6. Business and political scandals**

- Mass media are media that reach a large audience via mass communication.
- Social media (Facebook, X, Instagram, Telegram, etc.) can also be considered as mass media.
- The norms of etiquette are very often violated in mass media.



Peter Gloystein, Economy Minister in the state of Bremen, poured a magnum of wine over a homeless man who was standing near the podium from which Mr Gloystein was speaking.

"Here's something for you to drink," he said as he poured the wine. "Who are you? Why are you doing this?" Mr Oelschlaeger asked. Mr Gloystein said he had met Mr Oelschlaeger later and apologised.

Source: <https://www.telegraph.co.uk/news/worldnews/europe/germany/1490005/Political-joke-on-vagrant-falls-flat.html>

A New Zealand MP Aaron Gilmore said to a waiter: "Do you know who I am? I'm an important politician".

He was made to stop his political career and started to harass journalists.

Source: <https://www.rnz.co.nz/news/political/135056/gilmore-makes-final-speech-to-parliament>





Yakaboo CEO Ivan Bohdan suggested that women spent money earned by men. Later he resigned.

Source: <https://kyivindependent.com/ceo-of-ukrainian-book-retailer-yakaboo-suspended-after-sexist-remark/>

Conservative MP and Chief Whip Andrew Mitchell offended police officers on duty outside Downing Street:

Best you learn your [...] place. You don't run this [...] government ... You're [...] plebs.

Source: <https://www.theguardian.com/politics/2014/nov/27/plebgate-andrew-mitchell-explain-non-brits>



## 2.7. Euphemisms and hate speech

An **euphemism** is an innocuous word or expression used in place of one that is deemed offensive or suggests something unpleasant.

- A euphemism is an innocuous word or expression used in place of one that is deemed offensive or suggests something unpleasant.
- The use of euphemisms is necessary in the modern communication.
- We use euphemisms in order to avoid naming of phenomena that can cause negative emotions.
- Also, euphemisms mask some inequalities and help avoid sexism, ageism, ablism, etc.

### Examples of euphemisms:

The new *Chairperson* of the African Union (AU), H.E. Mr. Idriss Deby Itno, President of the Republic of Chad, was elected today, Saturday 30 January 2016, by the Heads of State and Government of the African Union, during their 26th Ordinary Session holding in Addis Ababa, Ethiopia.

Source: <https://au.int/fr/node/19659>

Australia entered a period of low and sometimes *negative economic growth* in 1989.

Source: <http://theconversation.com/election-factcheck-qanda-has-australia-had-25-years-of-continuous-economic-growth-60242>

Japanese toymakers now see *senior citizens* as their most dynamic market.

Source: <https://vestibulares.estrategia.com/public/questoes/Texto-I-APPROPRIATE399a11b09da/>

Eight Russian *firefighters* were killed as they battled a blaze at a warehouse in eastern Moscow, in the latest deadly fire to hit the capital.

Source: <https://www.theguardian.com/world/2016/sep/23/eight-firefighters-die-battling-blaze-in-eastern-moscow>

Meanwhile, as you can see below, Trump did much better among *Hispanics* in the rural Southwest than Romney did.

Source: [https://www.washingtonpost.com/news/monkey-cage/wp/2016/11/17/rural-hispanic-voters-like-white-rural-voters-shifted-toward-trump-heres-why/?utm\\_term=.3521c250c7c3](https://www.washingtonpost.com/news/monkey-cage/wp/2016/11/17/rural-hispanic-voters-like-white-rural-voters-shifted-toward-trump-heres-why/?utm_term=.3521c250c7c3)

**Hate speech** is any communication, including in images, videos, songs, and so on, in language, writing or behavior - that is aggressive, degrading or discriminatory against a person or group of people, simply because of who they are.

Discrimination can be based on religion or ethnicity, nationality, race, color, origin, sex, health conditions, sexual orientation, gender identity, political views and other identity factors.



Estonia's interior minister **Mart Helme**:  
*Let our gays run to Sweden*

Source: <https://news.postimees.ee/7089490/interior-minister-to-deutsche-welle-let-the-gays-run-to-sweden>

**Kentaro Kobayashi**, the show director of the Olympics-2020 opening ceremony had been dismissed, one day before the event was due to be held, because of his jokes about the Holocaust.

Source: <https://www.theguardian.com/sport/2021/jul/22/tokyo-2020-director-of-opening-ceremony-sacked-over-1998-holocaust-joke>



**NB! Hate speech is inappropriate. It can not only heavily offend many people but also ruin your career and social status!**

## Theme 3.

### Image: international aspects

- 3.1. Image: general information
- 3.2. The image of a public person
- 3.3. The basic requirements for the appearance and clothing of a business person

#### 3.1. Image: general information

##### Why is it necessary to create a better image?

**Image** is the figurative perception of a leader or organization. It can arise spontaneously or be a product of public relations.

**Goodwill** is the difference between the balance sheet value of a firm and its value as an integral property.

**The current type** is the one that objectively exists at the moment.

**The mirror type** is the impression that the leader himself believes he projects onto others.

**The desired type** is the image that the leader wants to get from the public.

**Substantiate image** is a personally constructed product of a person, both material and spiritual.

**A verbal image** includes words, expressions, and vocabulary.

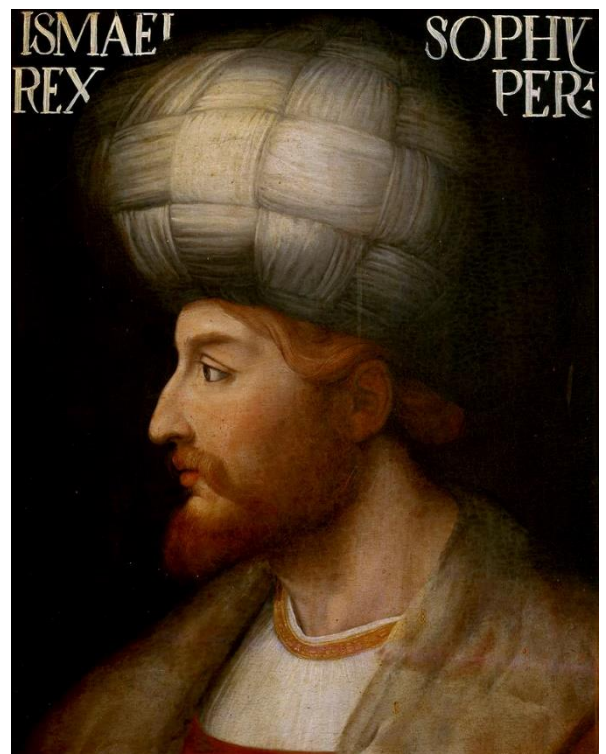
**A kinetic image** includes facial expressions, gestures, gait, posture, etc.

### 3.2. The image of a public person

To be a leader means to be...

... a poet

Iranian Shah *Ismail I* wrote in Azerbaijani, Turkish, and Persian.



... an artist

**Winston Churchill** was good at painting.



... a scientist

**Emperor Hirohito**

was a marine biologist



***A bus is an element of Johnson`s image***



***Your attitude to pets can also be a part of your image. :)***



Dutch King **Willem-Alexander** had an unusual part-time job. He was a full-time monarch and flew passenger aircraft in his spare time.



**What is your favourite leader? What can you say about his or her image?**

Harry Harris, US ambassador to South Korea, has been criticized for his moustache, which reminds many South Koreans of the period of Japanese colonial rule.

Finally, he shaved his moustache off.



Source: <https://www.theguardian.com/world/2020/jan/17/us-ambassadors-moustache-gets-up-south-koreas-nose>

### **3.3. The basic requirements for the appearance and clothing of a business person**

Business attire refers to the clothing you wear at work, whether that's on a work Zoom call or for an in-office business meeting. The appropriate attire varies depending on your workplace, the industry, and the country or region.



1. Understand what is appropriate in your industry.
2. Ensure your clothes fit.
3. Avoid overly revealing attire.
4. Wear glasses that fit.
5. Dry your hair.
6. Pay attention to your bag's appearance.
7. Avoid wearing strong perfume.
8. Choose nude pantyhose for a modern look.
9. Wear well-kept and polished shoes.
10. Avoid wearing ankle socks with slacks.
11. Get regular pedicures.
12. Avoid over-accessorizing (dangly bangles distract).

13. Ensure your jewelry does not make noise when worn.

14. Pay attention to your watch.

15. Facial hair shouldn't overwhelm your face.

16. If growing facial hair, start on a weekend or during vacation tie. Regularly trim your beard for a polished look.

17. Wear rich colors to portray authority.

18. Avoid neon colors and overly flashy clothes.

Source: Rules of Appearance in the Modern Workplace ([businessinsider.com](https://www.businessinsider.com))

**Form the list of recommendation for your friend (female or male), who are going to her/his first job-interview.**



The British appreciate traditional business attire and clean, well-groomed presentation. Be neat, clean and well put together. While some industries are modernizing to allow more casual dress, the safer bet is professional. This is especially true within the legal profession, which is particularly formal and traditional.



Source: <https://planetdepos.com/trending/content/business-etiquette-london-england-united-kingdom>

While a suit in Western countries can include some variety in color and design, in Japan it is quite important to stick to black,



gray or navy with a neutral shirt and tie. Even though Japanese business attire is very conservative, a quality suit will be taken note of. The neat, dark suit is code for respect.

Source: <https://www.realestate-tokyo.com/living-in-tokyo/japanese-culture/japans-dress-code/>



In Iran, women must always wear a long coat or tunic over their casual clothes and must cover their heads with a scarf.

Men should also wear long pants and long-sleeved shirts. A tie is not welcomed in Iran.



Source: <https://annaeverywhere.com/what-to-wear-in-iran/#:~:text=Iranian%20Women%20and%20Dress%20Code,and%20long%2Dsleeved%20shirts%20too.>

**NB! It is extremely dangerous for your image to violate the traditions (e.g. dressing) in Eastern countries. You should pay special attention to the religious norms when travelling to Islamic countries.**

France: deviations from canons are possible.

Germany, Switzerland: order in everything, restraint, shoes in perfect condition, minimum of decorations.

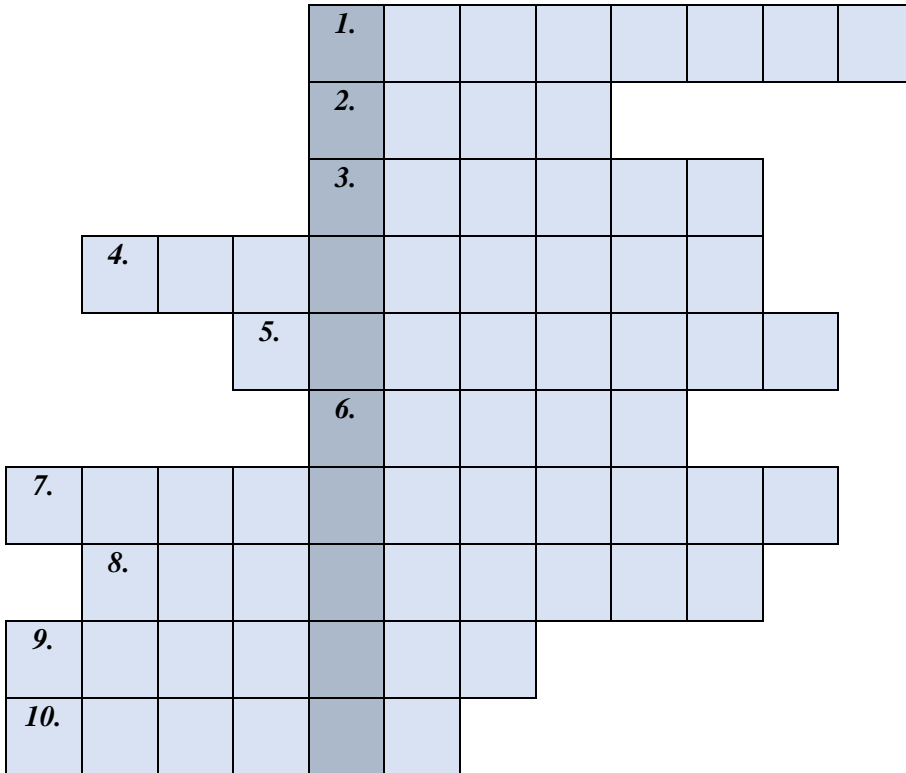
England: restraint, color harmony, brown is not desirable.

Some public people wear national clothes. For example, Indian politicians often do that. **Narendra Modi** usually does so.

Political leaders can also try national clothing to show their respect to national traditions of the nation (not only their own one). The Prime Minister of Hungary **Viktor Orbán** published a picture in the Kazakh shapan when visiting Kazakhstan in 2023.



## Check yourself!



Vertically:

An idea or opinion about someone or something

Horizontally:

1. Synonym for «unofficial»
2. ... sure your clothes fit.
3. Image is of great importance in the life of a business...
4. Facial hair shouldn't ... your face
5. Cross-cultural ... of the image
6. Wear well-kept, polished...
7. Don't over-...
8. Get regular...
9. Features of business clothes in different countries: England: restraint, color ..., brown is not desirable
10. Don't wear ... perfume.

## Theme 4.

### Business meetings and international delegations: main rules of behavior according to etiquette and international protocol

4.1. Presentation rules

4.2. Handshake

4.3. Seating protocol

4.4. Car protocol

4.5. Flag protocol

#### 4.1. Presentation rules

■ To present yourself, remember that you should first give your name, then your position and company.

*“Allow me to introduce myself. I am... from...” or “May I...”*

*“Hello, my name is .... and I work as... in...”*

#### Some Do's

- a man is introduced to a woman
- a younger person is introduced to an older one
- an unmarried woman to a married woman
- a junior official to the senior person

- a host is introduced to the guest (“courtesy to a stranger”)
- DO comment briefly on the backgrounds when introducing two people. Comment on some hobby or interest common to both.
- DO assist the newly acquainted people to carry on a smooth, amiable and congenial flow of conversation.

Source: Etiquette: Protocol of Introducing People - Right Attitudes

### When to rise

- a woman should not rise, barring a few exceptional cases such as in the presence of a State dignitary or religious head or a much older person.
- the man rises only the first time a woman enters the room. He does not rise subsequently when the lady departs and re-enters.
- a man must stand up whenever a woman comes to speak to him and continue standing until the woman sits down or walks away.
- the hosts must rise upon the arrival of each guest and warmly greet them.

## 4.2. Handshake

**Make a handshake with a few persons. Concentrate on your feeling, try to tell what kind of handshakes it were.**

- **The flabby handshake:** A limp handshake, often used by pessimists. Also known as a limp-fish handshake. Needless to say, this is the most unimpressive.
- **The prison handshake:** When the handshaker keeps your hand in his hand too long and indicating a lack of willingness to let go. Are they saying, “What’s in it for me”?
- **The robot handshake:** Offering the hand automatically, without apparent thought or feeling indicating disinterest or indifference.
- **The jackhammer handshake:** Shaking the hand vigorously to show power and determination often used by inflexible individuals. Their way is the right way!

- **The squeezing handshake:** Used by men to show their strength and power. It might mean covering up their feelings of insecurity. Some people might think this has sexual connotations.
- **The next-to-the-body handshake:** Keeping the arm close to the body while bending it at the elbow, used by risk-averse individuals like politicians.
- **The normal handshake:** a brief, firm handshake that is the best for conveying confidence and professionalism.

Source: Handshakes and greetings - [PPTX Powerpoint] (documents.pub)

## Why do people shake hands? Do you know the history of this tradition?

### Correct handshaking

- Ensure your hands are dry.
- Stand when introduced to someone.
- Shake hands on an even level.
- Extend your hand, look at the other person's eyes, and firmly grasp their hand.
- Shake once or twice, then release cleanly.
- It is a good idea to say your name and repeat the other person's name.
- A handshake usually lasts 3-4 seconds.



Yitzhak Rabin (Israel) and Yasser Arafat (Palestine) shaking hands.

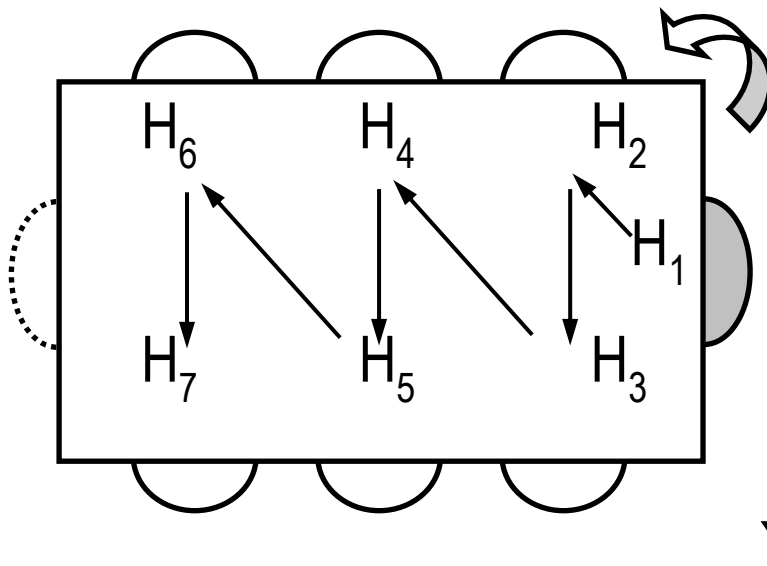


Bill Gates violates etiquette rules shaking the hand of Park Geun-hey (left hand in his pocket is not OK).

### 4.3. Seating protocol

The basics of making seating arrangements are simple:

1. Determine the precedence or rank of the guests (who is the most honoured, who takes the second place, etc).
2. Determine the precedence or rank of the chairs.
3. Place guest 1 on chair 1, then guest 2 on chair 2, and so on.

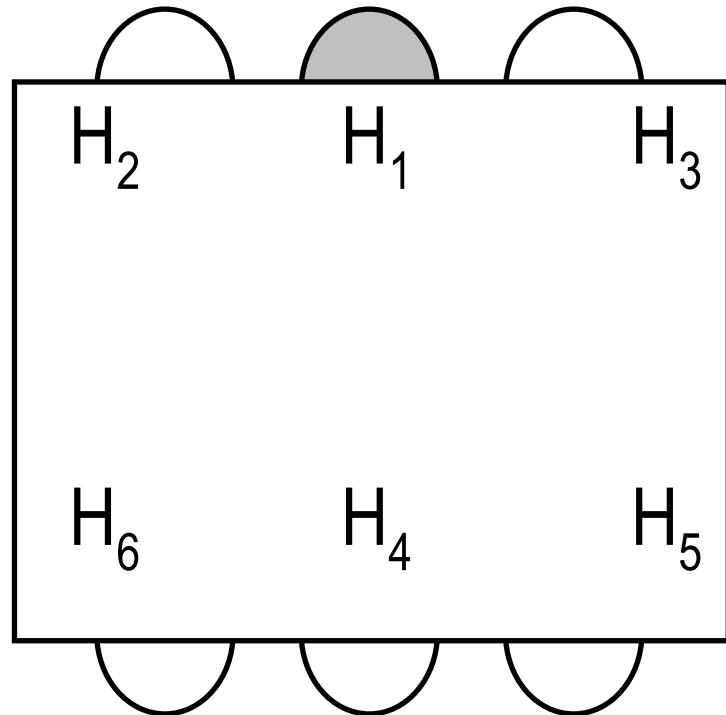


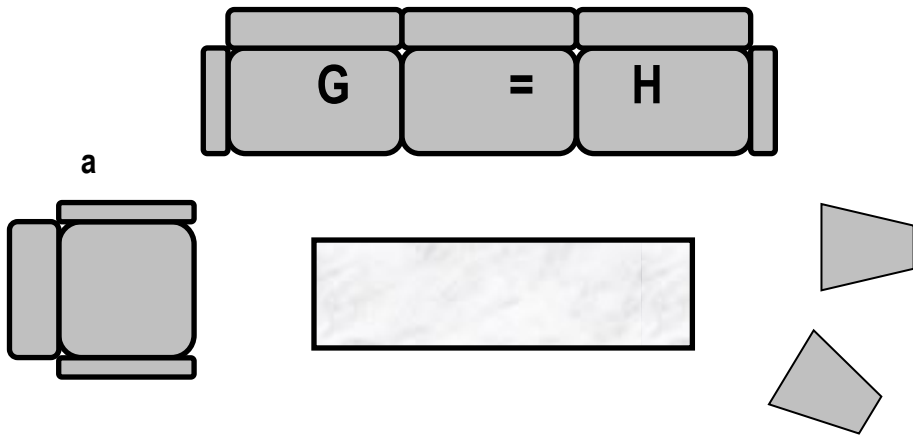
### English seating

The place of honor at this table is to the right side of the host ( $H_1$ ) because most people are believed to be right-handed.

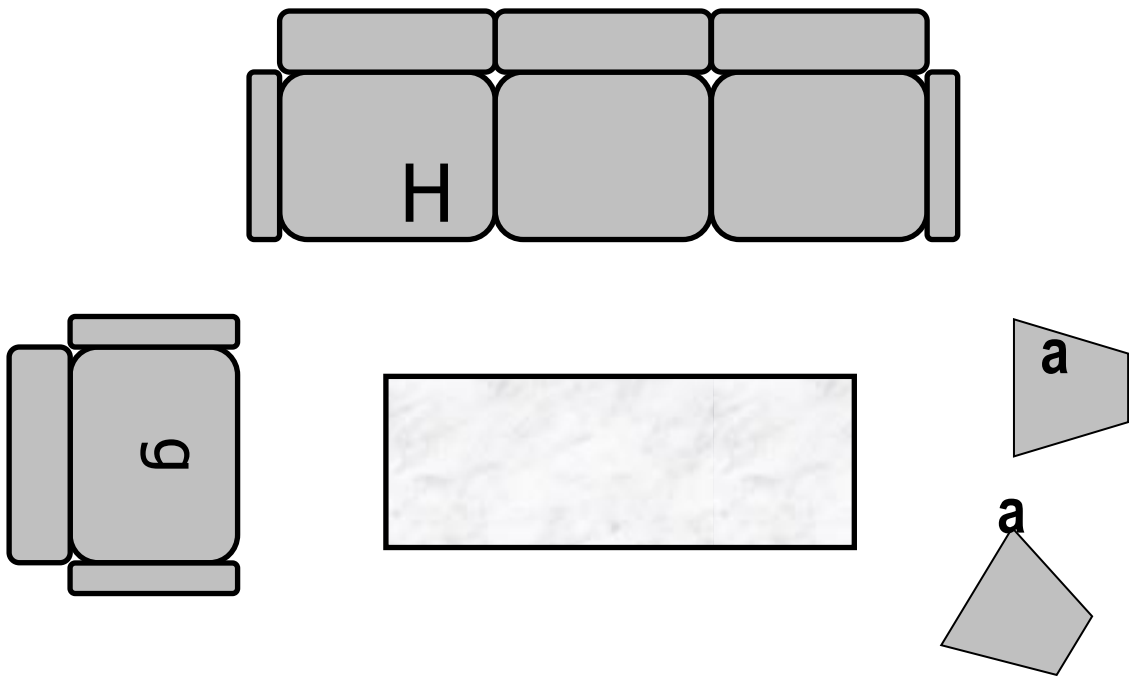
### French seating

The place of honor at this table is to the right side of the host ( $H_1$ ), and the next one is to the left of him (her). The other guests seat at the opposite side of the table.

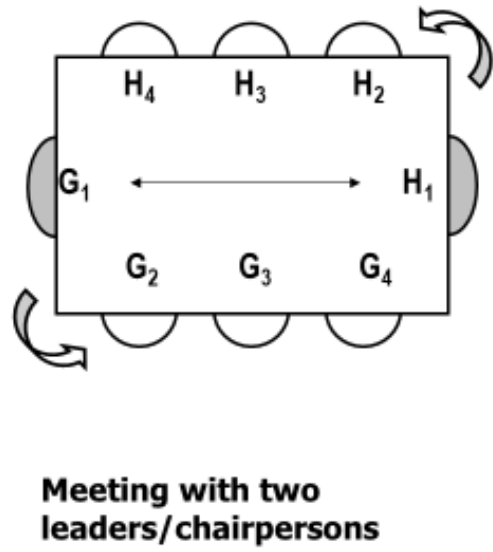
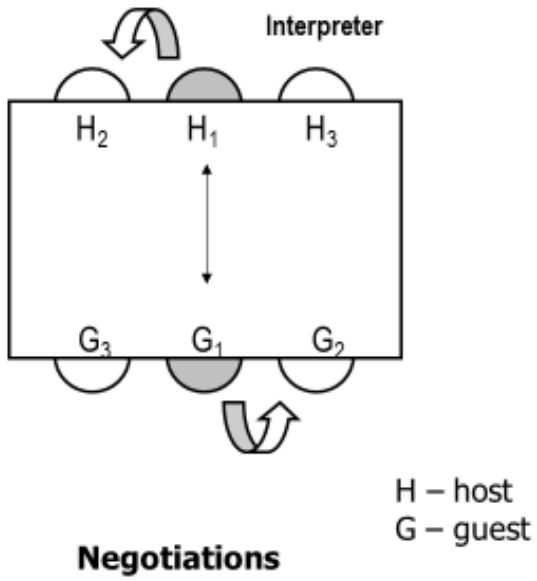




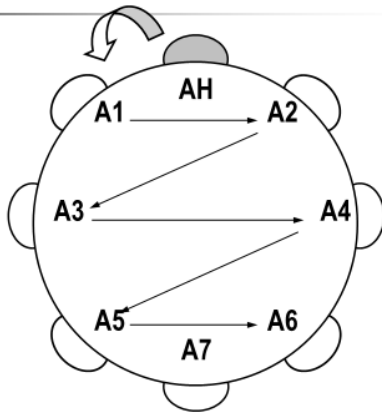
**When Guest and Host are the same rank**



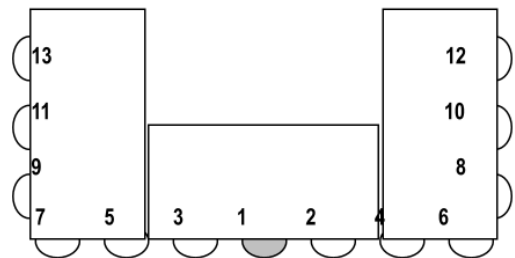
**When Host is more honoured than Guest**



## Roundtable



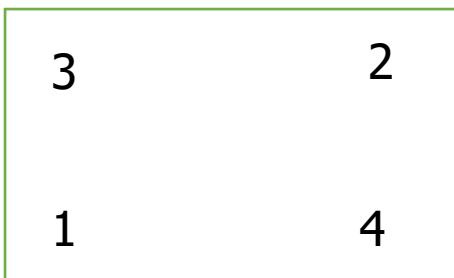
## U-table



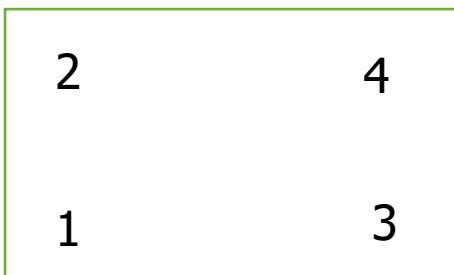
## 4.4. Car protocol

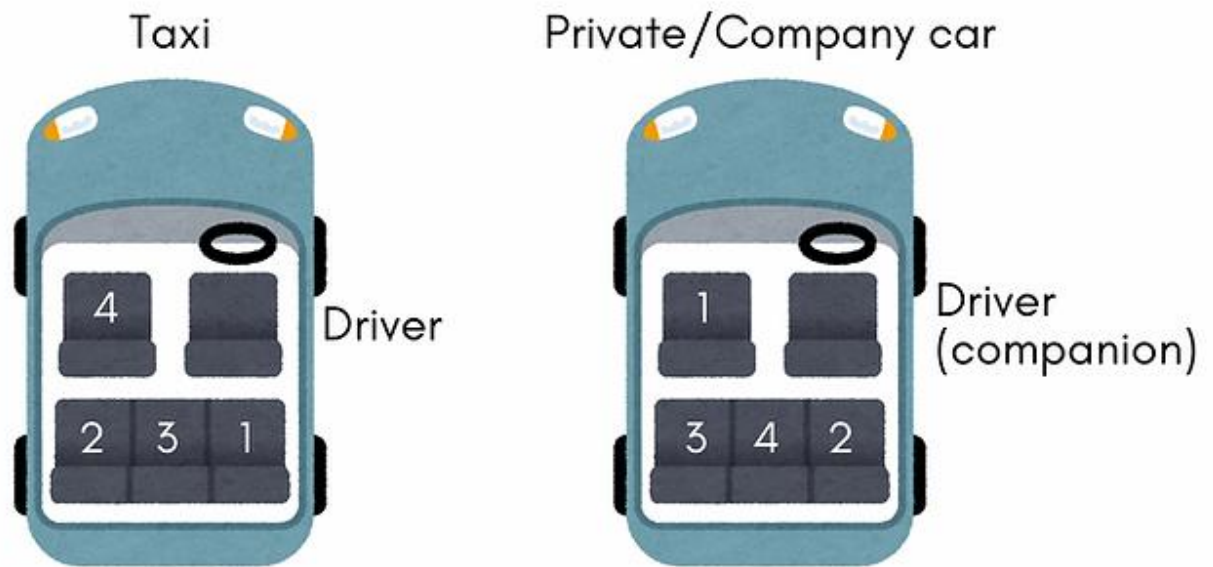


The number one general rule is that you always place the highest-ranking individual in the back-right seat of any vehicle, which is the place of honour.



- 1 – Guest
- 2 – Host
- 3 – Assistant of guest
- 4 – Assistant of host





*British variant: the wheel is on the right side*

## 4.5. Flag protocol

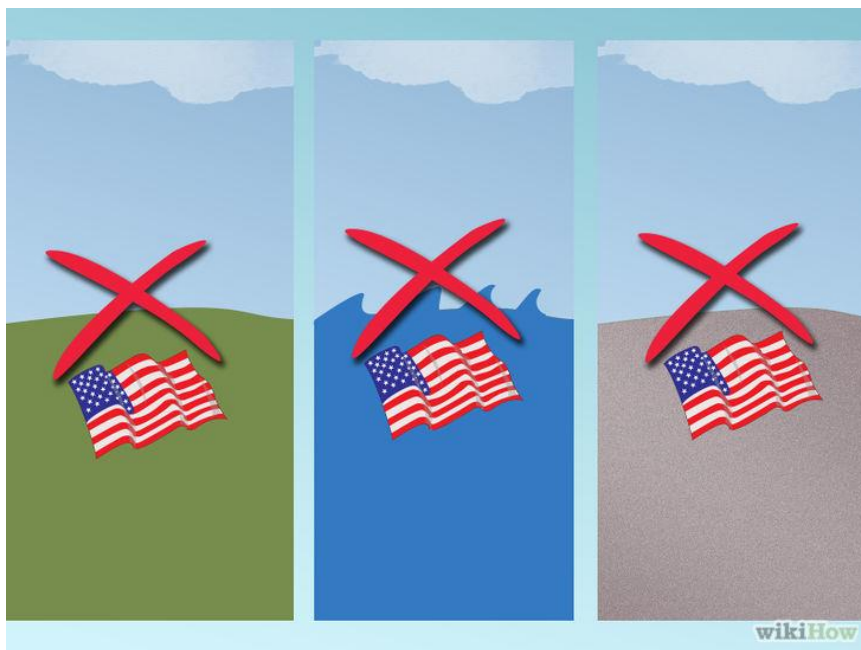
Each state has its symbols: a flag, a coat of arms and an anthem.

**Do you know some interesting facts  
about flags?**

State symbols must be respected by both citizens and foreigners.



The flag should never touch anything beneath it, such as the ground, the floor, water, etc.



The size of the flags should be equal.

You must never use a damaged flag.



### Example:

If the USA is the host country, then the flags could be arranged as following:



### Order of flags:

1. National flag of the country.
2. Foreign national flags (in alphabetical order in case of multiple countries).
3. Flags of international or multilateral organisations (UN, EU, NATO, etc.).

4. Flag of the state or province (in protocol order in case of multiple states/provinces).
5. City flag.
6. Organisation or company flag.
7. Other flags (e.g. Olympic flag or LGBTQ+ flag).

*Source: Protocol to Manage Relationships Today  
(Amsterdam University Press, 2020)*



The French alphabet is commonly (but not always) used for seating arrangements and flag protocol.



## Theme 5. International negotiations in accordance to the etiquette and protocol

5.1. Task-oriented vs relationship-oriented countries (cultures)

5.2. The essence and stages of business negotiations.

5.3. Non-verbal communication

5.4. Cross-cultural peculiarities of negotiating

### 5.1. Task-oriented vs relationship-oriented countries (cultures)

#### Essential cross-cultural differences:

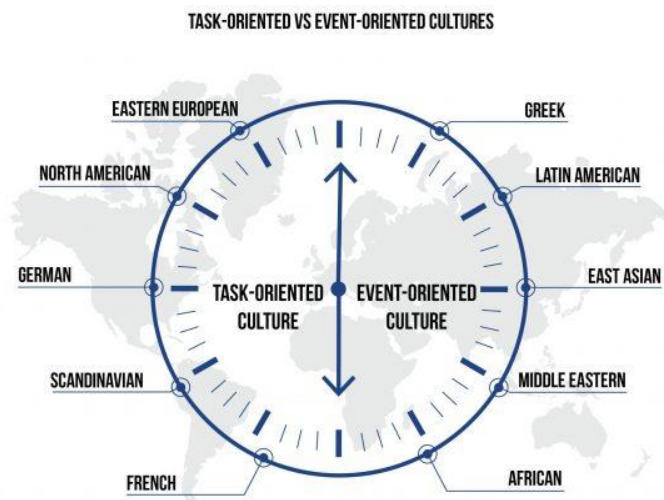
- language differences;
- national peculiarities of non-verbal communication
- attitude to the time
- style of communication (direct/indirect; high-context/low-context)

**What are the differences between English and Ukrainian in everyday communication?**

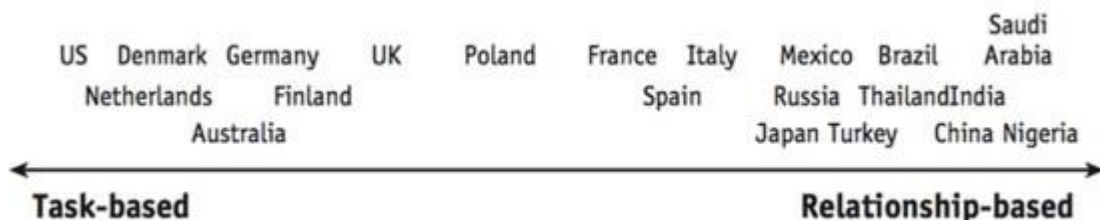
## Social characteristics of the ethnic and cultural groups of the world:

- social distance;
- individualism (collectivism) of the culture;
- fear of uncertainty;
- gender roles in the culture.

Source: <https://open.maricopa.edu/culturepsychology/chapter/hofstedes-cultural-dimensions/>



Source: Two Sides of Time: Task-oriented Cultures vs Event-oriented Cultures - International Friendships, Inc (IFI) ([ifipartners.org](http://ifipartners.org))



Source: Trusting: Task vs. Relationship Orientation – What is Culture?

## Task-oriented cultures (BC)

- Northern Europe and Germany
- The United Kingdom
- North America
- Australia and New Zealand

## Moderately task-oriented cultures

- South Africa
- Southern Europe
- CEE
- Chile, Southern Brazil, Northern Mexico
- Hong Kong Singapore

## Relationship-oriented (event-oriented) cultures

- Arab countries
- Africa, Latin America and Asia

**Task-oriented cultures** tend to prioritize efficiency and productivity over relationships, while **relationship-oriented cultures** value human connection over getting things done

## Time culture differences

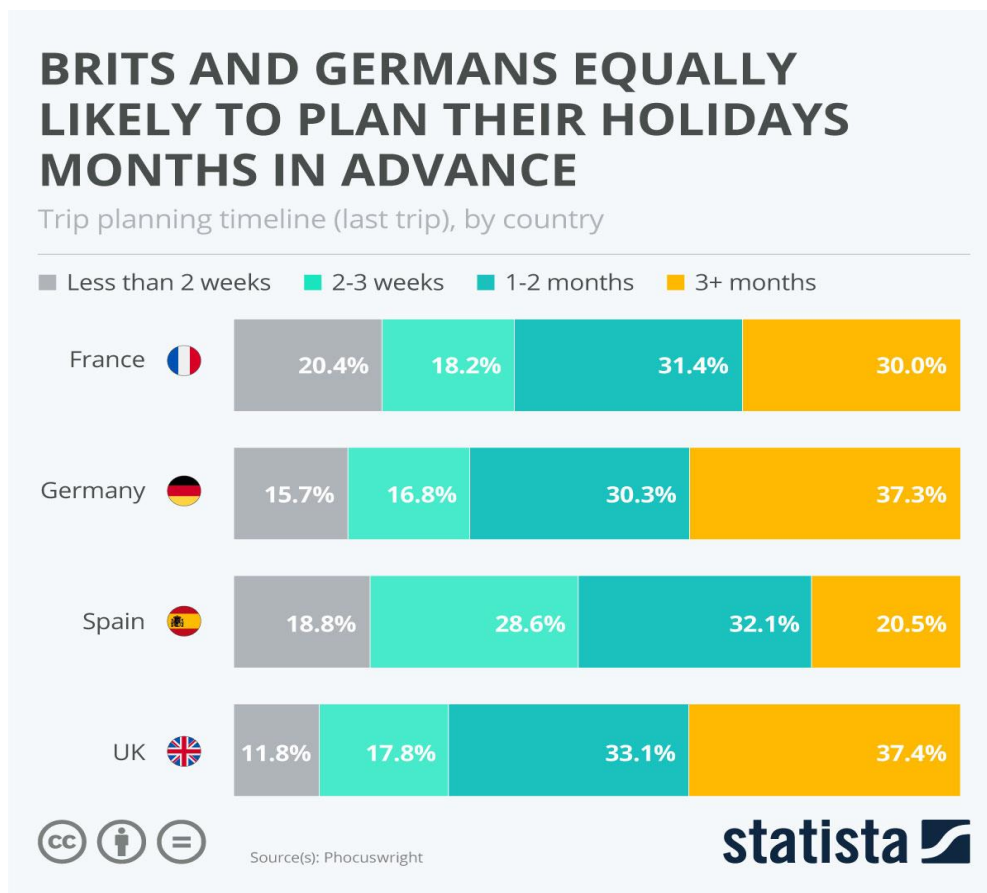
The **monochronic** individual believes in finishing one task at a time. In their time culture, time is a valuable commodity that shouldn't be wasted and sticking to one task at a time ensures that it's well-managed. The

monochronic culture schedules one event at a time in an orderly fashion.

In the **polychronic culture**, employees can work on several tasks simultaneously. Polychronic individuals thrive on carrying out more than one task at the same time as long as they can be executed together with a natural rhythm.

### Monochromatic business cultures

- Northern Europe and Germany
- North America
- Japan



## Moderately monochromatic

- Australia New Zealand
- Russia, CEE
- Southern Europe
- Singapore, Hong Kong, Taiwan, China
- South Korea

## Polychromatic business cultures

- The Arab world
- Africa
- Latin America
- South and South-East Asia

## Direct vs indirect cultures

<i>Direct cultures</i>	<i>Indirect cultures</i>
USA, Israel, Germany, Switzerland, the Netherlands	Japan, China, Saud Arabia, Peru

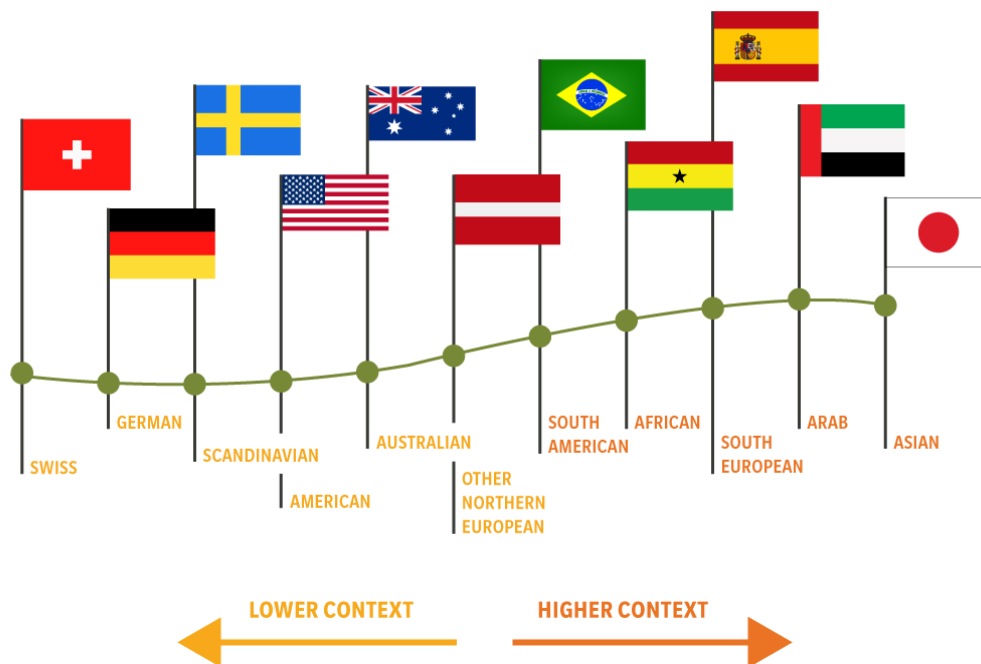
**Direct cultures** prefer communication to be simple and precise. “Yes” means yes. Words are used explicitly to convey the exact meaning in order to avoid misunderstanding. People from direct cultures believe it’s the responsibility of the speaker to ensure their ideas come across clearly. However, for those from indirect cultures, this directness may appear rude, though it is not the speaker's intent.

**Indirect cultures** prefer a more nuanced communication style, where messages are often implied. “Yes” may mean yes, no or maybe. Information is embedded into the style and context of their communication and not in the specific words. Those from indirect cultures believe it is the responsibility of the listener to understand what is being communicated. To someone from a direct culture, they may appear untrustworthy or inefficient (“Why don’t you just get to the point already?!”).

Source: <https://catalyst.iabc.com/Innovation/Innovation-Article/understanding-cultural-differences-to-communicate-in-a-global-world>

## High-context/low-context cultures by Hall (1976)

### HIGH CONTEXT VS. LOW CONTEXT CONTINUUM



Source: <https://online.pointpark.edu/business/cultural-differences-in-nonverbal-communication/>

**Give a set of tips for polychromatic cultures how to communicative effectively with monochromatic cultures.**

More about culture's categories:

Monochromatic and Polychromatic Cultures - Cross-Culture  
([crossculture.com](http://crossculture.com))

Monochromatic and Polychromatic Cultures - Cross-Culture ([crossculture.com](http://crossculture.com))

## **5.2. The essence and stages of business negotiations**

- Business negotiations is the process of reaching an agreement between the partners in the presence of different and sometimes conflicting interests.
- Business negotiations (meetings) are an important part of business communication.

## **Stages of negotiations**

1. Planning your negotiation.
2. Coordination with the partner time and schedule of the visit.
3. Detailed negotiations plan, control.

## **Negotiation scheme**

- Acquaintance
- Welcome, presentation
- Characteristics of the problem and proposals for negotiations
- Detailed formulation of positions
- Dialogue
- Solution
- Closing the deal

## **7 most common negotiations mistakes**

You should remember that the results of negotiations should be OK for both parts, so it would be better to avoid the most common mistakes.



**Lacking confidence**



**Thinking something is non-negotiable**



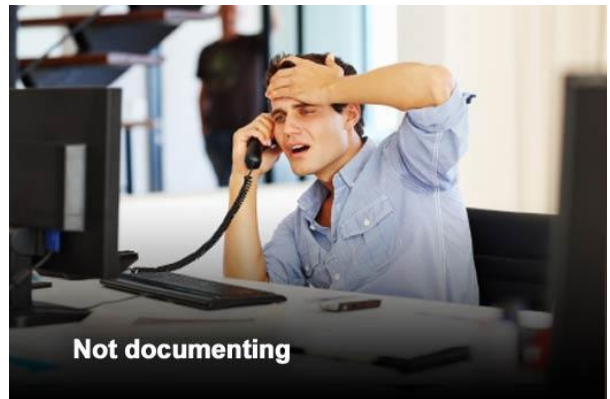
**Not building relationships first**



**Not asking for what you want**



**Talking too much**



**Not documenting**



**Signing without reading**

Of course, mistakes are inevitable (*errare humanum est*). But you can make them not so crucial for the results of your negotiations.

## 5.3. Non-verbal communication

Non-verbal communication has been defined as communication without words.

Types of nonverbal communication:

- facial expressions;
- eyes;
- touching;
- tone of voice;
- dress;
- posture;
- spatial distance between two or more people.

### Do not forget!

- People tend to have much less conscious control over their non-verbal messages than of what they're actually saying.
- This is partly because non-verbal communication is much more emotional in nature, and therefore much more instinctive.
- If there is a mismatch between the two, therefore, you should probably trust the non-verbal messages, rather than the words used. A lack of non-verbal message may also be a signal of sorts, suggesting that the speaker is carefully controlling their body language, and may be trying to hide their true emotions.

Source: Non-Verbal Communication | SkillsYouNeed

The bad news is that non-verbal communication can be very culture-specific.

E.g., some Native American nations teach that people should avoid eye contact with elders, teachers, and other people with status.

The popular stereotype of Italians, involving big gestures, lots of hand-waving, and plenty of loud and excited shouting, may be a stereotype, but it exists for a reason.

In the Italian culture, excitement is shown a lot more obviously than in the UK, for example, and non-verbal communication tends to be a lot more obvious.

This can make it much harder for Italians to interpret non-verbal communication in the UK or USA, where it is more subtle. However, even in Italy, there are geographical variations.

***Che vuoi?*** is a hand gesture that expresses disbelief at what the other person is saying or doing, and/or to ridicule their opinions. It is popular in Italy and in some other countries.





The **thumbs-up gesture**, which generally signals approval in English-speaking countries, is considered offensive in other countries, including apparently Greece, Italy and some parts of the Middle East.

Making a **circle with your thumb and forefinger** like this means OK in Western cultures. It is used in particular by divers in this way. In Japan, however, it is reputedly the sign for money, and in Arabic countries, it is a threat.



The **V sign** is a hand gesture in which the index and middle fingers are raised and parted to make a V shape while the other fingers are clenched. It has various meanings:

With the palm outward toward the observer, it can mean victory, peace or number 2. Otherwise, when the palm of the hand is facing inward toward the signer, it is an insulting sign.



***Beckoning with your index finger*** can mean «come here» in the U.S., but it is insulting, or even obscene, in many cultures. So, expect a negative

reaction when you beckon this way to someone from the Middle or Far East, Portugal, Spain, Latin America, Japan, Indonesia and Hong Kong.

***NB! Shoe soles showing is forbidden in the Muslim countries.***

Source: <https://lauracrambspeechtherapyinc.co.za/non-verbal-communication/>

## **5.4. Cross-cultural peculiarities of negotiating**

As it has been said above, the way of negotiating depends on the cultural background of its participants.

### **Negotiations with Americans**

- Negotiations in the USA are results oriented
- Negotiations in the USA are direct and transparent (some call it rude)
- Discussions may be faster than you're used to and you will need to utilize all elements of your verbal skills to keep up.

Source: <https://www.commisceo-global.com/blog/what-is-the-business-negotiation-culture-in-the-usa>

## Negotiations with British

- They are less direct and tend to take longer to make decisions.
- British people like to keep relations formal for the first two or three meetings, then they tend to ease up and become more informal
- Do not use first names with the British!

Source: <https://www.businessinsider.com/tip-for-doing-business-with-people-in-the-uk-2015-11#-1>

## Negotiations with Japanese

- The Japanese have a deeply ingrained respect for authority and seniority, so it's important to show respect to your counterparts, particularly if they are in a higher position than you
- They often communicate through non-verbal signals and hints rather than being direct and explicit
- They value harmony and avoiding conflict, so they often prioritize finding a solution that works for everyone rather than just pushing for their interests

Source: <https://www.smejapan.com/business-news/understanding-the-japanese-approach-to-negotiations-2>

**What about negotiations with Ukrainians?**

## Theme 6.

### Dinning etiquette according to the national and international etiquette

6.1. Types of official welcome reception

6.2. Preparing for the welcome reception (completing the guest list, sending invitations, compilation plan of the guest placement at the table for breakfast, dinner and supper

6.3. Table etiquette

#### 6.1. Types of official welcome reception

«Champagne glass» («Coupe de champagne») or  
«Wineglass» («Vin d'Honneur»)

"Lunch"

"Dinner"

"Supper"

"Buffet lunch", "buffet reception"

"Cocktail"

"Barbeque"

"Coffee or tea reception"



**“Champagne glass” («Coupe de champagne») or «Wineglass » («Vin d'Honneur»)**

**Time and duration:** 12 o'clock 1 h.

**Characteristics:** anniversary, national holiday, meeting of delegation, departure of ambassador, exhibition or festival opening the simplest type, no long preparation

**Menu:** champagne, wine, juice, snacks

**Dress code:** casual

## **Lunch**

- **Time and duration:** 12 -3 p.m. 1-1.5h.
- **Menu:** one-two dishes of cold food, one hot fish plate, one hot meat course and dessert, possible soups, some coffee or tea. Before breakfast a cocktail (dry wine, juices) is provided, during breakfast – mineral water and sometimes juices
- **Dress code:** casual wear

## Dinner

- **Time and duration:** 8- 9 p.m. 2-2.5 h.
- **Characteristics:** it is considered to be the most honorable type of reception
- **Menu:** one or two cold dishes, soup, one hot fish dish, one hot meat dish and dessert
- After dinner there served tea or coffee
- vodka or liqueur, dry white wine, dry red wine champagne
- **Dress code:** black suit, dinner jacket or tail coat, depending on the event and whether it is stated in the invitation; for women - evening dress is the most preferable

## Supper

- **Time and duration:** 9 p.m. and later 2-2.5 h.
- **Menu, dress code** the same as for a dinner



## Cocktail or Buffet reception (reception standing)

- **Time and duration:** 5 p.m. - 20.00 2 h.
- **Menu:** different cold dishes, pastry and fruits, hot dishes (sometimes), alcoholic beverages are on the tables or, being poured in the glasses, are served by waiters.
- **Dress code:** casual wear or dinner jacket (stated in the invitation)

Source: Principles of diplomatic etiquette and business communication with foreign partners (II) ([metaljournal.com.ua](http://metaljournal.com.ua))

## 6.2. Preparing for the welcome reception

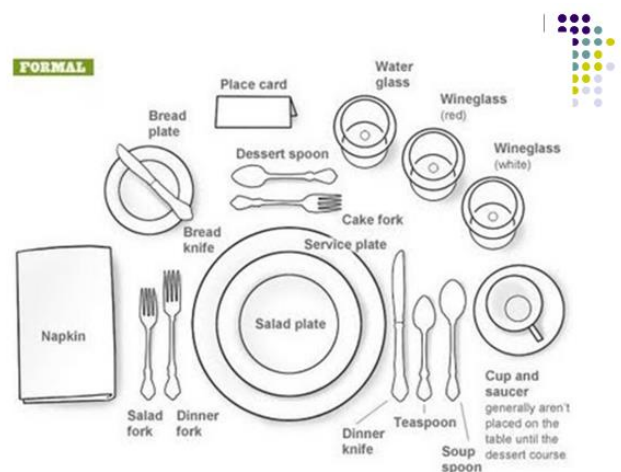
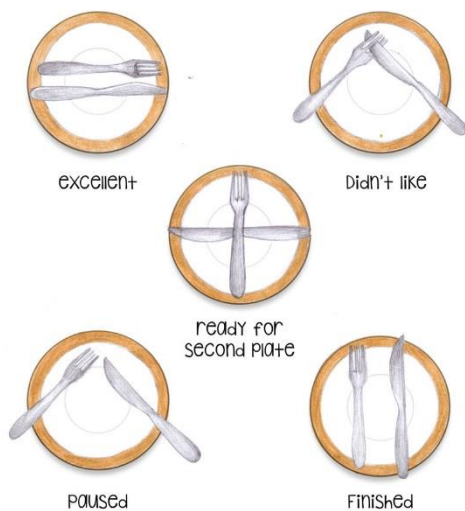
- Choice of type of reception,
- Making a list of guests
- Distribution of invitations,
- Making seating plan
- Making the menu
- Table service.
- Preparation of toasts or speeches
- Plan of reception



white

wine

water



## 6.3. Table etiquette

### What are the main rules of table etiquette?

- After the meal, leave your serviette slightly folded on the left of the plate.
- Fingers are not to be used except in the case of bread and other such food.
- Never start eating before everyone is served. Start when the host starts eating.
- The meal ends when the host finishes – pace your bites well.
- Chew with the mouth closed, and do not talk whilst chewing.

- Blot your lips before drinking wine.
- Hold the wine glass at the stem not tulip (bulb)
- Soup is to be lifted by the spoon in movements away from oneself, not toward.
- When finished with the soup, leave the spoon on the plate below the bowl.

During the course, leave your utensils in 8 o'clock and 4 o'clock position to indicate that you haven't finished with your meal

- When finished eating, utensils must be placed in the 4 o'clock position with the tines down.
- If at all possible, refrain from coughing or sneezing at the table, and if needs be excuse one's self.
- If you drop your cutlery, do not pick it up but call the waiter ask for a new one.
- The teaspoon must be removed from the cup before drinking.
- Raise your pinky when drinking coffee or tea.
- While standing during receptions, make sure to leave one hand free for shaking hands or eating.

*You can do this by using all the fingers and palm of your other hand. Fold your napkin loosely around your little finger. Balance the hors d'oeuvre plate between your ring and middle fingers, and hold your glass or cup between your index finger and thumb. It takes a little practice.*

Source: The language of cutlery: Dining etiquette at the table (montiboli.com)

## Theme 7.

### Diplomatic etiquette and protocol

7.1. Diplomacy and diplomats

7.2. Visits in diplomacy

#### 7.1. Diplomacy and diplomats

### What are the functions of diplomacy in the modern world?

Diplomacy is the art and science of maintaining peaceful relationships between different nations and international organizations.

Diplomats represent their own country, encourage cooperation between nations, and protect the interests of the citizens abroad.

***Vienna Convention on Diplomatic Relations (1961)*** is an international treaty that regulates diplomatic relations.

There exist three diplomatic ranks:

- Ambassadors
- Envoys
- Chargés d'affaires

Once appointed, the ambassador presents a letter of credence personally to the head of state in a formal ceremony.

Ministry of Foreign Affairs (Foreign Office) is the government department responsible for the state's foreign policy, including diplomacy. In the USA, the



Secretary of State is one of the people, responsible for diplomacy. E.g., **Condoleezza Rice** in 2006 played a significant role in the crisis between Israel and Lebanon.

She supported Israel's right to defend itself from Hezbollah attacks, but cautioned Israel to be responsible in minimizing «collateral damage». She had talks with Fouad Siniora (Lebanon) and Tzipi Livni (Israel), as well as with the UN Secretary General Kofi Annan.

When talking about diplomatic relations, do not forget that some countries do not recognize each other. E.g., Kosovo is not recognized by many UN members. Taiwan is not recognized by the USA, but still gets much help from it. In 2022, Nancy Pelosi visited Taiwan, and this visit lead to the diplomatic conflict between China and the USA.

## 7.2. Visits in diplomacy

### Why are ceremonies so important?

A **state visit** is a formal visit by a head of state (or representative of a head of state) to another country, at the invitation of the head of state (or representative) of that foreign country. This kind of visit is very formalized, every step is planned. It may include the following ceremonies:

- ✓ Welcome ceremony
- ✓ Wreath laying
- ✓ State banquet
- ✓ Visit to the Parliament
- ✓ Meeting with veterans
- ✓ Salute
- ✓ Signing in guestbooks
- ✓ Farewell ceremony



In 2015, **Xi Jinping** visited the USA and met **Barack Obama**. Mr. Xi signed in Secretary of State John Kerry's Guestbook. Also the leaders raised a toast at a State Dinner.

An **official visit** does not require so many formalities and are more casual in nature. Also, such visits are made not only by heads of states, but also by high officials.

In the USA, there is little difference between a state visit and an official visit except for the rank of the visitor, the difference in the number of guns fired in salute the visitor receives and the description of the White House dinners (a state dinner verses an official dinner).

Source: <https://share.america.gov/state-visit-versus-official-visit-whats-the-difference/>



Viktor Orbán on an Official Visit to Georgia (2023) met Irakli Garibashvili.



In a **working visit**, an official meets with a counterpart to discuss issues concerning both countries. For example, a minister of defence can visit his or her colleague in another country. During such meetings, bilateral relations and regional developments and many other issues can be discussed. In 2023, the Minister of Foreign Affairs of Indonesia, **Retno Marsudi**, paid a working visit to Denmark. She met her

Danish colleague [Lars Løkke Rasmussen](#). They discussed cooperation in energy transition, health, and investment.

The leaders and official during the visits not only negotiate some issues. They create the image of the country and show the respect to the others. All powerful nations of the world pay special attention to diplomatic etiquette and protocol.

Навчальне видання

**Шкура Ірина Сергіївна**  
**Ключник Руслан Максимович**

## **ЕТИКЕТ ТА ОСНОВИ МІЖНАРОДНОГО ПРОТОКОЛУ**

Навчальний посібник

(англійською мовою)

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