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**MASTER'S LEVEL QUALIFICATION PAPER**  
on the topic " DIPLOMACY IN THE FIELD OF INTERNATIONAL BUSINESS"  
Specialty 292 "International Economic Relations"

Student 2 Course  
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It is submitted for the Master's level degree requirements fulfillment.

Master's level degree qualification paper contains the results of own research. The use of the ideas, results and texts of other authors has a link to the corresponding source

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## SUMMARY

of Master's level degree qualification paper on the theme  
“ DIPLOMACY IN THE FIELD OF INTERNATIONAL BUSINESS ”

student Kyselova Kseniia Sergiivna

The main content of the master's level degree qualification paper is set out on 40 pages, including a list of used sources of 70 titles, which is placed on 7 pages. The work contains 2 tables, 2 figures.

**KEYWORDS:** DIPLOMATIC RELATIONS, DIPLOMATIC PROTOCOL, CROSS-CULTURAL RELATIONS, DIGITAL DIPLOMACY.

Relevance of the topic. In the 21st century, diplomacy is the main means of communication, as well as a method of agreement and influence between states. The world has departed from the time when any omissions were resolved by violence and military pressure. Therefore, the art of negotiation is the main tool for maintaining mutually beneficial relationships. The role of diplomacy has always been great. Even between the barbarian tribes of the times of the ancient Greeks and Romans, basic relations existed, alliances of a military-political nature were formed. Globalization and the interdependence of the world have also increased the importance of diplomacy. For this reason, during political, economic and other events, the interests of several countries of the world are affected. The situation in the world suggests that international relations have left the category of bilateral relations, and modern problems concern many countries at once. Consequently, the role of diplomacy, given objective circumstances, has increased in our time.

Object of study. Strategies of modern diplomacy and its role in the international environment.

The subject is theoretical and cultural aspects of modern diplomacy with a proposal for further support strategies against the backdrop of the COVID-19 pandemic.

Purpose and main objectives of the study. Analysis of the theoretical provisions of diplomacy, its role in the development, strengthening of international cooperation. Development of a strategic way for the further development of international relations.

To achieve this goal, we need to solve the following tasks:

- Study of the historical and theoretical foundations of diplomatic relations;
- Consideration and construction of the diploma apparatus, procedures for the establishment of international relations;
- Analysis of the impact of culture on international business;
- A short overview of diplomatic ethics around the world;
- Analysis of the situation in the arena of international relations during the period of massive lockdown;
- Developing a strategy for maintaining diplomatic relations in the face of contemporary challenges.

The informational basis for the work was The informational basis for the work was lecture materials by the following state universities: Institute of International Relations of Shevchenko National University of Kyiv, Grodno State University named after I. Yanka Kupala and others. Thesis is based on the central articles of the Vienna Convention on Diplomatic Relations, the typology of cultural dimensions by G. Hofstede and other important publications.

The main scientific results of the work are as follows:

- 1) Considered key historical periods in the field of diplomatic relations, formed the concept of diplomacy, its classification, as well as functions and tasks.
- 2) Considered the cross-cultural characteristics of the countries of the world, their common traditions and behavior during negotiations.
- 3) Analyzed the problems faced by the diplomatic industry against the backdrop of coronavirus infection. Some strategies for further interaction in the form of "hybrid" diplomacy have been proposed.

Year of Master's level qualification paper fulfillment is 2021.

Year of Master's level paper defense is 2021.

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«\_\_» \_\_\_\_\_ 20\_\_ .

TASKS FOR MASTER'S LEVEL DEGREE QUALIFICATION PAPER

(specialty 292 " International Economic Relations " )

student 2 course, group ME.m-01a.an

(course number )

(group's code )

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1. The theme of the paper is Diplomacy in the field of international business  
approved by the order of the university from « \_\_ » \_\_\_\_\_ 20 \_\_ №\_\_
2. The term of completed paper submission by the student is « \_\_ » \_\_\_\_\_ 20 \_\_
3. The purpose of the qualification paper is to analysis of the theoretical provisions of diplomacy and development of a strategic way for the further development of international relations.
4. The object of the research is strategies of modern diplomacy and its role in the international environment.
5. The subject of research is theoretical and cultural aspects of modern diplomacy with a proposal for further support strategies against the backdrop of the COVID-19 pandemic.
6. The qualification paper is carried out on materials of the Ministry of Foreign Affairs of Ukraine, the Great Economic Library, acts of the Vienna Convention on Diplomatic Relations.
7. Approximate master's level degree qualification paper plan, terms for submitting chapters to the research advisor and the content of tasks for the accomplished purpose is as follows:

Chapter 1 Diplomatic relations and their impact on the functioning of international business

(title, the deadline for submission )

Chapter 1 deals with theoretical foundations of diplomatic relations; establishment of diplomatic contacts between international subjects; protocol and etiquette in international business practice.

(the content of concrete tasks to the section to be performed by the student )

Chapter 2 The role of cross-cultural features in the IER

(title, the deadline for submission )

Chapter 2 deals with the mechanism of culture influence on business; cross-cultural studies and issues; business and cultural ethics of the world countries.

(the content of concrete tasks to the chapter to be performed by the student )

Chapter 3 Strategies for diplomatic support of the IER

(title, the deadline for submission )

Chapter 3 deals with problems of international relations amid COVID-19, development and opportunities of diplomacy in 2021.

(the content of concrete tasks to the chapter to be performed by the student )

### 8. Supervision on work:

Chapter	Full name and position of the advisor	Date, signature	
		task issued by	task accepted by
1			
2			
3			

9. Date of issue of the task: « \_\_\_\_ » \_\_\_\_\_ 2021

Research Advis     Ph.D., Assoc.prof \_\_\_\_\_

(signature)

M.D. Domashenko

(full name)

The tasks has been received: \_\_\_\_\_

(signature)

K.S. Kyselova

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## INTRODUCTION

Diplomacy is an important tool for maintaining mutually beneficial relations between states. Diplomacy is the activity of the government and its representatives in the implementation of the foreign policy of the state; it is the political legal basis of international cooperation. This is a complex centuries-old construction, which is based on the art of negotiation, the ability to win without war, and other important skills. The role of diplomacy has always been great. Indeed, even between the barbarian tribes of the times of the ancient Greeks and Romans, basic relations existed, alliances of a military-political nature were formed.

The main skeleton of diplomatic relations was formed in 1961 with the conclusion of the Vienna Convention on Diplomatic Relations. Diplomacy received its own toolkit for establishing cooperation in the new post-war historical conditions.

Globalization and the interdependence of the world have increased the importance of diplomacy. For this reason, during political, economic and other events, the interests of several countries of the world are affected. Among the directions of globalization, we can highlight:

1. International trade and single market (goods, services, technologies, developments).
2. International movement of factors of production (labor force in the form of migration, "brain drain", capital in the form of foreign investment).
3. International financial transactions.
4. Polarization.
5. Globalization of TNCs.

The situation in the world suggests that international relations have left the category of bilateral relations, and modern problems concern many countries at once. As a result, in the 21st century, multilateral diplomacy is finally formed, which is a tool for collective management.

The role of diplomacy, given all these circumstances, has increased in our time. In difficult conditions, a diplomat is obliged to find effective formulas for a compromise, unblock conflicts, prevent negative developments, give governments and presidents good advice and competently analyze the situation in the international arena.

The assignment of the master's work is:

- Study of the historical and theoretical foundations of diplomatic relations;
- Consideration and construction of the diploma apparatus, procedures for the establishment of international relations;
- Analysis of the impact of culture on international business;
- A short overview of diplomatic ethics around the world;
- Analysis of the situation in the arena of international relations during the period of massive lockdown;
- Developing a strategy for maintaining diplomatic relations in the face of contemporary challenges.

The subject of research is diplomacy and cultural aspects in the theory of international relations.

The purpose of the study is to analyze the theoretical provisions of the role of diplomacy in the development and strengthening of international cooperation, as well as to propose a strategic way for the further development of international relations.

In this master's work, general theoretical research methods were used, such as analysis, synthesis, induction, and empirical generalization.

The first section examines the key historical periods in the field of diplomatic relations, forms the concept of diplomacy, its classification, as well as functions and tasks. The diplomatic apparatus, the procedure for concluding international cooperation were analyzed in detail, the ranks and privileges of diplomats, as well as their norms and traditions of behavior in the form of protocol and etiquette, were characterized.

The second section examines the mechanism of culture, its impact on business and the economy as a whole. It is concluded that culture is an important lever in



building a correct system of relations. The cross-cultural features of the countries of the world, their common traditions and behavior during negotiations are considered.

In the third and final section, the situation in the international arena of cooperation is analyzed, and the problems faced by the diplomatic industry amid coronavirus infection are indicated. Also, some strategies for further interaction, methods of correcting existing mistakes are proposed, and "hybrid" diplomacy is considered as an alternative solution to modern problems.

Improving communication and increasing openness and the development of network ties were identified as one of the central guidelines of the reform.

On the topic of the thesis, lecture materials were published by the following state universities: Institute of International Relations of Shevchenko National University of Kyiv, Grodno State University named after I. Yanka Kupala and others, which reflected the theoretical principles and results of the work. Also, articles have been published and training courses have been developed on the "diplo: effective and inclusive diplomacy" platform. Thesis is based on the central articles of the Vienna Convention on Diplomatic Relations, the typology of cultural dimensions by G. Hofstede and other important publications.

# 1 DIPLOMATIC RELATIONS AND THEIR IMPACT ON THE FUNCTIONING OF INTERNATIONAL BUSINESS

## 1.1 Theoretical foundations of diplomatic relations

Since ancient times, humanity has felt the need to communicate and maintain communication with each other. History knows of cases when, during hostilities, a rival envoy came with a proposal for an armistice. In this case, the listening party had to adhere to some agreements about its safety. We can also notice the outlines of diplomacy in ancient Greek myths and religious motives. So, according to Christian belief, angels were considered ambassadors between heaven and earth. In Homer's Iliad, a whole delegation of ambassadors was created to free Helen of Troy. The Romans were also considered skillful diplomats, although they did not have a fixed, structured approach (they acted intuitively). They created the so-called collegium of formalities, which regulated all international relations.

Despite the skills of the ancient Romans, the Byzantine Empire is considered the founder and parent of diplomacy. At least because this is the first country which negotiate with words, not blood. Later they formed their representative offices in each country. Byzantium laid the basic portrait of a diplomat - it must be an educated and perceptive person.

Later, Byzantium was conquered by the Ottoman Empire (13th century), but thanks to the efforts of this country, diplomacy retained its shape. Thus, the Venetians improved diplomatic relations by writing and declaring each meeting. They created an archive that representatives could turn to understand important events in foreign countries. [1]

In the 16th century, diplomacy developed in parallel with political needs. In Europe, the final realization has come that agreements can be reached not only through a bloody path. The first books about ambassadorial law appear.

In the 17-18 century, France is considered the leader in the diplomatic arena. Cardinal Richelieu is considered the central figure in the activities of France, who elevated diplomacy as an activity to a pedestal. He concluded that international action must exist and be sustained systematically, not just out of necessity. Richelieu also believed that diplomacy is not only about agreements in certain situations. This is a constant mutually beneficial cooperation of states (however, the country must worry about its own interests, first of all). In 1626, the cardinal, by his own efforts, created a ministry of foreign affairs, which he personally controlled.

Thus, since the time of Richelieu, diplomacy has acquired its backbone: the internal basis (within the state) - the department of external relations, and outside (abroad) - permanent diplomatic missions. One way or another, France has long been considered a leader in the diplomatic arena.

Another important event in the field of international relations - the Congress of Vienna (1814-1815) In addition to the issues of territorial changes, the slave trade, freedom of navigation and others, a partial codification of diplomatic law was considered. A unified system of accreditation of diplomats has been created, which describes their functions and excludes bias in appointment. [2]

But the main stage is considered the period of the 19th century:

- it was accepted that international relations are based on the principles of good faith, mutual respect and dignity;
- the first official attempt to codify diplomatic law;
- the basic principles of interstate diplomatic relations are clearly defined.

The 20th century is known for the transition from the old form of diplomacy to a new form. It is divided into two stages: the period before the founding of the UN (World War I, the creation of the League of Nations), and also what happened after the founding.

Since at that time the war was raging in the world, all international and diplomatic activities were aimed at smoothing and humanity of conflicts. The League of Nations, created on the initiative of the United States, focused on the development of military diplomacy. Economic and other spheres remained on the sidelines.

Despite the Treaty of Versailles, the League of Nations did not save the world from war. The Second World War began, which trampled all diplomatic relations. [3]

The countries of the anti-Hitler coalition created the UN (1945), which gave new life to diplomacy. This time, the emphasis was on social and economic development and peacekeeping. Issues such as decolonization, freedom, human rights, international economic cooperation are considered.

Today, diplomacy is considered one of the main instruments for protecting one's own interests in the international arena, as well as for establishing peaceful and mutually beneficial agreements. The requirements for a modern diplomat are high, because he must be competent in the historical, economic, political, cultural, geographic spheres, possess knowledge in the field of conflict resolution, ethics, protocols, as well as the technique of negotiation.

So what is diplomacy in 2021?

1. This is the activity of state bodies aimed at establishing and maintaining international relations with other states using negotiation skills.

2. The art of persuasion, conversation, achieving the goal of the state in the field of international politics through competent negotiations and the conclusion of treaties.

3. The set of means and skills of the ambassadors to achieve a result in the negotiation process.

4. Skillful use of intelligence for the development of international relations between independent countries.

5. A separate state service, which includes qualified workers, an organizational apparatus created to implement tasks and goals in foreign policy. [9]

Now diplomacy has gained momentum and covers all spheres of human activity. In accordance with the specification, assignment, scope, goals, I propose to consider the main types of diplomacy:

- Politics of appeasement. The most used type of diplomacy during the Second World War. A tactic based on concessions to the aggressor because of the unwillingness to incite the conflict even more. The policy of appeasement implies the

surrender of secondary positions and issues to the aggressor for the sake of settling international disputes.

- Shuttle diplomacy. A striking example of mediation in the diplomatic arena. This is a series of agreements with the connection of a third neutral participant (country). It is also the main tool for transmitting information in case of an aggressive attitude.
- Gunboat diplomacy. Aggressive method of entering into agreements. Its characteristic feature is the demonstration of military power to achieve foreign policy goals. Used by the navy.
- Civil diplomacy. An alternative to classical diplomacy. In fact, it has the same motives as the classic one, but achieves goals without communication with government agencies. These can be individuals, cultural, educational, and other subjects.
- Public diplomacy. Measures aimed at a detailed study of the opinion of the population of the country of interest, as well as information for understanding the life and values of the institutions of this state. The main goal is to build long-term relationships.
- People's diplomacy. Mutual enrichment of peoples, their cultures through systematic communication. This is an ongoing, historically inherent process.
- Dollar diplomacy. Using economic leverage to achieve goals.
- Trade diplomacy. One of the key working methods in the era of globalization. It is based on the formation of trade and economic relations.
- Digital diplomacy. This implies the use of modern computer technologies, various portals and servers for solving diplomatic problems. Relevant in 2020-2021 due to coronavirus infection around the world.

Thus, we can conclude that diplomacy is directly related to the sphere of foreign policy and, in fact, is one of the main tools for its implementation. There are such forms of diplomacy implementation:

- private conversation, that is, direct contact, which contributes to the effective establishment of conditions for solving difficult situations without standard diplomatic channels (letters, mail);

- diplomatic correspondence: letters, statements, declarations, etc.

- diplomatic meetings, congresses, conferences;

- activities of consulates, embassies;

- preparation and conclusion of agreements on international cooperation issues;

- direct participation of the country's representatives in the activities of various international organizations (World Bank, Benelux, Shanghai Organization, etc.);

- publication of official international acts that confirm the corresponding obligations. [11]

The diplomatic service deals with political and foreign economic issues. The diplomatic service is a specialized state body that carries out any kind of foreign policy activity of its country in accordance with the Vienna Convention, the Constitution, international treaties and legislation. Thus, the diplomatic service carries out: documentary, legal, administrative, protocol, financial and economic support of foreign policy structures.

In accordance with the Vienna Convention, the diplomatic mission has the following functions:

- development and promotion of friendly relations between two or more countries in order to progress their economic, cultural, trade and scientific cooperation;

- negotiations and further signing of agreements, subject to the availability of permissions and powers;

- the legal collection of information about events and possible conditions in the host country for the sending state (its government);

- protection of the interests of the sending state, including business, shares in companies and any property.

Thus, we can conclude that diplomatic relations are established through negotiations between interested subjects of international law, who are actually friendly towards each other and have no hostile motives.

## 1.2 Establishment of diplomatic contacts between international subjects

According to the Vienna Convention on Diplomatic Relations (1961), diplomatic relations between two or more states are concluded on a friendly basis and with the consent of both parties. The basis for such permanent relations is a diplomatic mission or an embassy, which are opened exclusively by mutual consent. Both units are bodies of external relations, but the embassy is headed by an ambassador, and the mission is headed by an envoy or chargé d'affaires. We will consider the difference between these ranks below.

According to the Vienna Convention, a diplomat is a direct participant in international relations, who must have the following characteristics: erudition, patient and calm temperament, the ability to avoid sharp corners, benevolence, common sense, the ability to listen and make decisions. Diplomats also have their own ranks, which are a benchmark for the authorities of the receiving state. The main ones are: ambassador, envoy, chargé d'affaires, adviser, first secretary, second secretary, third secretary, attaché (junior diplomatic officer). [12]

The rank indicates the position of the diplomat in the diplomatic corps and the possibility of his contacts with the authorities. Diplomatic ranks determine seniority among diplomats, which is reflected in the lists of the diplomatic corps. Diplomats who have the same rank are placed on the lists according to the time of their arrival at the embassy to carry out their duties. For a broader understanding of the diplomatic structure, I propose to consider the basic terms.

Ambassador is the highest rank in the diplomatic corps. He also heads it, is accredited by the head of state where he is appointed. As a rule, an ambassador is the

main representative of his state on the territory of a foreign country. Lives in another country systematically and works for the good of the world.

An envoy (sometimes a minister) is the head of a diplomatic mission, but already of the second class. In fact, he is the same diplomatic representative, but not the representative of the head of state. The messenger is responsible for a specific mission and at the end of it must return to his country.

Chargé d'Affaires - third class. This is a position that is accredited by the Ministry of Foreign Affairs. Therefore, the transfer of credentials takes place precisely to the Ministry of Foreign Affairs of the host country. This distinguishes him from the envoy and ambassador, who present letters to the head of state. Very often, the chargé d'affaires appears in the political arena when there is a conflict and one does not want to resort to official meetings with the head of the host state (so that this is not misinterpreted).

All of them (together with secretaries and attachés) found a diplomatic corps.

The diplomatic corps has no legal rights, is not a political force and therefore cannot interfere in the internal affairs of the state. If the diplomatic corps are invited to various celebrations, they, as a sign of respect, are placed next to the head of state.

Doyen is considered the head of the diplomatic corps - this is the ambassador who, before all his colleagues, presented his credentials in the host country. But this rule remains under the consideration of the state, not everyone does this. The same is true for the doyenne functions, countries can adjust them. [20]

Most states that maintain diplomatic relations with each other exchange embassies and appoint to the host country the heads of their missions in the rank of Ambassador Extraordinary and Plenipotentiary. In some cases, there may be missions instead of embassies.

Also, agreman is a mandatory procedure in establishing diplomatic relations - this is the formal consent of a country to the appointment of a certain person as a diplomatic representative from another state. Any activity of a diplomatic representative must be supported by his credentials. In fact, this is the right to be accredited in another state, which is signed and agreed by the head of state (the



country represented by the diplomat). Such certificates are issued to ambassadors and envoys, sometimes to special delegations. It is believed that the ambassador was officially appointed after the presentation of this certificate. According to the procedure, he should pay a visit to officials, political and public figures of the host country, as well as his colleagues - heads of diplomatic missions of countries with which his country maintains diplomatic relations. The opposite of credentials is revocation. They are awarded upon recall of a diplomatic representative from office. As a rule, the preamble indicates the reason for recalling the ambassador and the hope that he did his job well (all within the framework of goodwill).

The next very important point in building diplomatic relations is diplomatic immunities and privileges. These are the advantages that are provided to diplomatic missions and their agents in order to better perform their work. Among them:

1. Inviolability of the premises of the mission. These can be both buildings and land plots. The diplomatic mission is automatically exempted from paying local taxes / fees. The country is obliged to ensure the inviolability and security of the mission (including from searches, arrests, enforcement cases). Also, the government cannot enter the premises without the consent of the head of the mission.

2. Diplomatic mail. Considered confidential and not subject to disclosure. Archives and documents are inviolable regardless of location.

3. Couriers in this structure are also protected by special immunity from the state in which they are located. An ad hoc diplomatic courier may be appointed by the accrediting State or mission.

4. Any taxation also does not apply.

5. The private residence of a diplomatic agent is under a special protectorate.

6. A diplomatic representative is protected from the civil, criminal and administrative jurisdiction of the state in which he is located.

7. Allowed to use the symbols of their country.

Also, in international relations such terms as "consulate" and "consul" appear. These concepts are very similar to the embassy, but they have their own characteristics. [22]

As we said above, an ambassador is a representative of a country and, first of all, its head. The embassy carries out an important international mission, solves political issues, and is always in the capital of the country. It is subject to foreign laws and belongs to the sending state. You can become a consul either as a foreigner or as a citizen of the state. There may be several consulates in the country. These are institutions that deal with civil issues, that is, they protect the rights and interests of fellow citizens within a foreign country. The functions also include the issuance of passports, visas, the protection of the interests of citizens of the sending state, the development of trade, economic, scientific and cultural ties. Accordingly, the consulate is much lower in rank and falls under the jurisdiction of the embassy.

It should be noted that consulates also have immunity and privileges, but in a more limited form. Among them: inviolability of premises, archives, documents, free use of the symbols of their country, tax immunity.

An honorary consul is considered a special unit in international relations. This is a person who has not been in the diplomatic service, but nevertheless performs certain consular functions. As a rule, a citizen becomes an honorary consul of a country. He does not receive a salary and has fewer privileges, but according to the Convention he is also under a protectorate (including his property).

To obtain all the privileges and immunities described above, foreign nationals must present their diplomatic passports and accreditation cards. By the way, a diplomat can have double accreditation.

Cards are: diplomatic, consular and service. The latter include cards that are issued to the administrative and technical staff of consulates / embassies. The same cards are issued to family members of the diplomat / consul / staff.

In addition to accompanying passports, service identification documents and accreditation cards, there are also diplomatic documents. This is a record of political information in accordance with the rules for its future use. Diplomatic documents are of two types: official and internal.

Diplomatic correspondence is maintained between sovereign states and their plenipotentiaries. This is a complex structure that is based on specialized protocols,

traditions, rules, with the content of regulatory and legal norms. Control over this process rests with the protocol service. Important documents of diploma correspondence include:

- Notes verbales is the most widely used document. Applied by the Ministry of Foreign Affairs, embassies. It is printed on letterhead, from a third party, has a code and a number. Sometimes it is initialed. The text is accompanied by a compliment. Used to describe problems of an economic, political and other nature. Also, with the help of notes verbales, information of a representative nature is transmitted, visas are requested, etc.

- Personal notes - a document that is written in the first person and is addressed to a specific person. The seal and surname are not put. It is used to emphasize one's interest in some business, for congratulations and other occasions.

- Memorandum - a form of document that is used in addition to a note, or is a stand-alone document. Consists of the factual / legal side of a problem, deep analysis and argumentation.

- Aide-mémoire - a document that is delivered in person or delivered by a courier. It is not serious, it is used to remind the importance of a conversation / agreement / event. Concerns routine issues (less often - problems). Written on plain paper, no coat of arms, no number and address.

- Statements, messages and letters at the level of state leadership (heads of state and government, heads of foreign affairs agencies).

- Personal letters of a semi-official nature.

Diplomatic documents also include declarations, messages, statements by heads of countries, governments, and foreign ministers. In any diplomatic document, content and form are important.

Drafting a diplomatic document requires taking into account many factors. The diplomatic service decides what to leave in the document, what to omit, which arguments to prefer, etc. However, it is necessary to remember about the possible counter-arguments of partners. Therefore, the preparation of such documents requires professional knowledge and diplomatic experience. [23]

The last, not the most pleasant procedure for the countries is the severance of diplomatic relations. It occurs in cases of an armed conflict between states, the loss of one of the counterparty states of international legal personality (for example, when merging with another state), a social revolution, or an illegal change of government. The reason for the severance of diplomatic relations may be the hostile policy of one state towards another, the commission of any actions that exclude the normal operation of diplomatic missions, etc.

The severance of relations is consolidated by filling out an official statement or issuing a special normative act, which is issued by the state authorities. According to the Vienna Convention, the receiving state is obliged to promptly facilitate the departure of the diplomatic corps, as well as their relatives from the country and all personnel with immunities and privileges.

### 1.3 Protocol and etiquette in international business practice

Today, any diplomatic interaction between countries (their leaders, bodies) is supported by a diplomatic protocol. In the 19th century, the word "protocol" meant the rules for the execution of various documents, as well as their archiving. Now this term is applied to the diplomatic service as well. In fact, the diplomatic protocol is one of the instruments of international law. It should be taken into account and taken very carefully, since deviation from its rules can lead to significant complications.

The main definition of a diplomatic protocol is as follows: it is a set of traditions, rules, recommendations, conventions followed by the government, foreign missions, diplomatic and trade missions, foreign affairs agencies, as well as official persons in international communication.

It should be noted that the diplomatic protocol acts not just as a technical means, which politicians and businessmen of different countries adhere to when

meeting each other. It carries a political orientation, acts as a form acquired by this or that action of the state, its representative or representation.

When opening a diplomatic mission / embassy, one must follow not only international protocol, but also etiquette, which includes norms of behavior, communication, treatment and other communications.

Any diplomatic ties are accompanied by conversations and receptions.

Diplomatic conversation is one of the central ways of accumulating and transmitting information that is used for the benefit of states and their political, economic, scientific, technical and cultural cooperation.

After the ambassador has passed all the stages of accreditation, according to the procedure, he is obliged to pay a visit to the head of state, the minister of foreign affairs, members of parliament and various organizations, as well as the diplomatic corps. There are no clear rules that indicate the list of persons who are required to visit. But some countries have an approved list.

Traditionally, the dating procedure begins with the doyenne (head of the diplomatic corps), then the rest of the diplomatic agents, alternating with officials. Return visits are required. It is noteworthy that the wives of the doyenne have the same honors as their husbands.

Informally, visits are divided into protocol and business visits. A visit-acquaintance belongs to the protocol, when you conduct an introductory superficial conversation without discussing business issues. A business visit can be both on the initiative of the ambassador and on the other side. It has no time limits and can last up to several hours.

Another type of meeting is diplomatic receptions. They are appointed on the occasion of a holiday, a significant event, the arrival of various delegations, and so on. Receptions contribute to the development of contacts within the diplomatic corps and official state apparatus. This is a great way to clarify the policies of their countries, to discuss important international problems. For these reasons, diplomatic tactics are essential. [23]

Protocol and ethical practice imply some peculiarities and traditions in the organization of such techniques. Thus, receptions are daytime and evening, as well as with and without seating at the table. Daytime includes: breakfast, "glass of champagne" and "glass of wine". The evening includes tea, lunch, dinner, cocktail, buffet and "zhurfix".

A "glass of champagne" and "a glass of wine" are considered similar (the drink is chosen depending on the nature of the reception) and starts at 12 noon with a duration of about an hour. This is the easiest trick to organize and does not require much preparation. The reasons may be as follows: the opening of the festival, the departure of the ambassador, the anniversary of a national holiday.

Breakfast starts at 13:00 and is considered non-festive like other afternoon receptions. Guests arrive in casual attire unless protocol requires it. Among the reasons: the arrival and departure of the ambassador, the anniversary of a holiday or treaty in honor of important foreign guests.

"Cocktail" and "buffet" are held standing, without seating. Starts at 17-18 hours. "Cocktail" includes cold snacks and drinks, "buffet" - hot dishes. Special clothing may be required. Occasion: important guest, national holiday, sometimes the action is accompanied by a concert or a movie.

Lunch starts at 20:00 and is considered the largest and most honorable type of reception. The menu corresponds to national traditions, the duration is 2-3 hours. After lunch, guests move to the living rooms for conversation (tea, coffee are offered). Formal dress is assumed (tuxedo, dress).

Dinner starts at 21:00 and differs from lunch in its start time.

"Tea" is considered a feminine reception and is hosted by the wife of the Minister of Foreign Affairs for other women. Time - 16-18 hours.

Occasionally, in diplomatic practice, there is a type of reception called "zhurfix". It, like "tea", is organized by the wife of the Minister of Foreign Affairs, on the same day of the week / time during the autumn-winter period.

Another essential business communication procedure is the exchange of business cards. Used not only by diplomats, but also by journalists, businessmen and

other civilians. The presentation of a business card is multifunctional: you can congratulate you on your birthday, appointment to a new position, on a national holiday, as well as express condolences, establish an acquaintance or thank you. For different cases in international practice, short symbols are used, which are indicated in the lower left corner:

r.f. - congratulations (pour fete);

p.f.c - an expression of pleasure from acquaintance (pour faire connaissance);

p.r. - gratitude (pour remercier);

r.s. - sympathy (pour condoleances);

r.f.N.A. - Happy New Year (pour fete Nouvel An);

p.p. (pour presentation) - an absentee recommendation of a new person who arrived to work at the representative office (instead of a personal visit).

p.p.s. (pour prendre congne) - an expression of farewell in connection with the final departure from the country (when a farewell visit is not paid).

There are such universal rules for exchanging business cards:

1. The card must be presented in person.
2. Business cards must be answered within 24 hours.
3. Sending a business card equals a visit.
4. At the residence of the spouses, single men must leave two of their cards.
5. Women never leave a business card in the house of an unmarried man. This is not appropriate.

The Congress of Vienna (1814-1815) retained the tradition of organizing international conferences. Let's consider their main types (table 1.1)

The rules of procedure establish the date and place of the conference, the agenda, the composition of delegations, accreditation, official and working languages, the rights of participants, methods of dispute, formulation of proposals and decision-making, voting methods, issues of protocol and seniority, forms and procedure for conducting conferences.

Table 1.1 – Types of conferences by different criteria

Criteria	Types
Subject content	Political and technical
Purpose	Advisory, legislative and informational
Form of organization	Bilateral or multilateral
Rank of participants	Top-level (heads of state), high-level (heads of government and foreign ministers), mid-level (officials of foreign ministries, experts, etc.).
Scope of activity of the participants	General (general) and closed, with the participation of only a certain group of states (for example, the G8).
The operational purpose	Diplomatic and plenipotentiary

The last important part of diplomatic etiquette is international courtesy. This is behavior that is governed not by legal aspects, but by mutual respect and decency. This includes:

- National flag etiquette. Revealing certain honors to the state flag is a generally accepted norm of international practice.
- National holiday. Diplomatic representatives and consuls are required to participate in ceremonies in honor of the national holidays of the host country. In honor of the national holiday of his country, representatives of the local authorities are paying a visit to the Ambassador, which provides for a return visit. It is necessary to respond in a timely manner to events in the life of officials of the host country, members of the diplomatic corps: receiving high state awards, birthdays, holding a new senior position, as well as mourning events.
- National mourning. It is declared by a special order of the sending state or the host country of diplomatic missions and consulates. In the first case, the existing instructions determine the order of observance of mourning and their duration; mourning is adhered to by the heads and employees of the missions of this country. In the second case, all members of the diplomatic corps adhere to mourning.

In conclusion to the entire section, we can draw the following conclusions: in the modern processes of globalization and development, diplomacy is a key



instrument of foreign policy. Every day we observe irreversible processes of merging of economies, absorption of small countries by large countries. All this requires more stable and strong representatives in the international arena, who, in turn, will be able to attract investment to their country, contribute to an increase in exports and strengthen the state's position in the world economy.

An instrument is needed with which states could in practice realize their ambitions and strengthen their positions in the world. Such an instrument is the diplomatic protocol. It is a set of generally accepted rules, traditions and conventions followed by governments, foreign affairs agencies, diplomatic missions, and officials in international communication.

## 2 THE ROLE OF CROSS-CULTURAL FEATURES IN THE IER

### 2.1 The mechanism of culture influence on business

The dependence of economy and culture can be traced back in the works of famous scientists of the 20th century. One of them, the German political economist and sociologist Max Weber, investigated the so-called “spirit of capitalism” phenomenon. I want to note that only a person who deeply knows his culture is able to conduct such a thorough and conscious analysis. The essay "Protestant Ethics and the Spirit of Capitalism" is one of the treasures of the classics of world sociology, thanks to which we can trace the connection between the economy and the peculiarities of culture. Weber shows that the basic concepts of modern capitalism were born through the religious ethical principles of Protestantism. This is just one of many examples and stories, but this sketch helps to establish the urgency of the problem. [28]

However, before building the relationship between culture and business, it is worth considering these definitions separately. The concept of "culture" contains a huge number of meanings, which humanity reveals even now. The source of culture is human knowledge, creativity and any mental activity that regulates the foundations and behavior. Culture is a key factor that is not biological in origin, and is responsible for the socialization of all of humanity. You can make the following definitions of culture:

- it is a part of the environment that man has created;
- the unity of moral principles and behavior in all manifestations of the life of society;
- the type or form of behavior typical for a particular group, population, species;
- the achievement of society, which, as a result, led to the streamlining of relationships between people;

- the spiritual heritage that a person receives from his nation;
- a system of provisions, realized thanks to the hereditary memory of mankind.

Business in its concept is a result that is created by the desire for a prosperous existence. Thus, we can say that business clearly combines two opposite poles - material and spiritual. Economics, in turn, does not have a spiritual character, and therefore the conclusion suggests itself that man, by his nature, strives for a cultural transformation of the economy. We see this in the 21st century as well. Countries that are very rich in resources often develop much more slowly than those who are deprived of this luxury. Why? The whole answer lies in the cultivation.

By culture, economists mean values and behaviors that are shared by a large number of people and that change slowly over time. There are two signs that we are dealing with culture: this is not about an individual person, but about a large number of people, and these are tectonic, long processes that cannot be changed at the click of your fingers and cannot be quickly studied. I would like to mention the work of Yann Algan and Pierre Cahuc entitled " Trust, Well-Being and Growth", which showed how much culture can influence the economy. Yann Algan makes an important point: trust is a factor that is passed down from generation to generation, that is, it can automatically be considered a cultural heritage. As a basis for the work, Algan took statistics on the migration of Americans during the 19th century, who left various European countries. In this study, other indicators are also used, such as: religion, education, the development of institutions of countries. Based on the obtained statistical information, it was concluded that the rate of economic growth (1930-2000) depends on the level of trust. If African countries had the same level of social trust as Sweden, per capita income would rise to 546% on average. Presumably, revenues in France would have jumped 11%, and in the UK by 6%.

Returning to a narrower concept - to business, it is worth saying that nowadays business ethics is gaining popularity. Its mission is to make business goals humanistic, socially oriented and culturally mediated. In this regard, the problem of social responsibility of business arises, which allows an entrepreneur to integrate into the social system of society and bring him benefit. Business is a social institution and

must take into account the impact of its decisions on the larger social system. Corporations that employ thousands of people to achieve their goals and affect millions more as a result of their activities must reckon with the social impact of their operations. [28]

In the modern world, such processes as the internationalization of the world market, as well as general globalization, are actively taking place. Therefore, enterprises, companies, any business enter the international market, where for a successful position it is important to take into account various factors, among which there is culture. Culture is, first of all, predictability. In business, it is very important that people operate with the same concepts and were predictable. International business is in many ways similar to national business, but there are significant differences that must be taken into account for the successful implementation of international strategies. The main problem is overcoming the differences of national cultures, which are manifested in the peculiarities of doing business. International business operates in countries with different cultures, so the same principles for starting a business can (when implemented in a different cultural environment) give different results. In turn, the concept of "cross-culture" is actively involved in international business. This phrase consists of two words: "cross" and "culture", which translated from English means "intersection of cultures." Cross-cultural competence is an important factor in the success of any company entering foreign markets, especially in unfamiliar countries. When you organize international activities, you should definitely take into account the legal, economic, political characteristics of the country, customs, culture, language, traditions, lifestyle, habits of your target market / partners / diplomats / competitors.

Cross-cultural management is a relatively new scientific field, which began to develop rapidly due to general globalization and the expansion of information boundaries. When a company underestimates the importance of learning about a partner's cultural background, it loses the ability to effectively manage its business relationship. Difficulties arise in interaction, in organizing work activities, in conducting negotiations, and there is also a high probability of intercultural conflicts

in the business environment, which, in turn, can lead to the termination of cooperation. [31]

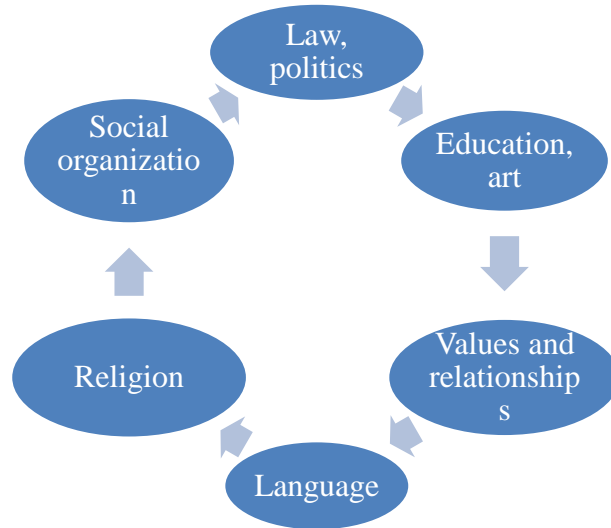
Therefore, leaders of both international and regional business need to pay more attention to the development of cross-cultural management and communication skills, and companies need to train personnel in this area.

## 2.2 Cross-cultural studies and issues

Cross-cultural studies occupy a priority place in the modern study of the mechanisms of intercultural interactions. The processes of globalization, transforming the human community into a single world, make cross-cultural research as relevant as possible, and they are becoming one of the most important areas of scientific research. Cross-cultural research is sustainable and builds on a long-established cross-cultural analysis methodology.

In the international arena, it is very important to understand and study cultural differences, because the success and effectiveness of a business depends on this. To identify the interaction between culture and business, let us consider a diagram of cross-cultural problems (picture 2.1), which help to structure and understand all sections.

The increasing importance of cross-cultural research involves the use of the following algorithm, taking into account three stages of research: development of the theoretical foundations of cross-cultural interactions in the creation of national wealth; cross-cultural analysis of the effectiveness of international business; preparation of recommendations for cross-cultural integration of companies in the process of mergers and acquisitions. [33]



Picture 2.1 - Diagram of cross-cultural problems.

There are many typologies of organizational cultures. The most used in the world include the methods developed by such scientists as Terrence Deal and Robert Alan Kennedy, Robert Blake and Jane Moughton, Charles Handy. But most often, in practice, they use the typology of cultures developed by Geert Hofstede.

Table 2.1 – Parameters by Hofstede theory

individualism- collectivism	An indicator that explains whether people prefer to take care only of themselves and their own families, or tend to unite into certain groups that are responsible for a person in exchange for his loyalty to the group.
power distance (strength of social hierarchy)	Assessment of people's readiness to accept the uneven distribution of power in institutions and organizations
masculinity-femininity (task-orientation versus person-orientation)	Assessment of people's tendency to assertiveness and toughness, focus on material success at the expense of interest in other people
uncertainty avoidance	An indicator of how pragmatic and strategic a society is for the future, as well as worries about future uncertainty.

It is with the help of these developed cultural aspects that we can compare different national cultural models for the most effective building of international business.

This theory was developed by a scientist-psychologist back in the 1980s. It is based on research from 40 countries. More than 116 thousand people were interviewed during the analysis. The typology of organizational cultures by G. Hofstede helps to understand the behavior of people, to determine what factors are reflected in the characteristics of different cultures (table 2.1).

Very often in international business, the greatest difficulties are created precisely by cultural factors, their misunderstanding and insufficient analysis. Human relationships are the basis of the international environment, and in order to show clear results, it is worth to understanding the process of “entering” culture:

1. Individualism and collectivism. Culture is considered in the aspect of human orientation towards its own interests. The main motivations for countries dominated by individualism are obligations to oneself, that is, self-realization and self-respect. Individualism is typical for countries where the cohesion of the people is minimal, that is, a person is responsible for himself and his loved ones, while completely indifferent to the situation in the country. We can see this situation in the UK, where the concept of "I" is superior to the traditional "we".

2. Power distance. An index that reflects the influence of the hierarchy on social institutions. The level can be low and, accordingly, high. Simply put, it is about the poor accepting the wealth of others. Let's take the Scandinavian countries as an example: the more the population protests and rejects such a situation, the lower the index itself. In a country like France, we see a different picture: the index is 68 (in Norway 31), which indicates a more relaxed attitude of citizens towards inequality.

3. Masculinity and femininity. By this criterion, we can determine the labor functions between men and women, as well as social status (taking into account gender patterns of behavior). Thus, countries with clear social roles have a masculine trait, and the intersection of social roles is characteristic of a feminine trait. The main features of masculine culture are: harsh boss-subordinate relationships,

entrepreneurship, energy, desire for wealth, willingness to take risks, competition. Signs of female culture: moderation, caring, maintaining good relationships, modesty, social life. It is noteworthy that the process of "feminization" of democratic countries has been spreading over the past 10-15 years. According to Hofstede's research, Japan is considered the most masculine country, then the German countries, as well as the United States. Countries such as the Netherlands, the Scandinavian countries and Finland have female outlines.

4. Focus on the future. In different business cultures, people perceive the presence of uncertainty, instability in life and business in different ways. Some business cultures tend to avoid uncertainty as much as possible. In such cultures, it is necessary to "define the conditions on the shore", to describe in detail the roles and functions of workers, to eliminate ambiguity in relationships as much as possible. As one of the ways to limit uncertainty, people use the development of detailed laws, rules of conduct and instructions for all occasions. Serious overregulation of social and economic life is one of the indicators that a high degree of uncertainty avoidance is inherent in a given national culture. Countries with a low degree of uncertainty avoidance include England, Scandinavian countries (except Finland), Denmark, and the United States. Countries with a high degree of uncertainty avoidance are Germany, Belgium, Austria, Switzerland, countries of Southern and Western Europe. [38]

Using the above criteria, we can distinguish 8 cultural regions: northern, English-speaking, German-speaking, more developed Romance-speaking, less developed Romance-speaking, more developed Asian, less developed Asian, Middle East. For example, the northern region is characterized by a short hierarchical ladder, high masculinity, a high degree of individualism, and a moderate degree of uncertainty.

The German-speaking group is characterized by a long hierarchical ladder, a high degree of masculinity and uncertainty, and a somewhat lesser degree of individualism. In developing countries, there is a long hierarchical ladder, a high degree of masculinity, and low values of individualism and uncertainty.



Language differences can have an impact on product promotion. It is pertinent to mention the surprises of the language section that brand transliteration can bring. For example, "Zhiguli" were exported under the brand name "Lada" due to the fact that in French it can be heard as "wench."

The next important aspect that requires close attention is religion. It includes a view of the world, true values, as well as religious practices and their characteristics. Religion as an element of culture influences the economic activity of people and society: for example, material wealth can be viewed as an obstacle to spiritual enrichment. Of course, religion is not a central influential aspect on the level of a country's economic development, but it is important to take it into account in order to understand the culture of a nation.

There are 3 important elements of the system that are relevant to international business: relation to time, achievement and wealth.

Distinguish between traditional and modern attitudes towards time. In ancient times, the traditional attitude reigned: this was when time was measured in large segments and had a cyclical nature (everything was repeated).

The modern perception of time is called linear, that is, the past time does not return. With this perception of time, you need to understand that time is money, you need to plan and save your minutes.

Certainly, countries have survived that combine both attitudes to time. For example, in the West, they believe that accuracy and a competent attitude to time are the main indicators of good behavior (meetings should be held at a strictly specified time, projects are implemented in accordance with the plan, and so on). In the 21st century, we see a clear difference between working dominant time and other (free, family).

Achievements and attitudes are equally important. Countries differ among themselves and the attitude towards methods of income generation. In many countries there is a negative attitude towards moneylenders (Islamist societies). They prohibit lending money at interest, and exporters find it difficult to adapt to such an economic regime. At the same time, royalties can be viewed as exploiting the weakness of the

payer even after he has acquired the appropriate skills and made a profit for himself. A lump sum payment or payment for the first few years is considered an acceptable alternative in such a situation.

Another interesting variable of cross-cultural issues is the social organization of society. She examines the role of family ties in making everyday decisions, the degree of population gradation and the differences between the upper, middle and lower classes, the predominance of individualism or collectivism in society, which we talked about at the beginning of the chapter. [42]

In international business, social aspects are very important. The portrait of business partners depends on the social organization of society: these can be family firms, in which nepotism plays a role in making day-to-day decisions and continuity, or we are dealing with classic professional partners.

### 2.3 Business and cultural ethics of the world countries

As we analyzed in the previous paragraphs, in 90% of cases, understanding and speaking the same language with partners is not enough for successful negotiation and conclusion of transactions. Cross-cultural relations include a huge number of factors that must be considered in order to achieve international goals. At the same time, taking into account the cultural factor is more important when the cultures of the partner countries are contrasting. When we see a diverse cultural field for conducting international business, then cross-cultural differences are manifested much stronger, communication barriers are higher, the requirements for the cross-cultural competence of an international manager and diplomat are more critical.

One of the most unusual patterns is the business culture of Asian countries. Their local business mentality is fundamentally different from the usual Western mentality. Asian culture is a set of behavior and traditions of countries geographically located in Southeast, South and East Asia. It is worth noting here that the culture of the Near and Middle East, Middle, Central and North Asia is fundamentally different

from the above-mentioned Southeast. Thus, if you have, for example, experience of working with Korea, this does not mean that you will be able to work with China or with India, since we are talking about completely different markets and, most importantly, a different business culture. Let's look at such countries as an example: Japan, China, Arab countries, India.

Japan is a country of collectivism according to the Hofstede typology. Collectivism manifests itself in everything: from the same working form of employees to spending time together outside of work, as well as community consciousness. The Japanese are considered the most compromise, try to avoid conflicts and prefer to negotiate in terms of morality and negotiation, rather than jurisprudence and lawyers. This is a country that values time, is sensitive to public opinion and is extremely scrupulous. From the point of view of negotiations, the Japanese respect and value the opinion of their partners, they tend to pay attention. The Japanese decision-making mechanism is a rather lengthy process of agreeing and approving certain provisions. Patience is considered one of the main virtues in Japan, so business discussions often start with minor details and go very slowly.

China is one of the most desirable and profitable partners in the 21st century; it is a country of progress. It should be borne in mind that the Chinese primarily rely on personal relationships, and then on agreements. In this country, it is extremely important to build friendly and trusting relationships, but at the same time representatives of this culture are very restrained, not tactile (hugs and kisses are unacceptable). It is important to respect the chain of command, pay attention to business cards and the form of address (some require the use of titles). The Chinese clearly distinguish between the individual stages of the negotiation process: the initial clarification of positions, their discussion, the final stage. At the initial stage, much attention is paid to the appearance of the partners, the manner of their behavior. The final decisions are made by the Chinese side, as a rule, not at the negotiating table, but at home. The Chinese are capable of making concessions, as a rule, at the end of negotiations, but only after they have assessed the capabilities of the other side. Traditional clothing is a classic suit and shirt. [44]

The Arabs are a deeply religious community. For example, in the month of Ramadan, a Muslim will not eat from sunrise to sunset, so dinner invitations are inappropriate. It is worth respecting their tradition of absenting themselves for prayer (about 5 times a day). It is forbidden to eat pork and alcohol. Talking about religion or politics is taboo. Punctuality is a must for Arabs, although they may be late. Arabs find it difficult to build business relationships with women for the same religious reasons. It is important for Arabs to establish trust between partners. They prefer working out the details of the issues discussed in the negotiations, as well as "bargaining" at the negotiating table (in contrast to the Chinese, who do everything at the end).

India is considered no less a religious country, but unlike the Arabs, it has a mixed religion (Buddhism and Hinduism are leading, but there are also Christians and Muslims). It is worth considering this. In India, they do not look at the time at all and the minutes do not matter, so waiting is a normal situation. At the same time, no one will apologize for being late. Bureaucratic red tape is widespread in India, so it is most efficient to do business directly with influential local partners who are able to find the shortest path to the offices of officials. In negotiations, it should be borne in mind that Indians are strong experts on trade issues. Local businessmen love to play poorly, so you should prepare for difficult negotiations and uncompromising bargaining. The appearance should correspond to the traditions of the region.

The next no less interesting region for considering business culture is the United States. This country is rightfully considered a country of many nationalities, therefore its cultural heritage is as diverse as possible.

The United States is a striking representative of individualism according to Hofstede, which distinguishes it from Asian countries. Americans take pride in their own successes, talk about their goals, and value initiative. From this we can conclude that they focus on a strong personality and strive for a single decision. This is a persistent, risky and ambitious people, aimed at asserting their own superiority and complete submission. Unlike the compromising Japanese, Americans are quite aggressive and in most cases resort to the services of lawyers, the letter of the law.

Americans are paradoxical: they are open, friendly and easy to find a common language with, but at the same time they are aggressive, assertive and egocentric.

Americans are considered professionals in negotiations, they are very competent in their matters and attentive to details. They have a simple business philosophy - to make as much money as possible, in the shortest possible time, using hard work and power. In the United States, they are calm about questions, and not knowing something is not illegal. [46]

South America is different. The pace of doing business is slow here, the conclusion of a deal can be drawn out. Latinos are very considerate of their partner and will never make a deal with a stranger, so an informal conversation is essential. When you are invited to visit, it is worth giving a gift (especially to children and women). It is customary to look in the eyes, this is a guarantee of sincerity (unlike Africans). Everything needs to be recorded on paper.

The business culture of European countries is rightfully considered older, and is a mix in which American features are also present.

Thus, caste character is characteristic of English business. On the one hand, this speaks of a high level of professionalism, on the other hand, it interferes with the influx of "young blood", novelty and fresh ideas. Honesty, punctuality and restraint reign in Great Britain. The British are pragmatic, reserved in their judgment and very attentive. They always comply with formalities, are strict with the time, do not like empty talk.

German culture is similar to English culture. Everyone knows Germans as accurate and punctual partners. This quality should certainly be taken into account. German neatness often reaches the point of pedantry. A business meeting for Germans is an official event, so an informal setting is unacceptable, like any liberties. Impromptu negotiation is not welcome. Professionalism, intelligence and manners are their main criteria for choosing a partner in business. It is also worth considering that Austrians tend to make individual decisions, which reflects their desire for independence and ambition. The German people are open, ready for a direct conversation in a business language. The Germans are competently preparing for

negotiations. They prefer to start negotiations if they are confident that they will come to some kind of agreement with a partner.

The Scandinavian countries (Denmark, Sweden, Norway and Iceland) also have a number of peculiarities. It is also worth noting that Finland does not belong to the Scandinavian countries, but has a common cultural heritage with them.

One of the surprising facts is that issues with officials from the northerners are resolved quickly and easily, there are no protests, discontent and irritation. Everything here obeys the rules. Scandinavians love clear planning, and the sight of full-time employment seems attractive to them, so the coveted meeting may not happen so quickly. Scandinavians always adhere to agreements and forgetfulness, haste and other arguments are unacceptable for them. In Scandinavian companies, workers adhere to democratic traditions and try to avoid manifestations of hierarchy. Each person feels like an equal member of the work collective. For example, in Sweden it is customary to call each other "you", even if you are talking to a boss or a person much older. It is not customary to show a special, too respectful attitude towards the boss; informal relationships are permissible.

The feminist movement is also gaining momentum in Scandinavia. As a rule, negotiations begin with neutral topics, as this creates a light, relaxed atmosphere. Each negotiator has the right to express his or her opinion when given the floor. Scandinavians behave with restraint and do not show strong emotions. They are attentive to detail and often ask for complete information.

If the Americans want the meeting to end with the signing of a contract, and the Italians and Russians prefer to discuss the details of the contract at dinner, then the Scandinavians approach this differently. They consider it sufficient to reach a point in the negotiations when the contours of the optimal solution are clearly delineated - this is due to the same Scandinavian sense of moderation.

France, as we know, is a country not only of style, but also of etiquette. This is a very gallant nation, moderately open and uninhibited. They value intelligence and logic. But France is also categorical: even in international negotiations, the French

use only French language, they never bargain. They can also interrupt in case of disagreement with the interlocutor.

Spain is also worth noting. In this country, commerce is built on a hierarchical principle and the leaders bear full responsibility. Developed bureaucracy and formalities. The cult of time. [46]

The next continent, Africa, has a number of its own characteristics that have developed historically during the era of colonialism. The traditions of the peoples here are as diverse as possible. Africans are wary and appreciate a weaker shaking of hands than in Europe. It is not customary to look into the eyes. Sometimes, when opening a door, a man must enter first, since he takes responsibility for all the impending danger. This is the way it was traditionally. If in Europe touching the face is considered indecent, then for Africans it is the norm.

People here are very respectful of age, so in business negotiations, respect should be expressed to the eldest. All appointments are scheduled in advance, but punctuality is not always respected. Political conversations are unacceptable, as in most countries. Representatives of countries in eastern Africa prefer to negotiate "to the bitter end," since in the end the participants in the dialogue will surely come to a common opinion. For a representative of West African countries, this behavior is not typical.

The last country is Australia. It should be noted that geographically, this is the only country that occupies an entire continent. The Australian businessman is punctual and always makes appointments in advance. Gifts between business partners are the exception rather than the rule. A classic style of dress is required for business meetings. In other situations, Australians do not attach much importance to clothing. In general, these are very friendly and open people, they immediately address their partner by name, love a casual conversation (for example, about the country itself or about sports) before negotiations. The Australians can be called the opposite of the Japanese. They are distinguished by a pragmatic approach to business, they do not tolerate ambiguity. Australians prefer to be straightforward: they are quite specific and therefore a fierce business dispute can occur, which is perceived here as a normal

way of exchanging views. Despite this, the Australian businessman values honesty and a sense of humor. He is also energetic and hardworking. Agreements with them cover all the nuances, and they are strictly adhered to.

Summing up the above, we can come to the conclusion that each country is individual in its set of parameters of business ethics. And there is no one-size-fits-all formula that fits all potential partner countries. The success of negotiations and cooperation lies in deep analysis and identification of key points, as well as their competent use.



### 3 STRATEGIES FOR DIPLOMATIC SUPPORT OF THE IER

#### 3.1 Problems of international relations amid COVID-19

In December 2019, the planet was overtaken by a terrifying epidemic caused by the SARS-CoV-2 virus. It all started in the city of Wuhan (China), and already in early March, a pandemic was declared around the world.

The onset of infection was feared by both giant countries and countries that have a low quality of life index. Membership in integration associations, military alliances and international organizations does not save one from illness, cannot strengthen the country's economy. The UN and NATO do not seem so strong. On the contrary, the principles of national egoism come to the fore. Both allies and opponents have suffered from the coronavirus. For a viral infection, the international priorities of a particular country did not matter.

The coronavirus is a low-control process, and any containment of its spread directly affects the global economy. The coronavirus and the massive lockdown have a serious impact on the entire spectrum of social processes. Among the most ambitious problems: [48]

- Decrease in production activity;
- Problems in the stock market;
- Slowdown in the growth rate of large economies;
- Demographic changes;
- Decline in oil prices;
- Deterioration of the state of tourism and aviation industries;
- Decrease in incomes of the population;
- Fall of the stock exchange index.

The coronavirus pandemic is a shock situation in the world, the far-reaching consequences of which we begin to imagine only today. As this disease has changed lives, disrupted markets and displayed the competence (or incompetence) of

governments, it will lead to permanent shifts in the political and economic sector that will only become apparent later on.

Despite this, it is not worth focusing on critical conclusions about the biggest challenge since the Second World War. First of all, it should be noted that already at the beginning of 2020, the Chinese economy was gradually getting back on its feet. According to Bloomberg, China started operating at 75% of its capacity, which is a good indicator in modern conditions. The impact of COVID-19 on the global economy will be stronger than the SARS epidemic of 2002-2003. This can be explained by the fact that, in fact, the Chinese economy is one of the three leaders in the world economic arena, and this is much larger than in 2003.

Second, China's economy is more closely linked to the rest of the world's economies than it was 10 to 20 years ago. In today's globalized world, China is today an important export market, a source of tourism and some jobs, and a supplier of intermediate goods.

In addition, the economic crisis amid the coronavirus and trade tensions between the US and China have disrupted international trade patterns.

The markets of developing countries were also hit hard. For example, emerging markets are focused on the export of raw materials: Brazil (iron ore, oil, soybeans), Russia (oil and gas) or Chile (copper), are facing a drop in income from their main export products, as prices for most goods have fallen since the beginning of the pandemic.

The foreign exchange market is also volatile. Currency devaluation is a major concern as products from abroad become significantly more expensive (due to deteriorating terms of trade). Some countries will find it more difficult to service their debt in foreign currency, which is a problem, for example, for Argentina, Turkey and Ukraine as well.

Even without citing statistics, we can say that the world economy is in recession, since the consequences of the impact of the coronavirus pandemic on the economy are large and irreversible. But there is no need to doubt that all troubles will

come to an end sooner or later. Mass vaccination of humanity is already helping to improve the economy and lifestyle in general.

We can say that the global economy is growing much faster than expected a year ago in the worst-case scenarios, but the recovery remains uneven, which creates all kinds of risks. [53]

However, the key issue is the stability of the system of international relations. In the 21st century, we are on the brink of reforming post-Cold War diplomatic cooperation, but even this fragile young structure has cracked.

We are talking about economic integration, which has increased inequality between the economies of different countries, although complete prosperity was predicted. Thus, we can observe the fierce ambitions of a number of developed states that want to take advantage of the situation and arrange a new world order under their own leadership.

The pandemic mercilessly affects international relations, because it has exacerbated existing problems to the limit in some countries, and created new ones in others. These factors make any country vulnerable on the world stage, and this, in turn, shows who is friend to whom and who is enemy.

In addition, due to quarantine restrictions, large events are massively canceled and postponed, for example, the UN General Assembly or the BRICS summit, at which some problems could be resolved. For the same reason, diplomatic contacts in diplomatic corps and between countries in particular are deteriorating. For a long time diplomatic relations were based on personal meetings and acquaintances, and it was believed that it was through live communication that a single consensus could be reached. Now, among diplomatic agents, the quality of dialogue and trust is falling, first of all. Today's diplomats are conservative in their methods of dialogue, and therefore electronic communication raises more questions than answers. However, we can observe how international organizations, driven by necessity, are trying to adapt to new conditions. Thus, the IMF and the World Bank held their meetings online, as did the UN, EU and other organizations.

Undoubtedly, this situation puts an extraordinary burden on the embassies. At least for the reason that they have an even greater responsibility to strengthen contacts with local partners. In addition, there is a burden on the Ministry of Foreign Affairs, since many types of work were transferred to a remote basis.

We can also observe changes in the protocol: it is mandatory to wear a mask and test all members of the delegation, as well as maintain a distance. Diplomatic techniques have been reduced to a minimum, and a selective method is used to select participants.

Briefs for journalists with a representative of the Ministry of Foreign Affairs are often held without his presence, online conferences. There are problems with logistics and transportation.

Analyzing the above, it is difficult to conclude that diplomacy is enduringly surviving a pandemic. For the first time, diplomacy felt helpless in introducing new methods of cooperation and maintaining contacts. It cannot be said that some conflicts on the world arena have been settled or someone's cooperation has strengthened. [52]

On the contrary, we are witnessing an intensification of the rivalry between the United States and China. It is worth noting that the first online conference of government leaders in the fall of 2021 was very tense on both sides, despite the fact that they set the task not to translate competition into conflict. The communication lasted for a very long time, and apart from complaints, the leaders did not come to a consensus. Whether this is an ethical or political issue is another matter. But one can say for sure that the confrontation between these countries is a vivid example of the fact that diplomacy has failed to sell the merits of international cooperation.

### 3.2 Development and opportunities of diplomacy in 2021

It is obvious that in 2020-2021 diplomacy is going out of its comfort zone. We see a change in structure, methods, the emergence of new directions. The global

virtualization of work, which began because of the pandemic, has exposed opportunities for optimizing work processes, including diplomatic ones. There is a need to change the established approach to negotiation processes.

Despite the mass vaccination and its gradual spread in distant countries, the population is sick in a second circle, new, unexplored strains of coronavirus appear, which act on the body in a completely unpredictable manner. From this we can conclude that the final exit from quarantine measures is not yet ahead of us. And therefore, in the sphere of international relations, it will be necessary to resort to new methods of maintaining cooperation in order to solve existing problems, including old ones.

One of the most optimal strategies is the active use of digital diplomacy. It should be noted that the need for such a transition goes far beyond conferences, since millions of employees are already working on the Internet and are switching to a comfortable remote format. Polls show that there is no consensus among diplomatic agents about whether this is good or bad. There is only one conclusion that diplomats are forced to start experimenting with methods of work that they have never used before. The digital world has provided them with many opportunities to strengthen and develop international cooperation. The main task is to skillfully use it. [62]

One of the first problems that diplomats faced was technical difficulties in the choice of a digital platform. It would be right to decide on the type of event, the scale of the invited participants, and then choose a digital platform. It sounds corny, but the biggest mistakes are often elementary. It also makes sense to run the platforms in test mode. Despite the progression of the field of technology, communications can fail with their unstable work. The sudden disconnection of the microphone, video camera, deterioration of the picture quality - all these are irritants and interfere with the effective holding of conferences. To this we can add the problem of basic Internet access in some countries of the world. Many states and regions still suffer from a lack of basic communications. This problem would be worth solving.

The next important note in digital diplomacy is human interaction. In online meetings, eye-to-eye contact, body language, intonation play and other features are

minimally developed. It is really very difficult to keep the attention of all participants in such a rhythm. By the way, we observe the same situation in online learning, when the teacher loses the attention of his students. From this we can conclude that digital diplomacy should be improved by going beyond the "talking head". We are talking about colorful presentations, sound quality, changing backgrounds, general picture and poses.

An important component of diplomatic relations is the protocol, which we discussed in the first section. It stands at the origins of diplomacy, has a history and proceeds from fundamental documents. Network conferencing challenges many protocol clauses because they combine many informal aspects.

For my part, I can highlight the main advantage of digital diplomacy - the transparency and modernity of this activity. Digital diplomacy allows us to communicate directly with the public, disprove erroneous or false statements, pressurize other "players" in the global field and induce them to act.

Of course, digital diplomacy is a complex technical structure, but in a pandemic, it is a central opportunity to maintain old ties and establish new ones. In fact, digital diplomacy did not change the essence of this activity, but only made it possible to solve the assigned tasks using a new tool. This tool helps to cover a large amount of data, process more information available, analyze possible threats and ways of interaction. Open Source Intelligence is prominent in the media, foreign ministries and international business. [63]

After all, with the right direction of digital diplomacy, you can expand your capabilities and reach your target audience deeper. Digital activity allows us to achieve the same result that traditional diplomacy aspires to - this is a spectrum of influence.

How does the digital opportunity mechanism work? One way is to achieve "physical" results even through the influence of social networks. For example, consider a case:

As we know, in recent years there has been a massive rocket fire at the civilian population of Israel by terrorists. The channels of the Israeli Foreign Ministry

respond promptly to these events and systematically broadcast their condemnation of the terrorists and support for Israel. They use the tag system and tag foreign ministries and the media around the world. [62]

The next example is mission success through reach and engagement, the classic dimensions of the digital environment. We can observe direct dialogues and responses on social networks like Twitter. A prime example is the dialogue between Israel and Iran, where the Iranian communications minister immediately reacted to an Israeli tweet about their own censorship. This prompts the following conclusions: diplomatic norms are becoming more open and direct as they move into the digital realm.

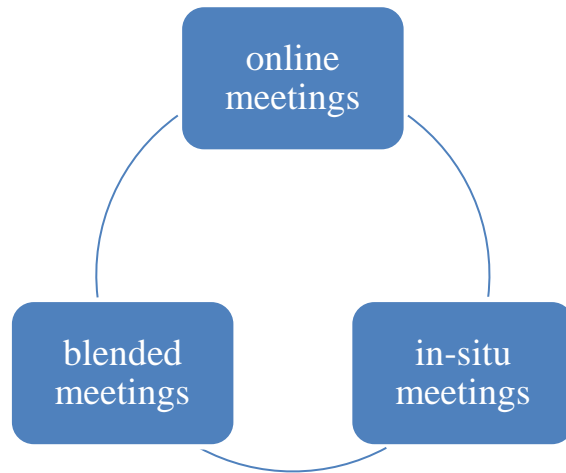
The presence of a country and its representatives in social networks is a huge potential in which you can have the largest audience. For example, Israeli diplomats massively use Twitter as a working tool, which allows the diplomatic apparatus to monitor the success and engagement of the audience, get an idea of a geographic trend or a specific mission that we would like to emulate. It is also worth noting that Israel is one of the first countries to take full advantage of digital opportunities. We can observe their activity on Twitter, Facebook, Instagram, Youtube and Telegram.

The next method of influencing the target audience is cultural. Due to quarantine restrictions, a large number of people are deprived of the pleasure of visiting famous tourist sites. For example, the Foreign Ministry's Diplomacy Office can develop a series of virtual tours of its key tourist destinations.

Digital diplomacy makes it possible to influence audiences in those parts of the world where there are no diplomatic missions and no access to the real picture. This tool could be used in relations between Ukraine and Russia, so that the population realizes the real difficulties, and not the distorted rumors of the yellow press.

By maintaining pages on Facebook, the Ministry of Foreign Affairs could receive various consular requests from citizens, publish up-to-date information on border closures and medical protocols applied in different countries. [63]

Analyzing the above problems and strategies for their solution, we can put forward a universal model of diplomatic relations - a circle of hybrid meetings. (picture 3.1)



Picture 3.1 - A circle of hybrid meetings.

Among the main benefits of online meetings are business continuity, engagement and presence. Disadvantages - lack of physical contact, which is necessary for trust and resolving controversial issues. An example in this situation is the last online conference of the USA and China, when even with a long preparation it is not always possible to come to a common solution.

From this we can conclude that the traditional work of diplomats in conventional formats is very important. Digital technologies can push modern diplomacy to use many modern tools to expand its influence, but it cannot be replaced by them.



## CONCLUSIONS

Modern diplomacy is a means of implementing the foreign policy of the state, which includes measures, techniques, types and methods that are selected depending on the political situation. This is the official activity of the heads of state and government, ministers of foreign affairs, diplomatic missions abroad, delegations to international conferences on the implementation of the goals and objectives of the foreign policy of the state, the protection of the rights and interests of the state, its institutions and citizens abroad.

Negotiations are an important instrument of diplomacy - it is the process of reaching an agreement on a mutually beneficial and accepted basis. The results of the negotiations are embodied in various forms of official acts. Based on modern realities, negotiations, like diplomacy in general, are acquiring new features.

The role of diplomacy has increased in the past. Modern methods of diplomacy are aimed at the peaceful settlement of conflicts and issues arising in the process of globalization. Among them is the coronavirus pandemic, which began in December 2019. The coronavirus and massive lockdown have a serious impact on the entire spectrum of social processes, including economy, politics, culture, science and others.

In the course of this work, a strategy was proposed - the active use of digital diplomacy. Digital technologies can push modern diplomacy to use many modern tools to expand its influence, but it cannot be replaced by them.

Therefore, it is most appropriate to use a hybrid meeting circle that combines online and offline meetings. This strategy is considered the most reasonable, since the risk of using continuous digital diplomacy is too high: online meetings lack the physical contact that is necessary for trust and resolving controversial issues. An example in this situation is the last online conference of the USA and China, when even with a long preparation it is not always possible to come to a common solution.

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## ANNEX A SUMMARY

Kyselova K.S. Diplomacy in the field of international business – Masters-level Qualification Thesis. Sumy State University, Sumy, 2021.

The master's thesis focuses on the diplomacy and cultural aspects in the theory of international relations. The analysis of theoretical positions of the role of diplomacy in the development and strengthening of international cooperation is carried out. The main purpose of this study is to propose a strategic path for further development of international relations against the background of a global pandemic.

Keywords: diplomatic relations, diplomatic protocol, cross-cultural relations, digital diplomacy.

## АНОТАЦІЯ

Кисельова К.С. Дипломатія у сфері міжнародного бізнесу. – Кваліфікаційна магістерська робота. Сумський державний університет, Суми, 2021 р.

У роботі досліджені дипломатія та культурні аспекти в теорії міжнародних відносин. Проведений аналіз теоретичних положень ролі дипломатії у розвитку та зміцненні міжнародного співробітництва. Основною метою цього дослідження є пропозиція стратегічного шляху подальшого розвитку міжнародних відносин на фоні світової пандемії.

Ключові слова: дипломатичні відносини, дипломатичний протокол, крос-культурні відносини, цифрова дипломатія.

## ANNEX B

Реферування іноземних літературних джерел мовою оригіналу  
магістерської роботи на тему: «Дипломатія у сфері міжнародного бізнесу»  
(Diplomacy in the field of international busines)

1. (57) Marc Grossman. A Diplomacy for the 21st Century: Back to the Future?

Here, briefly stated, are four principles that describe approach to diplomacy.

Optimism. The best diplomats are optimists. They believe in the power of ideas. They believe that sustained effort can lead to progress. They believe that diplomacy, backed by the threat of force, can help nations and groups avoid bloodshed.

A commitment to justice. Henry Kissinger rightly maintains that international orders only last if they are just. He also emphasizes that this requirement for justice is connected to the domestic institutions of the nations that make up the international system.

Truth in dealing. Nicolson wrote in 1939: “My own practical experience, and the years of study which I have devoted to this subject, have left me with the profound conviction that ‘moral’ diplomacy is ultimately the most effective, and that ‘immoral’ diplomacy defeats its own purposes.”

Realism tempered by a commitment to pluralism.

Diplomacy—even a 21st-century version—is not the answer to every question. Geography, power, passion, ambition and competition still matter. Diplomacy must be backed by force and based on a strong domestic foundation. But there are some new things under the sun, and we need to consider, talk about and study the ways in which diplomacy will need to continue to evolve to meet the challenges of this new era.

We should focus especially hard on those places where we can use simultaneous, integrated tools of national security to face tomorrow's challenges or the return of yesterday's.

2. (40) Goodwin, R., Lee, I. Taboo Topics Among Chinese and English Friends - a Cross Cultural-Comparison.

This study adopted Gudykunst and Ting-Toomey's Cultural Variability Model to examine gender and cultural patterns in levels of taboo within the friendships of students from two cultures.

Results were largely consistent with the Cultural Variability Model, with Chinese students recording a greater level of taboo than their British counterparts and with males recording higher levels of taboo in their friendship than females.

3. (22) Wood J., Serre J. Diplomatic Protocol and Ceremonial. – 29 p.

The purpose of this chapter is to set forth the characteristics of the condition of members of diplomatic missions.

The diplomatic corps constitutes a unity, and governments are not supposed to divide it into several groups according to their qualifications as diplomatic representatives.

At the head of the diplomatic corps is a Dean (Doyen) who, in principle, is the highest-ranking head of mission who delivered his credentials on the earliest date. The Dean should also ensure the cohesion of the diplomatic corps and the maintenance of proper and cordial relations between its members, especially in the case of new arrivals. Article 14 of the Vienna Convention of 1961 provides that the

precedence to be followed in the reception of heads of mission is to be uniform as regards each class. Furthermore, article 14, in emphasising that no difference should be shown - except as it affects precedence and etiquette - between heads of mission by virtue of their class, confirms the traditional rule of unity of the diplomatic corps.

4. (8) Kissinger, Henry. Diplomacy. New York: Simon and Schuster chapter one.

Kissinger maintains that the United States cannot dominate the emerging new world order but should rely instead on a balance of power built on security pacts and economic alliances. In this magisterial political history, the former National Security Advisor and Secretary of State draws lessons from the statecraft of Richelieu, Napoleon, Bismarck and Metternich, then shrewdly reappraises the foreign policy blunders and the failures of moral nerve and vision that led in our century to the mass carnage of two world wars, genocide, Cold War and a nuclear arms race. He limns striking portraits of Hitler craving war to fulfill his global ambitions, of Stalin, a "supreme realist" in international affairs, and of Franklin D. Roosevelt courageously steering an isolationist people into war. Kissinger defines Nixon's achievement as a refusal to abdicate America's global role, and he gives Reagan a large measure of credit for the collapse of the Soviet empire. While urging support for Russian liberalism, he stresses that the U.S. should simultaneously bolster obstacles to Russian expansionism, which neither Bush nor Clinton has done.