

*Online Education*, 5(3). URL: <https://nsuworks.nova.edu/innovate/vol5/iss3/1> [Accessed October 20 2018].

Radkevich, A.L. 2017. The Russian Internet advertising market: the particularities of the current stage, in Kolomic, V.P. (Ed.) Russian advertising yearbook, Moscow, pp. 210-239.

Sinclair, J. 2012. Advertising, the Media and Globalization. Routledge, London, 131 pp.

Zborovskaya, M. 2015. Brand promotion in social networks: a fashionable trend or a necessity. *Brand-management*, 1, pp. 36-50.

Zichermann, G., Linder, J, 2013. The Gamification Revolution: How Leaders Leverage Game Mechanics to Crush the Competition. NY, 235 pp.

## PROFESSIONAL COMMUNICATION PARTICIPANTS' COMMUNICATIVE TACTICS IN INTERCULTURALISM

**Galina V. Makovich<sup>1</sup>, Ekaterina V. Nagornova<sup>2</sup>**

*<sup>1</sup> Ural Institute of Management  
The Russian Presidential Academy of National Economy  
and Public Administration, Ekaterinburg, Russia  
galinavlad@yandex.ru*

*<sup>2</sup> Institute of Foreign Languages  
Peoples' Friendship University of Russia, Moscow, Russia  
katya-nagornova@yandex.ru*

**Abstract.** The research deals with participants' communicative tactics depending on the dominating type of joint activity. The study is based on the content analysis method, the communicative-diagnostic method; to study the communication process in a professional sphere the questionnaire survey method and the comparative method are used. The work reveals a set of communicative means which are regularly used in practice in a co-consistent type of activity. These means are defined in terms of their belonging to a regular communicative system – communicative technology.

**Keywords:** advertising technology, agitation, communicative practice, communicative technology, manipulation, professional groups, propaganda

## 1. Introduction

The foreign partners' speech culture is due to the joint activity forms that dominate in a certain way of life – patriarchal, industrial, and postindustrial and in cultures typical for each way of life.

According to the approach proposed by Professor L.I. Umansky, the joint activity form is the way of interaction between participants solving problems in groups (Umansky, L.I., 2001: 34). There are three basic joint activity forms: joint-interacting, joint-sequential and joint-individual (Arzhanukhin, S.V., Makovich, G.V., 2018: 51).

The joint-sequential form is characterized by the consistent inclusion of participants in solving problems and achieving the goal at a certain time. The result of each stage becomes the object of action for the next project member/performer. The intensity of actions and operations, their quality at each stage are relatively the same for performers. While moving to the next stage, the object of operations and actions undergoes changes; the next participant gets the object in a more complex form. In the joint-sequential form the manager's role is very important; the manager determines the "flow-line" interaction and is aware of all the activities to achieve the final result, in contrast to the participants. The manager splits the whole activity into separate operations or relatively simple actions and seeks a high quality performance. Technological discipline occupies the main place in the joint-sequential form. This form presupposes organizational inequality and professional stratification of project participants.

A joint-individual form of joint activity is characterized by the fact that a participant comes into the activity independently, but each individual activity segment is perceived by other participants as a complete activity that leads to a certain agreed result. Communication in this form can be reduced to a minimum or be stopped. Only the object to which the participants' activities are directed unites them. The focus is on an individual result. Each of

the participants determines the means, operations and actions to achieve the result.

The joint-interacting form of joint activity is characterized by the mandatory activity of each project participant at all its stages. Project participants are equal. Within the project phase, everyone takes part in solving problems; it leads to achieving the main goal. The measure of participation is always defined and clear. The effectiveness depends on the joint contribution of every participant, following group norm regulations. The general result is evaluated.

Intercultural interaction within the professional sphere is technological. A communication tool is a communicative technology. It allows to provide and monitor the professional communication effectiveness, which is fundamental for the activity success. Groups are communication links in organizations, the issue of cross-cultural communication in them is important, and this issue is one of the least studied in organizational communication. Also, the problem of organizational identity needs to be further developed. It helps to understand the behavior of people employed in the organization (Jones, E., Watson, B., Gardner, J., 2004: 728).

## **2. Objectives of the study**

The aim of this research is to identify the interdependence between the joint activity form and the types of communication, the means to influence and to interact.

The research is based on the content analysis method, the communicative-diagnostic method; to study the communication process in a professional sphere the questionnaire survey method and the comparative method are used.

Communication must be considered as an implementation of a particular model with specific tools, means and activity algorithms that help to achieve a certain goal. This model represents the communicative technology – means, algorithms, procedures,

methods, which integrated application leads to the planned results.

Communicative technology – is a process of sequential, step-developed science-based solution of a problem. It has an organizational or social relevance. The communicative technologies help to manage the professional activity.

### **3. Methodology**

It is worth considering the communicative technology in two aspects: the formal-descriptive aspect and the procedure aspect. The former involves the description of the goals, means, tools, algorithms. The latter examines the sequence of the component application, modifier conditions, and participants' characteristics.

The communicative technology is characterized by a high level of technical skills, which reduce the human factor impact on the communicative processes in the professional activity. The technological approach in communication allows to forecast the results, to control the process, and to raise the effectiveness. The communicative technology reduces the dependence of the results on the participants' communicative competence. Also it reduces the unfavorable influence on the person. The preconditions forming a unified communicative space in the professional sphere are created.

The intercultural communication should be based on the identification of the participants' basic joint activity form: joint-interacting, joint-sequential or joint-individual. These forms determine the communicative tactics, the technology of action.

In communication theory and practice there are a lot of ways, techniques to influence the recipient. They are used in professional communication as well. Being used systematically and comprehensively in order to achieve the predetermined result, they become a technology.

If a person chooses the joint-sequential activity form, effective communicative technologies are propaganda, agitation, manipulation, and advertising.

Propaganda as a technology of influence presupposes the imposition of some ideas, values on the interlocutor. Such statements are mostly ideological. They teach what is bad and what is good, what is right and what is wrong. This technology presupposes that the speaker has a clearly meaningful goal and a plan for its implementation.

Propaganda – an intensive communication, which allows to achieve results in a short time. Expressive means are very important in this technology. Exaggeration is one of them. The function of this means is emotional influence. Such messages are more easily absorbed and stored longer in memory. Due to the bright connotation of words propaganda succeeds. Propagandistic statements appeal to the negative emotions.

Propaganda leading means are hyperbole and litotes based on exaggeration. Opponent's viewpoints are exaggerated. In other cases, competing views are suppressed. Only the speaker gets the access to the addressee's consciousness. Special data are chosen to strengthen or weaken the argument. There is a clear unambiguous conclusion in the message.

Propaganda is a one-way communication. The addressee cannot discuss debate or intervene in the speaker's argument. He accepts the information. But the addressee's characteristics are important for the speaker. The latter makes the statements taking into consideration cultural and philosophical views of the addressee.

If the propagandistic utterance is meant to influence the addressee's consciousness, to correct the weltanschauung, the agitation technology is oriented to the formation of the addressee's behavior in activity. Agitation is more intense exposure, and this intensity is achieved by personal appeal to the addressee or by including the addressee in a small group consisting of people he

knows. The agitating statement determines the specific instruction.

Manipulative technology – is a hidden impact on the recipient's consciousness. It is less vigorous than propaganda and agitation. It imitates the possibility to think, analyze, make a choice independently; in fact the speaker has predetermined the addressee's actions. The dominating manipulation feature is the formation and distribution of images (Pocheptsov, G.G., 2002: 132). The speaker makes and distributes in advance some certain images of people, ideas, and objects. The image is built along the way of reinforcement and idealization of some particular properties, minimization and reduction of others. The speaker makes this decision alone. As a result, the images do not adequately reveal their essential features. The audience experiencing information and psychological impact is disoriented. It forms an inadequate world image.

The example of manipulative communicative technology is a discrete representation of reality, fragmentation into small elements, and then a kaleidoscopic presentation. The “limited time” idea is used. This time limit makes the detailed presentation of the event impossible; so it is presented as “one line”. Also the replacement of an event with its detail is used. This means helps to save time; it reflects the event as the speaker intends to. The presentation of events by “one line” means is accompanied by their kaleidoscopic placement.

The events are selected on the basis of real or imaginary priority and the topic attractiveness for the audience or the speaker. It is often difficult to say what is real and what is not, whose interests the speaker takes into consideration. It leads to the inadequate world image formation. The events are not analyzed, not assessed. It allows to place them in any context as the speaker intends; and the time distance leads to subjectivity and arbitrary interpretation of the events in future.

Manipulative technology involves one more plane. It introduces the images-pictures representing the correct behavior at-



tributes, the correct actions to which the interlocutor is directed by the speaker-manipulator. The images-pictures contain the details that are perceived by the feelings: sense of smell, touch, hearing, eyesight and taste. The manipulating statement represents an image that causes exclusively positive emotions.

Advertising technology is aimed to inform the audience about 5-9 properties of the promoted idea. The main aim of such texts is to remain committed to the organization on the one hand, and to accept something new from the other. The new object features are positive, and sometimes they are exaggerated.

The information is presented as non-controversial. Negative features are not mentioned.

There are “arguments to trust” in such texts. They are references to reputable or famous persons who support the speaker’s ideas. The positive image of a well-known person is transferred to the promoted object.

The speaker can appeal to a successful group, which is already doing what the speaker recommends the audience. This technique is based on the man’s need to belong to a social group. In the group a person feels the need to stand out.

In a joint-sequential activity the length of communication participants’ speech segments is significant.

#### **4. Results**

In order to obtain the information on the effectiveness of the technologies in professional communication, the authors conducted the study. 10 groups of 5 people each, engaged in the development of marketing projects, were chosen. The groups were multicultural. There were the students and faculty members of the Ural Institute of Management (Russia, Ekaterinburg), University of Turin (Italy), Eduardo Mondlane University (Mozambique, Maputo). In the course of the work, the project participants interacted regularly with each other and with the project curators in the videoconference mode, e-mail messages form. The project participants had to study the markets for the specified product

categories in their residences, develop a strategy and positioning tactics depending on the conditions of the external and internal environment in the commodity market.

The subject of the study was the commitment of the participants to a certain type of joint activity, the degree of correlation between the type of joint activity and the established discourse practice. The research methodological basis was a formalized questionnaire. This study is a pilot study and does not represent the whole set of the professional groups selected for consideration.

The main issue of the research, concerning personal professional communication, was the question of using the means, which application is regular, well thought out and leads to pre-planned results. 48% of the participants in the project groups responded that they often think over and use special communication tools to achieve the result, 7% of the participants do it from time to time and only 45 % never think about any tools or means. At the same time, 12% of the participants in the project groups were identified as holders of norms and values of the patriarchal way of life, 31% as carriers of norms and values of the industrial way of life, 57% – of post-industrial values.

Next, priority technologies were identified. The study showed the following results: the manipulating technology is the priority one (70%), advertising is also popular (61%), agitation is still priority (38%), and the propaganda technology is less popular (29%). 24% of the respondents noted that they use “other” means.

The results are correlated with the data obtained when answering the question “What communication technologies do your project group colleagues use to achieve their goals?”

## **5. Discussion**

These data show that in multicultural project groups, the motivating potential lies in the marketing communication activities such as manipulative and advertising technologies. The well-



formed fragmentary thinking and the resulting action rather than a holistic picture of the event are enough for the specialists.

A general indicator of the communicative technology effectiveness in the research was the project position assessment presented by the project curators and project participants.

We came to the conclusion that those participants who choose the joint-sequential activity form can achieve their goal, the impact statements are reflected and put on the form of communicative technologies, among which are propaganda, agitation, manipulation, advertising. For the participants that regularly choose the joint-individual form of joint activity, in which communication is reduced, the maximum influencing potential is the instructive written text. For those participants whose main activity is a joint-interacting form, the impacting technologies are not dominant. They use the tactics of requesting information and the technologies for constructing argumentative statements.

### **R e f e r e n c e s**

Arzhanukhin, S.V., Makovich G.V. 2018. Project management in municipalities. Academy of Natural Sciences, Moscow, Russia, 135 pp.

Pocheptsov, G.G. 2002. Communicative technologies of the twentieth century. Vakler, Refl-Book, Moscow, Russia, 352 pp.

Umanskiy, L.I. 2001. Psychology of Schoolchildren Organizational Activity. Moscow, 154 pp.

Jones E., Watson B., Gardner J. 2004. Organizational Communication: Challenges for the New Century. *Journal of Communication* (December): 722-750. URL: [http://www.russcomm.ru/rca\\_biblio/d/jones.shtml](http://www.russcomm.ru/rca_biblio/d/jones.shtml) [Accessed September 08 2018].