

International Business Communication
Prof. A. Malik
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 40
Conclusion

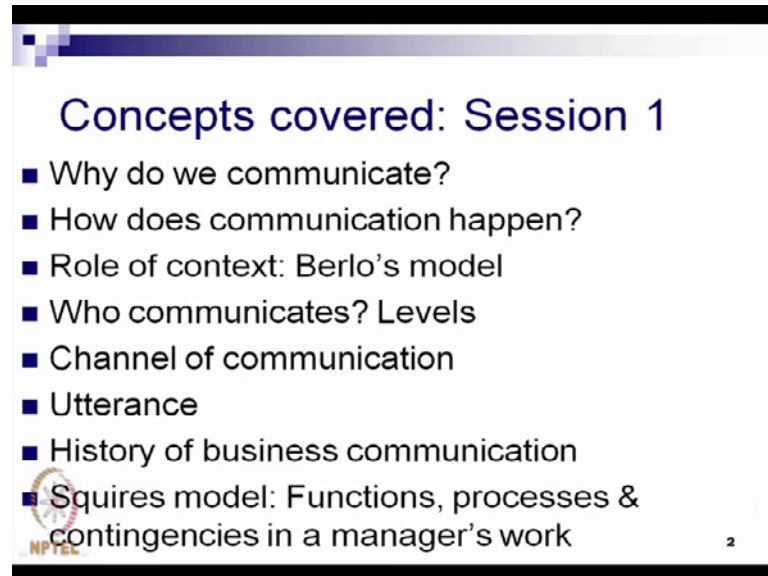
Welcome back to the last class on international business communication, it is been painful it is been descriptive, we covered a lot of ground I may have missed certain things. And if that is the case then I am sorry do pointed out and we will fix it as soon as we get some feedback, but a it is been an interesting journey for me. And I hope it has been for you as well I have tried to give you as many leads as possible regarding communication. I have emphasized this again and again I will continue to do. So, the goal of this class was not to give you patchwork the goal of this class was not to give you ready strategies. What I expect you to do at the end of this lecture you at the series of lectures to come up with your own strategies for dealing with different situations.

You should be the one writing 10 steps to effective negotiation 15 steps to effective conflict management 20 steps to effective presentations all of that stuff you should be the one doing it. So, I expect you to take the learning from these classes and a develop your own systems. And develop your own strategies for dealing with different situations in the international business environment and that is where given you so much of theories. So, much of of different kinds of inputs from all over if you look at the list of references it runs into many pages. And the I have really gone through all that material and try to pull out whatever I think will be applicable for you as a professional trying to function in the international business environment. Now, in today's class I will not give you more theory I will not give you very much of new information. What I do is I we will wrap up whatever we have covered I will try and revise everything we have done.

And will session wise and we will see if you know this will just give you a brief overview of whatever we have done in the past classes. So, let us today's class is aptly titled the conclusion this is the last class and we will go stage wise. And towards the end we will see if we can sum up and come up with a strategy for a, what it means to be a global manager, what it means to be a manager in the international business

environment. And that is what I hope this series of lectures will help you become what we covered in session one, we covered.

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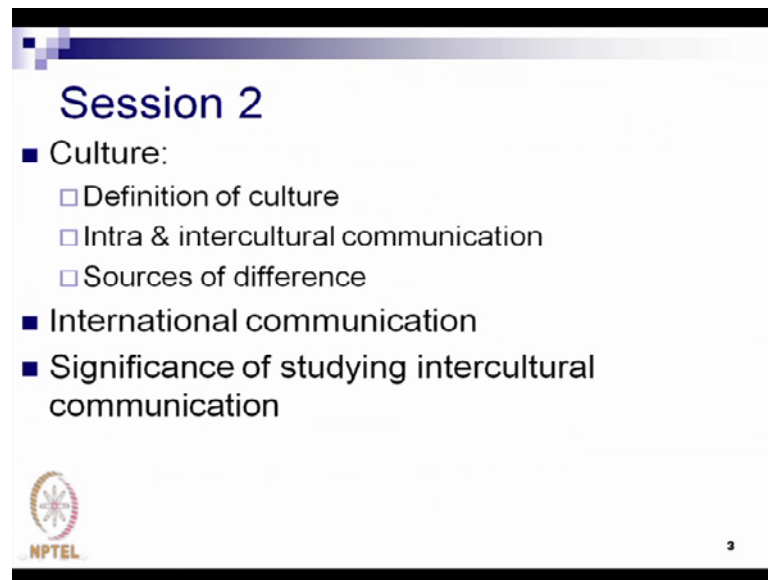
Concepts covered: Session 1

- Why do we communicate?
- How does communication happen?
- Role of context: Berlo's model
- Who communicates? Levels
- Channel of communication
- Utterance
- History of business communication
- Squires model: Functions, processes & contingencies in a manager's work

NPTEL 2


Some concepts, we discussed way we communicate, what communication is how does communication happen we talked about by rules SMCR modeled; we talked about who communicates the levels of communication. So, SMCR stands for source message channel and receiver model, we role of context. We talked about the channels of communication; we talked about the, a trends as a unit of communication; we also talk a little bit about the history a business communication. We discussed squares model; we discussed the functions processes and contingencies in a manager's work. And how they apply to communication by the manager in a business environment? Now, you see once we when we revise you will see that things keep getting the linked back you know we. I was trying to go back and forth between the different concepts you will see that highlighted in today's class as well.

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Session 2

- Culture:
 - Definition of culture
 - Intra & intercultural communication
 - Sources of difference
- International communication
- Significance of studying intercultural communication

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In the second session, we talked about culture; we define culture; we discussed a, what a intra and inter cultural communication was we discussed the complexities of culture what it meant to be coming from different cultures. We also discuss the whole bunch of sources of different including age, gender, ethnicity, a educational background. The system of education one might of gone through the nationality geographic boundaries. the community that one lived in the language one spoke. So, many things that make us different then why do we try and classify everything? Why do we try and categorized things? Why do we try and draw parallels? Why do we stereo type?

And that is the question I would like you the listeners, to answer a please discuss amongst yourselves, why we stereo type people when we are so different from each other? What is the purpose behind that why do we need strategies can be ever come up with strategies and the ever come up with the air lift? All of patches or a list of formerly to help us deal with different situations. I am not too sure about that all I can do is item your sensitivity which is what I have tried to do through this 40 lectures 39 lectures. And today the 40 th one we talked about international communication. And how it differs from intercultural communication, we also talked about the significance of studying intercultural communication in the international business environment.

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Sessions 3 & 4

- Communicative competence
- Interpretive competence
 - Attribution theories
 - Attribution biases
- Communicative competence in the business environment
- Context & competence
- Intercultural communication competence:
 - Appropriateness
 - Effectiveness
 - Spitzberg's model of intercultural competence

NPTEL


In session 3 and 4, we discussed communicative competence; we talked about interpretive competence. In this we talked about attribution theories, how we attribute the competence? You know where we think that the locus of control of competence is who decides, who is a competent communicator; who do we attribute the concept of competence are the trait of competence to. Is it you the speaker, the sender of the messages is it the receiver of the messages is it clarity in the channel. So, we discussed all of these different things, we also discussed the biases. We have in the attribution of a of competence when we interpret competent how biases impact our interpretation of communication competent.

We discuss communicative competence in the business environment please thank you. We discussed what it means to be competent communicatively competent in the business environment who decide. We discussed on context and competent; we discussed intercultural communication competence. We discussed the role of context in determining, what it meant to the, a competent communicator. We discussed intercultural communication competence in terms of appropriateness effectiveness. We also discussed in great detail Spitzberg's model of intercultural competence.

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Session 5

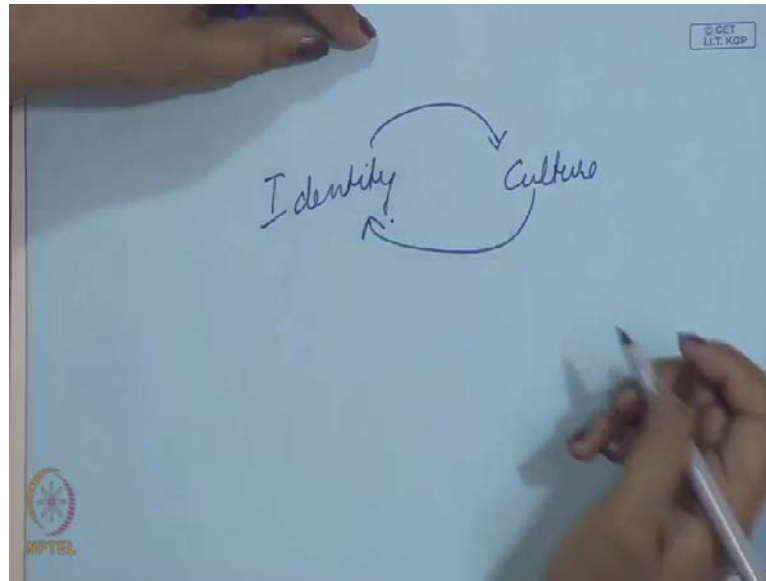
- **Identity:**
 - Definitions
 - Identity & competence
 - Cultural identity
 - Properties of identity
 - Identity as a determinant of culture
- **Cultural identity & communication competence**

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So, in session 5, we talked about identity; we discussed what identity was we discussed the definitions; we discussed identity and competence. We discussed what cultural identity is what does identity mean to you? It probably means how you look at it if they are to outsiders it means what they see you as on. And the difference between the two can create a conflict in your own minds. And when you go to a different culture the expectations from you can create a conflict in this identity in how you perceive yourself.

How you think others perceive you, how you think others should perceive you and that can create a conflict. And that can really create a problem for you that can really put a burden on you. That can impact the way you communicate that will impact the way you communicate that will impact the way you behave your verbal and non-verbal signals that you are sending out into the environment. So, we discussed all of that we also discussed the properties of identity how the characteristics of identity the constituents of identity; we discussed identity as a determinant of culture again.

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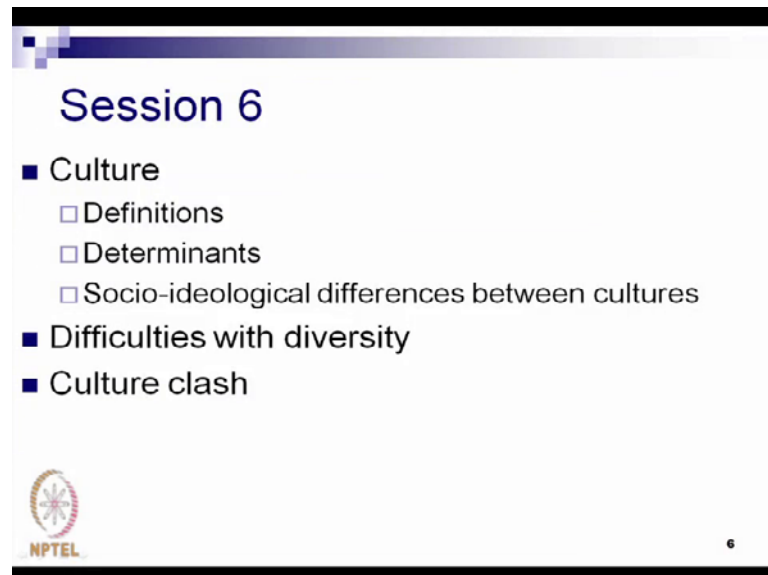


We talked about what it means the identity of a person is determined by culture and spends drying many are use a different one identity is determined by culture. But identity also feeds into go to culture it should be up and down it should probably be like this. They both feed into each other culture determines who we are, but we determine what the culture is my identity? My perceived identity will determine what culture I am in. And when we talked about technology we talked about how technology influences, what we think of ourselves be create multiple identities. We be portray ourselves to be someone who we are not and that leaves an impression on the mind of the receiver of the for of our messages. About who we are and that in turn feeds back into our own perceptions of who we should be and that changes.

So, all that again these are complexities of communication this is how communication affect a, and in turn affects. What we send out in to the environment and in turn affects, what is and can be considered the right and appropriate and effective in the environment. And in turn in facts what the environment especially in the international arena considered as appropriate or effective or correct. So, again you know it is it is a very complex kind of system where a everything is big, the loss and everything is sort of colliding against each other. And then everything that we are sending out is getting reactions from different sources the reactions may be diametrically opposite. And we have to deal with these reactions cultural identity and communication competence. How do we decide a

you know where we draw the line where we say the, a competent. How this culture impact the communication a how competent we are perceived to be as communicators.

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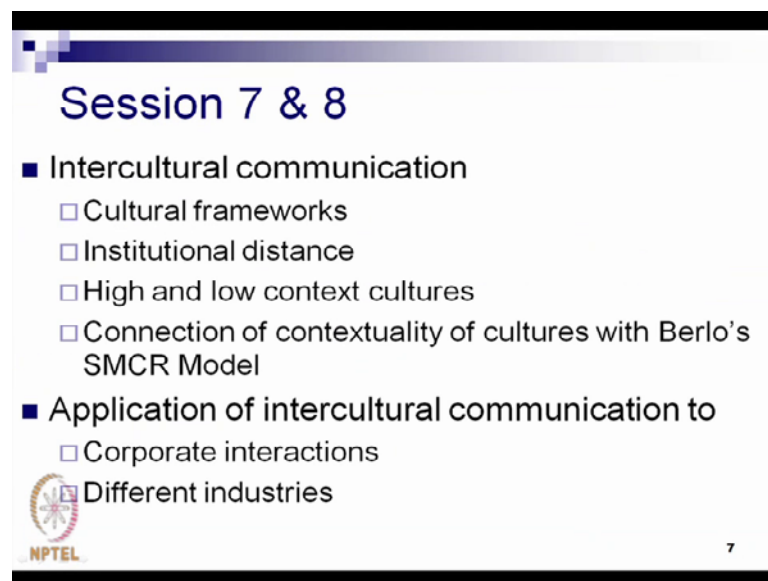


We in the 6 session, we discussed what culture is, we discussed the definitions of culture; we discussed the determinants of culture. We also discussed the socio ideological differences between cultures; we talked about individualism, collectivism. We talked about goal orientation; we talked about a whole bunch of things. And I am going to refer to some slides I am not going to show you a slides I request that you go back to these lectures. But I am going to read from the previous slides for your benefit. And so, we talked about the social ideological differences between cutters. We talked about specific and diffuse boundaries; we talked about universalism in particularism. We talked about effective and neutral among a aspects of culture or ideologies.

We talked about the status; we talked about nature how we treat in nature as in different cultures. We talked about gender, equality, power, distance, uncertainty, avoidance a individualism collectivism, masculinity, femininity a confusion dynamism long term versus short-term goals. So, we do not, but all of these different things are we also talked about difficulties with adversity. We talked about how diversity can create difficulties for us in the international business and environment. We have diverse people; we have come people coming from very different ideologies; very different backgrounds; very different expectations from their environment.


And how these expectations can impact, how we communicate with them we talked about. We also talked about culture clash as an important determinant of or as an important element of intercultural on international of communication. We said that the cultural that a culture clash is a conflict over basic values that occurs among a individuals from different cultures again just a division. Because we not use this term very much some going to just I am just repeating it I am and.

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Session 7 & 8

- Intercultural communication
 - Cultural frameworks
 - Institutional distance
 - High and low context cultures
 - Connection of contextuality of cultures with Berlo's SMCR Model
- Application of intercultural communication to
 - Corporate interactions
 - Different industries

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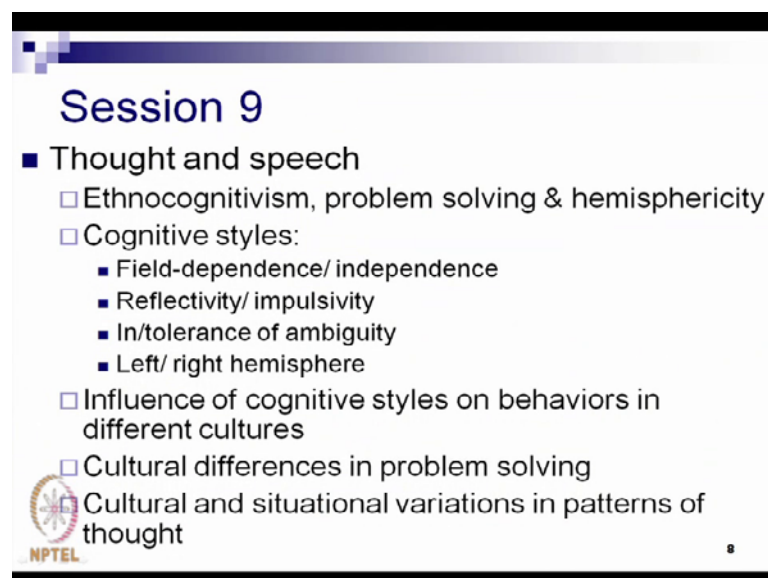
We also discussed the reasons for culture clashes in the seventh and eighth sessions. We talked about intercultural communication; we talked about high and low context cultures. We talked about cultural frameworks; we talked about institutional distance; we talked about a the connection of contextuality of culture with Berlo's S M C R model. We also discussed the application of intercultural communication to corporate interactions. And different industries just a revision high and low context cultures essentially I termed as high and low. Because of the importance that is placed on the context in the culture in a high context culture.

The culture is considered to be or the context is considered to be more important and goal achievement the premise is that if we take care of or is the insured equilibrium within the context. The system itself will be in equilibrium if the ensure some if the focus on the equilibrium within the context. The goals will take care of themselves, we just need to be comfortable with each other; we need to make sure that there are no conflicts.

We need to make sure nobody's public image is affected' we need to make sure that a people are as comfortable with each other being a part of a system as possible. And if we do that then they will be achievement of their goals will automatically happen in yield low context culture lower emphasis is placed on culture. Again this is something that on sorry on context we say that goals are more important or achievement of goals is more important than maintaining in equilibrium within the context than maintaining harmony within the context if the premises that we achieved or are own individual goals as well as possible.

And the context will come to a state of harmony on its own we do not really need to worry too much about it. We all our work individually if we all give it our best shot the environment will take care of itself again nothing is right or wrong. And one of my student and one class is said mam why high and low high culture and low culture. It is not high and low; one is not period to the other it just high emphasis on context low on emphasis on context. That is how I just wanted to clarify that because it has come up it is not high and low culture. It is high emphasis on context culture low emphasis on context culture. But low emphasis on context means I emphasis on goal achievement. So, please remember this remember this and this will become crystal clear to you.

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Session 9

- Thought and speech
 - Ethnocognitivism, problem solving & hemisphericity
 - Cognitive styles:
 - Field-dependence/ independence
 - Reflectivity/ impulsivity
 - In/tolerance of ambiguity
 - Left/ right hemisphere
 - Influence of cognitive styles on behaviors in different cultures
 - Cultural differences in problem solving
 - Cultural and situational variations in patterns of thought

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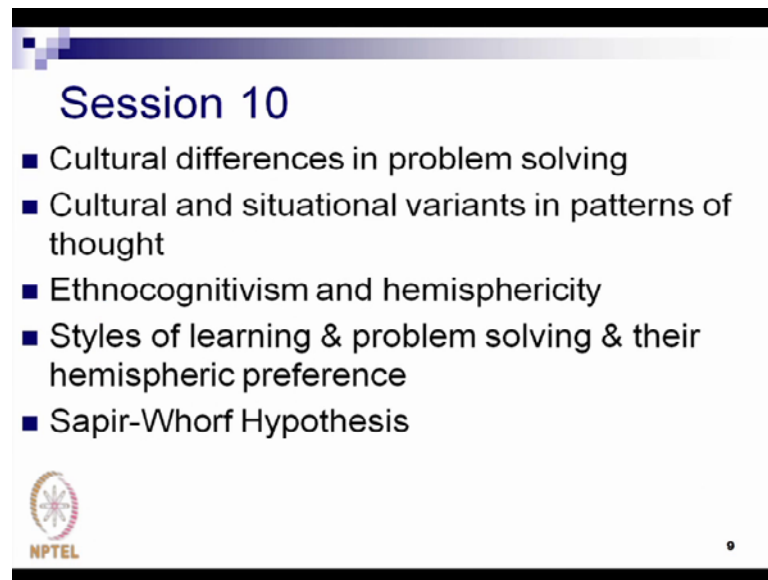
Session 9, we discussed thought and speech and we discussed it ethnocognitivism. We discussed problem solving and we discussed hemisphericity; we discussed different

cognitive styles. And I gave you all the simple because what you think the way your brain processing the information has a bearing on what to speak it may not be very obvious to you. But if you look at patient are people who have had a stroke or some injury to their brain at that point. All this becomes very visible I personally know someone who has been I who has had stroke who or whose brain is processing the information. The way it should, but unfortunately the speech operator in is not obeying the signals that are being sent to it from the brain. So, unfortunately this gentleman cannot speak, but this gentleman can process all the information as accurately as the, he could before the unfortunate happening.

So, again you know. So, that is why he thought I should bring this to your notice are way our brain processes. The information is just as important as learning about what goes into speaking. Once we learn these processes in the brain it becomes very easy for us to understand the rest of it the rest of the communication process. And that is why we talked about cognitive styles; we talked about field dependent sand independence.


We talked about reflectivity impulsivity; we talked about tolerant, excuse me tolerance intolerance of ambiguity we talked about left and right hemisphere of the brain doing different things. We also discussed the influence of cognitive styles on behaviors in different cultures. And again the style that we used to process information to make sense of our word has a bearing on and is to some extent derived from the culture that we socializing from the time that we are born. And the, we also discussed the cultural differences in problem-solving focus on the screen please thank you; we discussed cultural and situational variations in patterns of thought.

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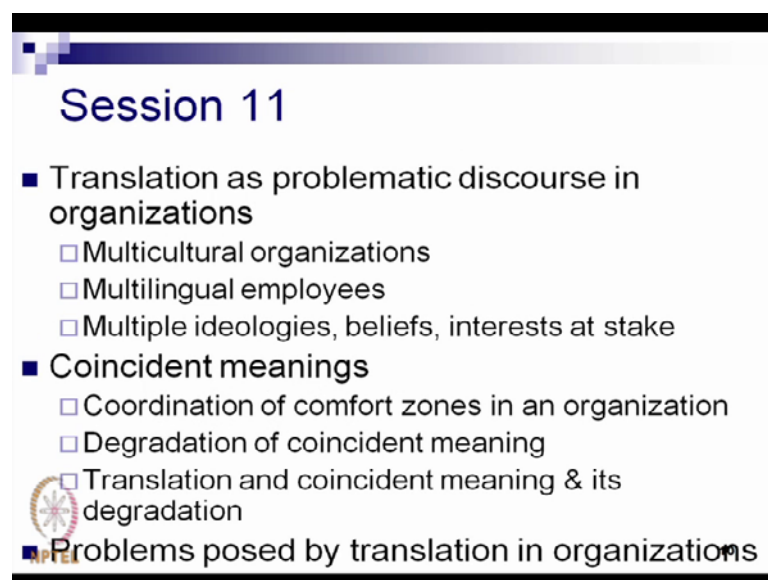
Session 10

- Cultural differences in problem solving
- Cultural and situational variants in patterns of thought
- Ethnocognitivism and hemisphericity
- Styles of learning & problem solving & their hemispheric preference
- Sapir-Whorf Hypothesis

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In the tenth session, we again revised the cultural differences in problem-solving. We revise the cultural and situational variants in patterns of thought. We also discussed ethnocognitivism and hemisphericity in greater detail; we discussed the style of learning and problem-solving. And there hemispheric preference and we discussed the Sapir Wharf hypothesis.

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Session 11

- Translation as problematic discourse in organizations
 - Multicultural organizations
 - Multilingual employees
 - Multiple ideologies, beliefs, interests at stake
- Coincident meanings
 - Coordination of comfort zones in an organization
 - Degradation of coincident meaning
 - Translation and coincident meaning & its degradation
- Problems posed by translation in organizations

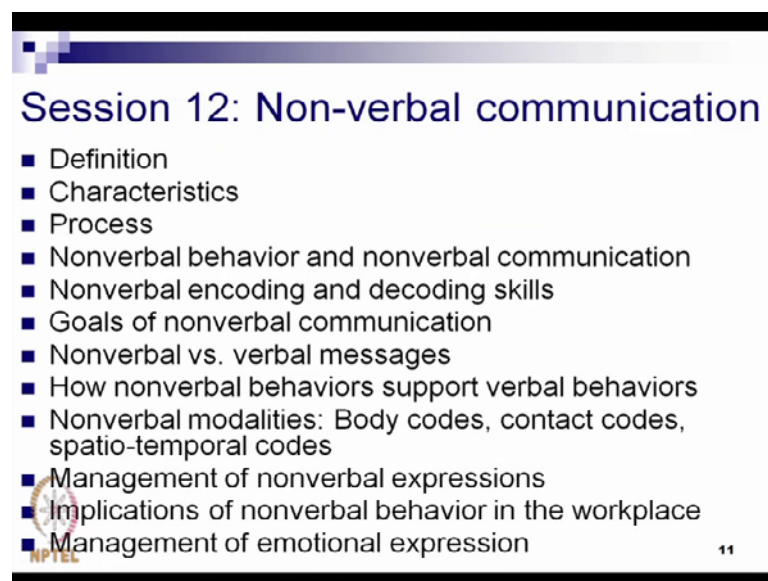
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In the eleventh session, we discussed translation as a problematic discourse we discussed what happens when we in multilingual societies be discussed multi cultural

organizations. We discussed how translation changes the meanings of interpretations. And we discussed the impact of multiple ideologies beliefs and interests in the interpretations in different languages and translation. And that really creates a problem in organizations we discussed co-incident meaning. We discussed the focus on the screen please thank you coordination of comfort zone in organizations. We discussed the degradation of co-incident meanings; we also discussed translation and co-incident meanings and the degradation of co-incident meanings.

As a result of translation coincident meanings or meaning that not generated together. We also call it the coordinated management of meaning or the social construction of meaning. And we discussed this in the eleventh session and we discussed the problems posed by translation in multilingual organizations. Specifically in multilingual organizations which are a multilingualism is a characteristic feature of international organizations which is how this lecture guidance with the, a sense of this class on international business communication.

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Session 12: Non-verbal communication

- Definition
- Characteristics
- Process
- Nonverbal behavior and nonverbal communication
- Nonverbal encoding and decoding skills
- Goals of nonverbal communication
- Nonverbal vs. verbal messages
- How nonverbal behaviors support verbal behaviors
- Nonverbal modalities: Body codes, contact codes, spatio-temporal codes
- Management of nonverbal expressions
- Implications of nonverbal behavior in the workplace
- Management of emotional expression

11

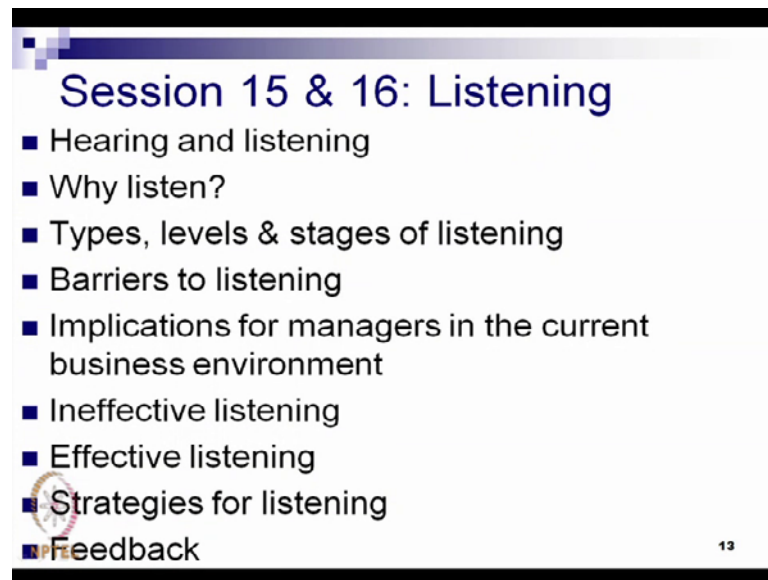
In the twelfth session, we talked about a very interesting topic; we talked about non-verbal communication we discussed the definition characteristics. And processes of nonverbal communication we discussed non-verbal behavior and nonverbal communication. The differences between the two we discussed the non-verbal encoding and decoding skills how we perceive different people doing different things, We

discussed the goals of non-verbal communication why do we communicate nonverbally we discussed the differences between verbal and non-verbal messages.

We discussed how non-verbal behavior support verbal behaviors what do they do how this sort of add onto verbal behaviors. We discuss the different modalities; we discussed body codes we discussed a contact codes. And we discussed the spatio-temporal codes how me interpret these or how we express ourselves non verbally through the way. We use our body through the way we touch people or through the where we in which we treat our space you know between us and around us. And what we carry on a person all of those things and how we treat time temporal refers to time into how we treat time also comes into this. So, how do we express ourselves and what kind of on impression does this give to be people a listening to us are trying to make sense of what we are saying me discussed the management of nonverbal expressions.

We also discussed the implications of nonverbal behavior in the workplace and the management of emotional expression in the workplace in we thirteenth and fourteenth sessions. We discussed in great detail the barriers to communication the stumbling blocks to intercultural communication. And the barriers to communication which would be physical which could be psychological semantic which deals with the meaning the words we discussed in great detail. The organization organizational barriers and to organizational barriers in communication we also discussed the social barriers anti barriers related to the medium of transmission of messages.

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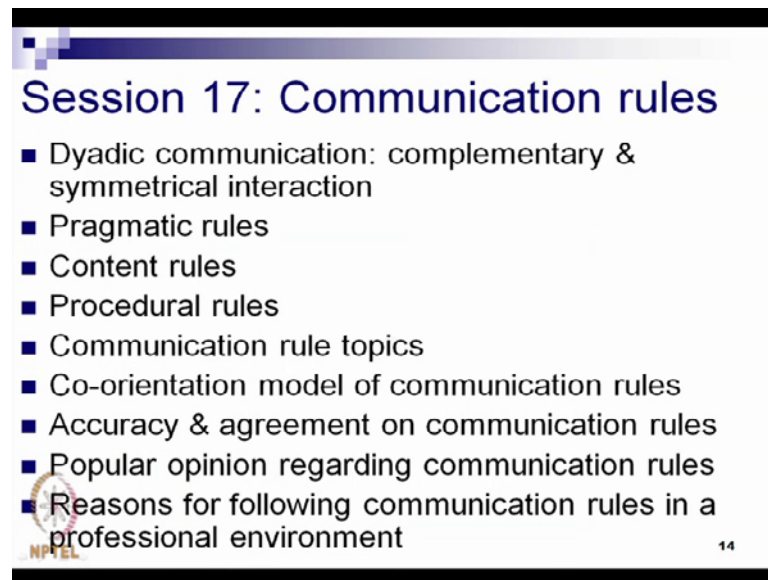
Session 15 & 16: Listening

- Hearing and listening
- Why listen?
- Types, levels & stages of listening
- Barriers to listening
- Implications for managers in the current business environment
- Ineffective listening
- Effective listening
- Strategies for listening
- Feedback

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In sessions 15 and 16, we discussed listening; we discussed the difference between hearing and listening. We talked about why people listen; we discussed by the different types levels in stages of listening. We discussed the barriers to listening the implications from managers in the current business environment effective. In ineffective listening the strategies for listening and feedback as an application of listening feedback is a very very important aspect of a management, feedback really defined good. And I mean it makes the difference between good and bad management, because we are always dealing with people and people need to be needs some inputs on what they are doing right and what they not doing right. And so, we discussed feedback as an application of listening in the international business environment.

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Session 17: Communication rules

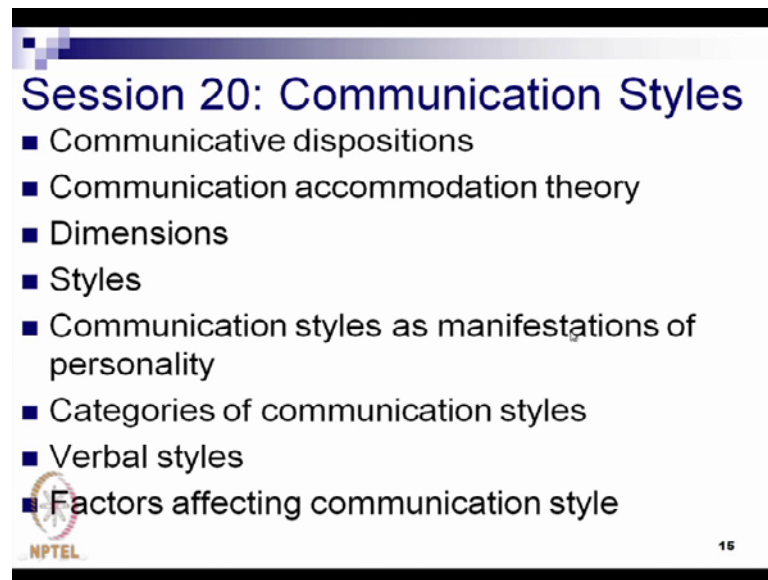
- Dyadic communication: complementary & symmetrical interaction
- Pragmatic rules
- Content rules
- Procedural rules
- Communication rule topics
- Co-orientation model of communication rules
- Accuracy & agreement on communication rules
- Popular opinion regarding communication rules
- Reasons for following communication rules in a professional environment

NPTEL 14

In the seventeenth session, we discussed communication rules; we talked about dyadic communication. The communication between 2 different people the complementary in symmetrical interaction you know where the interaction becomes senior to junior and how the interaction becomes a one on one as we see. So, we discussed pragmatic rules we discussed content rules, pragmatic rules was the portion where we talked about the example of that pretty girl who was told are seems to be some problem with the computer well anyway I will take care of this . So, when we talked about pragmatic rules that was the point where we discussed the example of this pretty girl who is the boss tells her that he is very she is looking pretty to be today.

And you know all that confusion that happens because of how she interprets all that. So, we discuss procedural rules be discussed content rules to we discussed the communication rule topics to be discussed how conversations begin and end. Who decides what to say? When to say, when to withdraw went to end the conversation, how to deal with outside a interruptions and all of that stuff. We also discussed the goal orientation model of communication rules; we discussed to the accuracy and agreement on communication rules we discussed. We also discussed some bit about the popular opinion regarding communication rules. And the reasons of co following communication rules in a professional environment.

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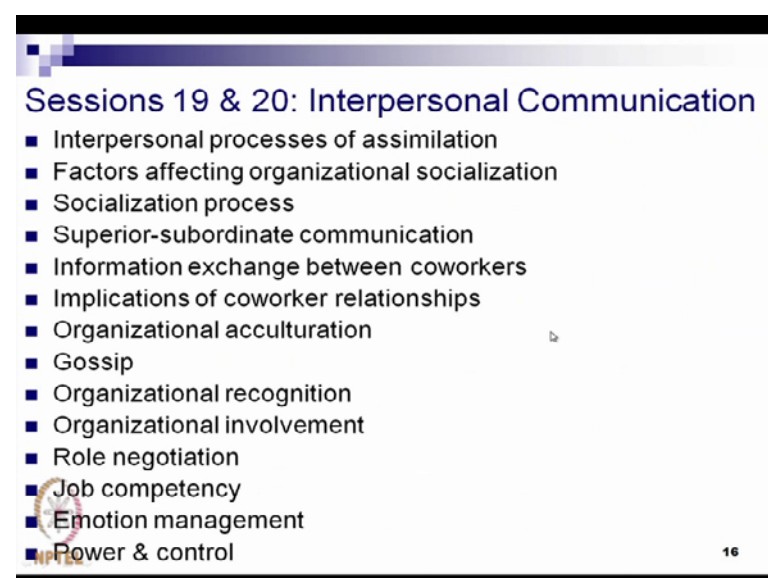
Session 20: Communication Styles

- Communicative dispositions
- Communication accommodation theory
- Dimensions
- Styles
- Communication styles as manifestations of personality
- Categories of communication styles
- Verbal styles
- Factors affecting communication style

NPTEL 15

In the 20th session, we talked about communication styles; we talked about communicative dispositions; we talked about communication accommodation theory. We talked about the dimensions of communication; we talked about the styles of the communication different styles people follow. We talked about verbal styles; we talked about categories of communication styles. We also talked about communication style as manifestations of personality, how do you get an idea of how the person will behave or the predictive in nature probably maybe. So, you know we discussed all that we also discussed the factors affecting communication styles.

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Sessions 19 & 20: Interpersonal Communication

- Interpersonal processes of assimilation
- Factors affecting organizational socialization
- Socialization process
- Superior-subordinate communication
- Information exchange between coworkers
- Implications of coworker relationships
- Organizational acculturation
- Gossip
- Organizational recognition
- Organizational involvement
- Role negotiation
- Job competency
- Emotion management
- Power & control


NPTEL 16

In the 19th and 20 th session I am sorry I think I made a mistake here in 17,18 they should be session 18 that may just change this I think I made a mistake. There should have been session 18 session, 18 was communication styles there is just too much. And that is why I am trying to sort of go through its session by session sessions 19 and 20 word interpersonal communication where we discussed interpersonal processes of assimilation. We talked about what did the, what it means to be communicating with somebody else, we talked about how when you going to a new organization. What happens when you reach in your organization; we talked about assimilation; we talked about factors affecting organizational socialization.

We talked about this socialization process; we talked about the superior subordinate communication as one of the first relationship that is formed in are the first kind of communication. That occurs many join a new organization; we also discussed the information exchange between co-workers I we talked about implications of co-worker relationships. We talked about you know how co-worker relationships can be positive, negative how friendships can affect coworker relationships. We discussed the strains co-worker relationships and friendships paws on people. We discussed organizational acculturation how do you become a part of the organization; we discussed gossip; we discussed what it means to be an on the gossip playing all that stuff.


And the benefits of gossips to some extent we also discussed organizational recognition. You know how to organizations recognize that employees how do our employees field involved in the organizations. That they are a part of we discussed how people negotiate their roles in any organization. We also talked about job competency and how one starts feeling competent, because of the messages that one receives in any environment. We discussed emotion management; we discussed power and control how do you decide who is really the bus and who is not and how do you exercise and express control.

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Sessions 21 & 22: Relational Communication

- Formation of relationships
- Stages of relationships & impact of context, perceptions & communication rules
- Development & analysis of relationships
- Theoretical explanations:
 - Social exchange Theory
 - American pragmatism
 - Fundamental Interpersonal Relations Orientation Theory
 - Relational/ Interactional Theory
 - Interpersonal perception theory
 - Rules Theory
 - Coordinated management of meaning (CMM) Theory
 - Ethnomethodology
 - Dialectical Theory
 - Dialogic Theory
 - Dramaturgical Theory

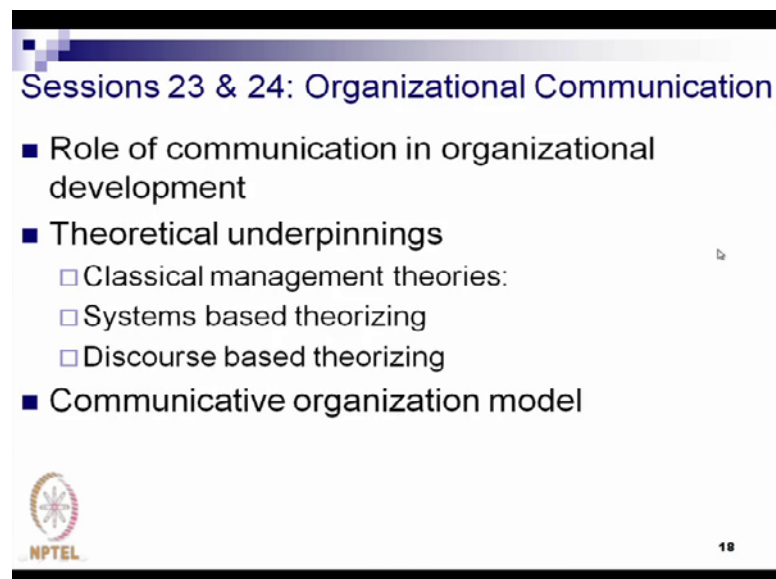
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Could excuse me in the 21st and in the 22nd sessions, we talked about relational communication; we discussed a how relationships are formed; we discussed the stage of relationships. And the impact of context perception than communication rules on the formation of relationships. And the stages of relationships this some sound again outside and sorry about that on we also discussed the development and analysis of relationships. And the some disturbance outside or probably coming from the television I am not sure anyway we discussed the development and analysis. And relationships we discussed theoretical explanation they give you a whole bunch of painful theory please focus on the screen thank you. I theoretical explanations, we talked about the socially exchange theory we talked about American pragmatism, we talked about fundamental interpersonal relations orientation theories fero theory.

We talked about relational international theory; we talked about into personal perception theory. We talked about rules theory; we talked about coordinated management of meaning theory. We talked about ethno methodology dialectical theory dialogic theory and dramaturgical theory. And we discuss the whole bunch of things that are clearly relevant to how communication take place between different people are between coworkers in the professional environment. Now, as we go along I would like you to go through the slide one by one. I would like I mean this is just a complete very concise summary of what we have covered in every lecture. And sometimes on occasion like this slide I put a the summary of two sessions on one slide.

So, I would like you to start thinking about the application of each of these even though I have mentioned those on your in the lecture itself. And I will give you some more questions someone pointed questions alongside that you can refer to. So, please think of practical application of these things the theory havenot come on up in it. They have come out real-life situations that would observe observed by people who were interested in understanding these situations a more. And who were interested in analyzing these situations.

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The slide is titled "Sessions 23 & 24: Organizational Communication". It contains a bulleted list of topics:

- Role of communication in organizational development
- Theoretical underpinnings
 - Classical management theories:
 - Systems based theorizing
 - Discourse based theorizing
- Communicative organization model

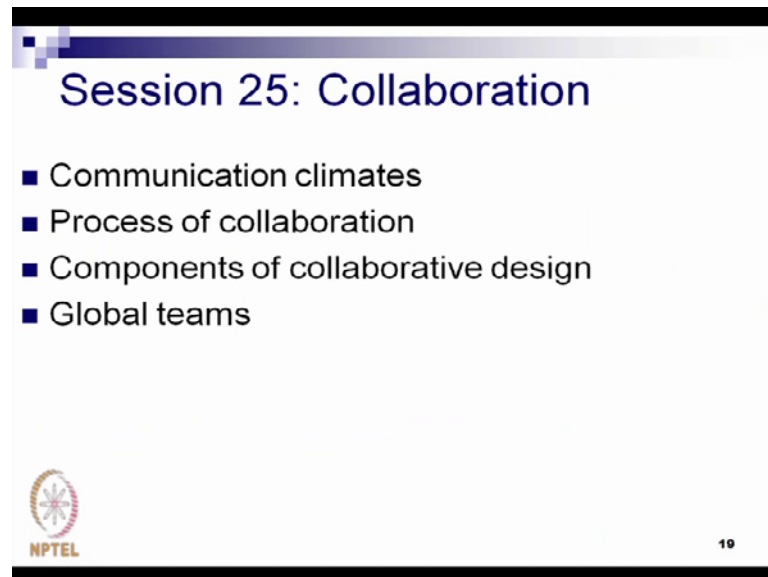
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Sessions 23 and 24, discussed organizational communication the role of communication organizational development underpinnings with classical management theories. We discussed the systems based theorizing; we discussed discourse based theorizing; we also discussed the communicative organization modeled. Here in which a I will pull it up and I win give you some inputs again I am not going to focus on my own computer. But I will give you the things that we talked about; here this is sessions 23 and 24 organizational communication alright. Hopefully I will be able to pull it up not able to find here. Now, we talked about the communicative organization model where we discussed how you anticipate the in a communicative organization.

We anticipate misunderstandings; we have social interactions we have behavioral flexibility. And we have strategic communication planning. And a again you know this was from this book by modef and devine in most cases have shown you the books have


referred to a brought one more book. That I show you at the end of this class that I have just received from a the publisher and that you know I can suggest that you. I mean if you want to be good concise book on business communication I can show you that book anyway.

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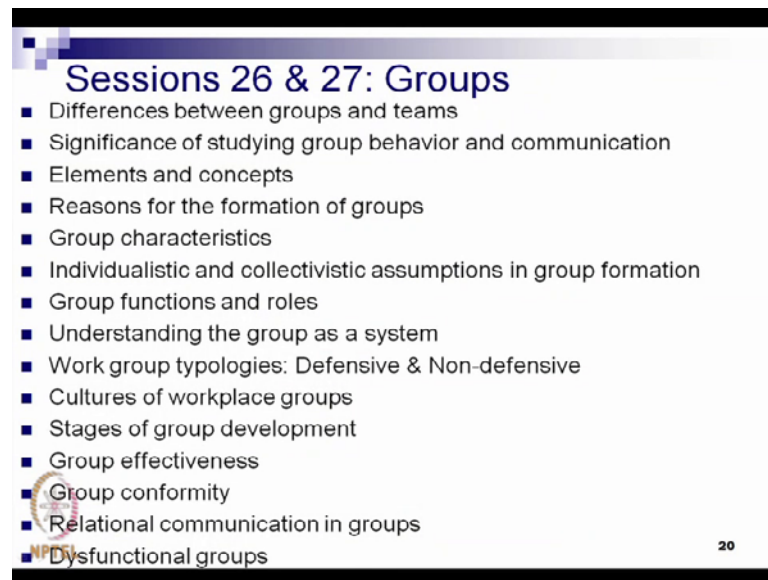
Session 25: Collaboration

- Communication climates
- Process of collaboration
- Components of collaborative design
- Global teams

 NPTEL 19

In session 25, we talked about collaboration; we talked about communicative climates defensive and a just sitting there pull it up and then we will talk about this in one second. Now, we talked about a communication climates; we talked about the process of collaboration; we talked about the components of collaborative design. And we talked about global teams and in this a we have supportive climate. And we have the defensive communication climate that supportive climate age in collaboration and defensive climate usually a results in conflict and low morale and low motivation. And that can really break the cohesiveness in any organization and we talked about how global teams are formed.

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Sessions 26 & 27: Groups

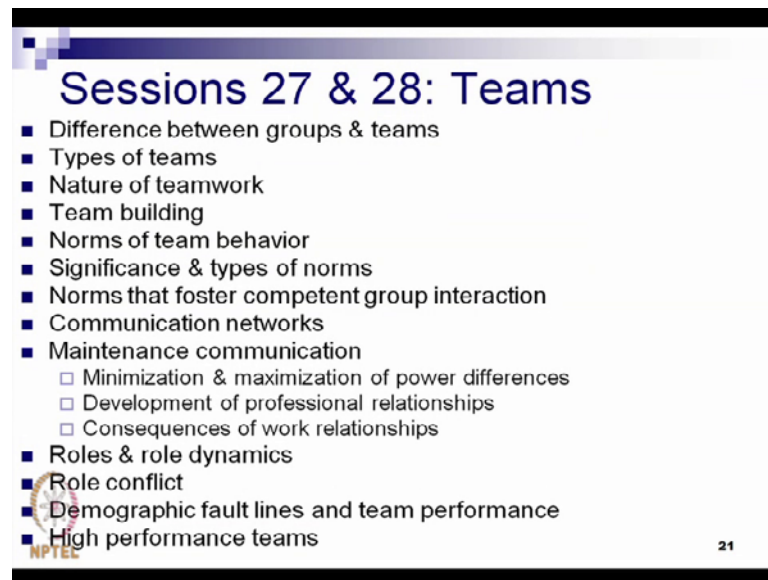
- Differences between groups and teams
- Significance of studying group behavior and communication
- Elements and concepts
- Reasons for the formation of groups
- Group characteristics
- Individualistic and collectivistic assumptions in group formation
- Group functions and roles
- Understanding the group as a system
- Work group typologies: Defensive & Non-defensive
- Cultures of workplace groups
- Stages of group development
- Group effectiveness
- Group conformity
- Relational communication in groups
- Dysfunctional groups

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In sessions 26 and 27, we talked extensively about groups we started with the discussion on differences between groups and teams. We talked about the significance of studying group behavior and communication; we discussed the elements and concepts of group behavior. We discussed reasons for the formation groups; we discussed group characteristics. We discussed individualistic and collectivist as option then group formation indirectly talking about I know high context cultures. So, high context cultures are the collectivistic nature low context cultures and individualistic in nature. What happens when you have a group that contains in mixture of on you know a few people from the individualist cultures and few people from the collectivist cultures and what will happen?

So, I want something about those possibilities observe the things in your environments. Well, we discussed group functions and roles; we talked about understanding the group as a system we talked about workgroup typologies defensive and non defensive. I am were groups we talked about cultures a workplace groups; we talked about stages of group development; we talked about group effectiveness and group conformity. We also discussed relation the relational communication in groups. And we talked about this functional groups and what this functional groups can mean and what they can do to an organization or a team and then

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Sessions 27 & 28: Teams

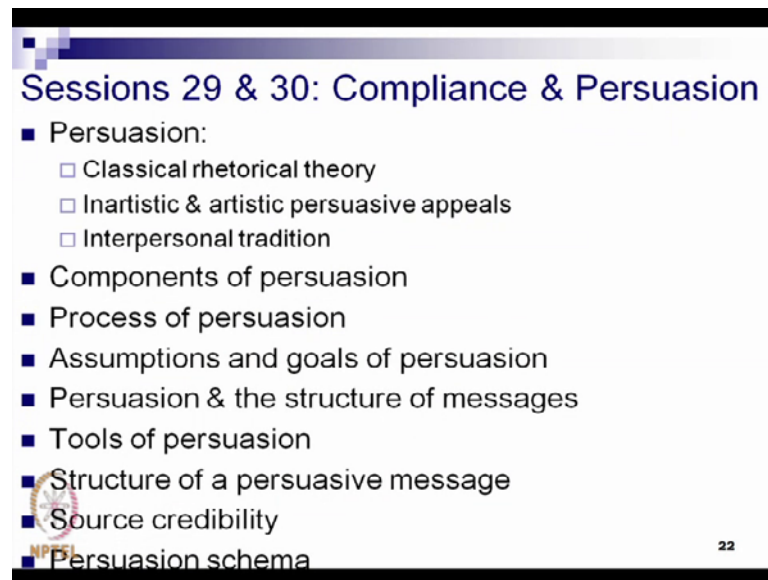
- Difference between groups & teams
- Types of teams
- Nature of teamwork
- Team building
- Norms of team behavior
- Significance & types of norms
- Norms that foster competent group interaction
- Communication networks
- Maintenance communication
 - Minimization & maximization of power differences
 - Development of professional relationships
 - Consequences of work relationships
- Roles & role dynamics
- Role conflict
- Demographic fault lines and team performance
- High performance teams

NPTEL 21

In session 27 and 28, we discussed teams we again discussed the differences between groups and teams. We talked about different kinds of teams that are there; we talked about a different types of teams that are there we talked about nature of teamwork what it means to be working in it team. We talked about team building and how teams can be built. We talked about the norms of team behavior; we also discussed the significance and types of norms and again and I went to do. So, much detail because all this has a bearing on how you perceive your environments. We discussed the norms that foster competent group interaction.

We also discussed communication networks we discussed maintenance communication. We discussed the maximization and minimization of power differences and the reasons for doing so and, how the affect, the communication climate in an organization? We discussed the development of professional relationships and the consequence the work relationships what strain they suppose? What how they are perceived? How they affect the communication in any organization? We also discussed roles and rolled dynamics; we discussed role conflict; we discussed demographic font lines and team performance and we talked about high performance teams.

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Sessions 29 & 30: Compliance & Persuasion

- Persuasion:
 - Classical rhetorical theory
 - Inartistic & artistic persuasive appeals
 - Interpersonal tradition
- Components of persuasion
- Process of persuasion
- Assumptions and goals of persuasion
- Persuasion & the structure of messages
- Tools of persuasion
- Structure of a persuasive message
- Source credibility
- Persuasion schema

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In session 29 and 30, we talked about compliance and persuasion. We discussed what it means to persuade people by the people agreed to listen to us. We talked about different theories as always; we discussed to the classical rhetorical theory. We discussed artistic and in artistic persuasive appeals and we discussed into personal traditions. We also talked about the components of persuasion the process of persuasion the assumption that and goals of persuasion. The persuasion of the structure messages how structure of messages affect persuasion. And we talked about the tools of persuasion we discussed the structure of a persuasive message.

We also talked about source credibility, how do you access the source is credible or not. And persuasion scheme in which is really what you think about the the whole persuasion event. We also talked in these sessions about compliance and persuasion a about compliance. We talked about persuasion and we talked about compliance. Compliance is essentially is why do people agree to listen to what you are saying why do people agreed to do things you ask them to do. We talked about the compliance gaining theory and adaptation level theory. We discussed the reasons for compliance; we discussed mutual persuasion theory. We discuss the different strategies that can be used to gain compliance; we also discussed the impact of culture on compliance and vice versa.

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Session 31: Negotiation

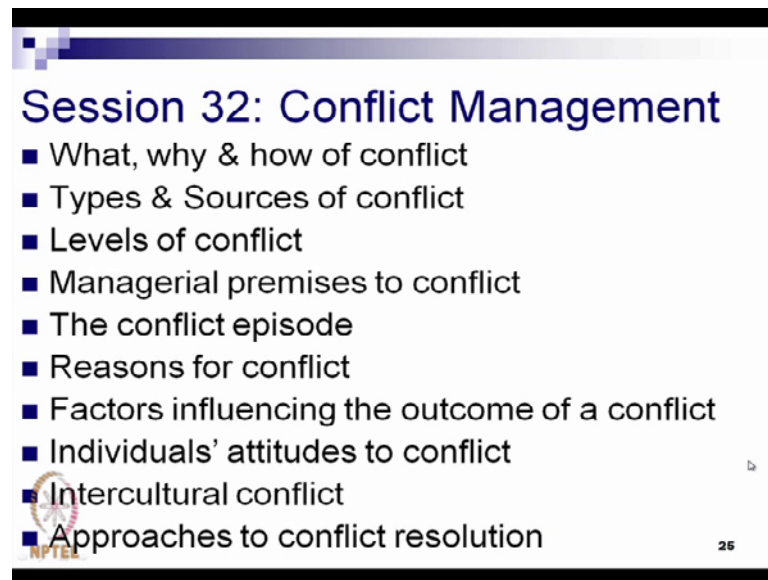
- What & why?
- Elements & concepts
- Dimensions
- Stages
- Preparation
- Rules of principled negotiation
- Factors affecting negotiations
- Types: Integrative & Distributive
- Tactics
- Culture & negotiations
- Effective negotiations

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We not vice versa I mean culture does not influence compliant; we also discuss the compliance resisting tactics. And then we moved onto negotiation we actually took the compliance resisting tactics to the class on negotiation. And we discussed what negotiation is and why do people negotiate I am what are the elements of negotiation what are the concept negotiation. But not as above best alternative to a negotiated agreement zone a possible agreements. The reservation price you know all of those things we talked about; we talked about the dimensions of negotiation. We talked about the stages of the negotiation process, how do you prepare yourself for a negotiation event.

And we talked about the rules of principled negotiation, how should you do it stage by stage. This is where it started getting becoming prescriptive this is where I started giving you some tips on what you should and should not be doing. So, we talked about the factors affecting negotiations; we talked about the different a types of negotiations integrative a which is collaborative negotiation where it is a win-win negotiation distributive is a competitive negotiation where one party wins and the other losers. We talked about negotiation tactics which may should not be used as far as possible. But again the hard tactics for a soft tactics we talked about culture in negotiations. How culture impacts negotiations and this tactics are the strategies we use for negotiation in different cultures. We also discussed effective negotiations and what it means to be an effective negotiator.

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Session 32: Conflict Management

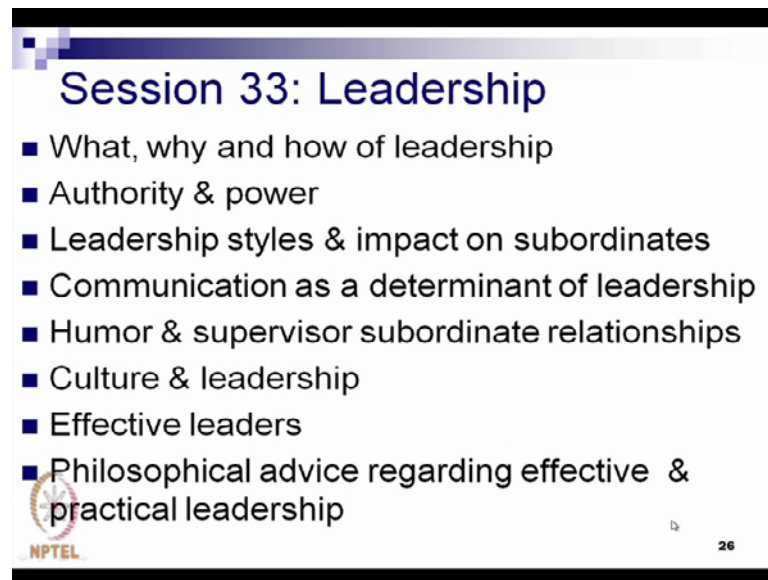
- What, why & how of conflict
- Types & Sources of conflict
- Levels of conflict
- Managerial premises to conflict
- The conflict episode
- Reasons for conflict
- Factors influencing the outcome of a conflict
- Individuals' attitudes to conflict
- Intercultural conflict
- Approaches to conflict resolution

NPTEL 25

In the 32nd session, we talked about management of conflicts, what is it conflict situation how does conflict come up. And dissident conditions perceived unfair conflict and again as I told you in the 38th lecture when we were talking about crisis communication that model of conflict is clearly universally applicable to pretty much any organizational a behavior communication situation. So, you know how does conflict come up; you have some and dissident conditions there is a perception that the feeling that needs to manifestation behaviors. Then there is a resolution after mat you try and resolve it you can act on it and as one of you resolve it there is enough to matter. If you do not resolve and there is another after matt natural feeds in.

So, we talked about that we talked about types and sources of conflict where does conflict come up from are, why do you get into a conflict situation in the first place. We discussed levels of conflict various level, hierarchical levels also where does conflicts start in any organization. We discussed what managers feel about conflict what do they assume about any conflict situation. We discussed the conflict episode you know what that, what the episode is really what the reasons for conflict could be. We discuss the factors influencing the outcome of a conflict, how do we know that the conflict a has been a functional or dysfunctional. We discussed the individual attitudes to conflict; we discussed inter cultural perceptions are inputs about conflict and conflict resolution. And we discussed approaches to conflict resolution on.

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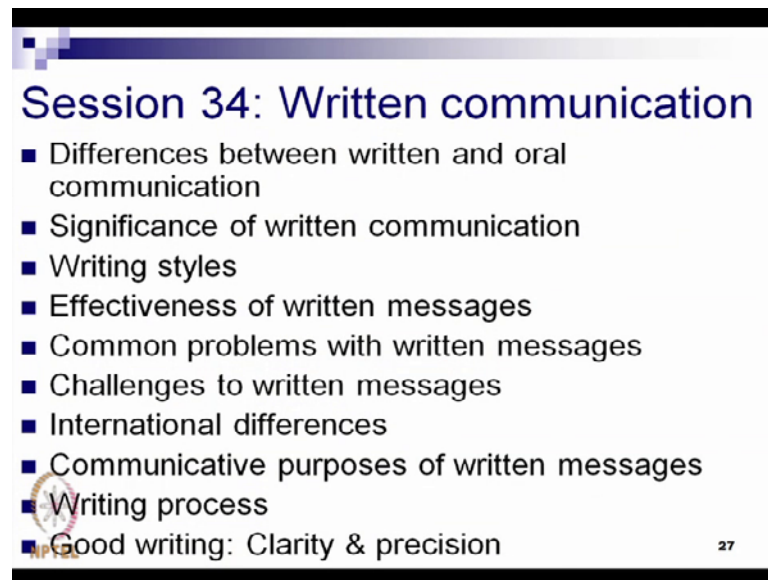
Session 33: Leadership

- What, why and how of leadership
- Authority & power
- Leadership styles & impact on subordinates
- Communication as a determinant of leadership
- Humor & supervisor subordinate relationships
- Culture & leadership
- Effective leaders
- Philosophical advice regarding effective & practical leadership

NPTEL 26

In the thirty third session, we talked about leadership and what why and how of leadership. We discussed authority and power; we discussed leadership styles and impact on subordinates. We discussed a communication as a determinant of leadership. We also discussed humor and supervisor subordinate relationships. We discussed culture and a leadership the impact of culture on leadership we discussed. We discussed humor and supervisor subordinate relationships. We discussed what impact you know where would you bring in humor and how human humor would impact to supervisor subordinate relationships how it place a nano up or down. We discussed culture and leadership; we discussed how culture impact leadership the leadership style that people have. We also talked about effective leaders and we discussed them some philosophical advice regarding effective and practical leadership. And what should you really do in different situations.

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Session 34: Written communication

- Differences between written and oral communication
- Significance of written communication
- Writing styles
- Effectiveness of written messages
- Common problems with written messages
- Challenges to written messages
- International differences
- Communicative purposes of written messages
- Writing process
- Good writing: Clarity & precision


27

In the 34th session, we talked about written communication; we discussed the differences between written and oral communication. There is one thing I missed and as I was going through these slides. Then again you know as much as we plan we all tend to border there is one thing and missed and that was the difference between oral verbal and nonverbal communication and written communication. And I think that covered it briefly in the first session I am going to repeat it will benefit. Now, oral communication is the communication you have by using your vocal cords. So, when this moves at his oral communication verbal is when you use words nonverbal is when you do not use words. So, technically written communication is also a verbal communication. And so, you know when we talk about written communication we talked about the significance and written communication why is it important.

Now, why would you use written communication in any organizations? We also talked about writing styles; we discussed the different writing styles on a flowery oratorical who unit all of those things. We discussed the common problems with written messages; we discussed challenges to written messages. We also discussed some international differences I gave you the example United States and Mexico. Mexico is a high context area and focused there and is on really building a repo or with the reader of the message. It is not as much on you know my reaching the point and it is about a starting the message with repo building statement and ending the message with a repo building statement.

So, we discuss communicative differences now communicative purposes of written messages. You know how written communication really helps you communicate the communicative purposes of written messages. We talked about the writing process you start with a goal in mind the propose all of that stuff. We talked about good writing clarity and precision how you differentiate between good and bad writing focus on the thing please thank you.

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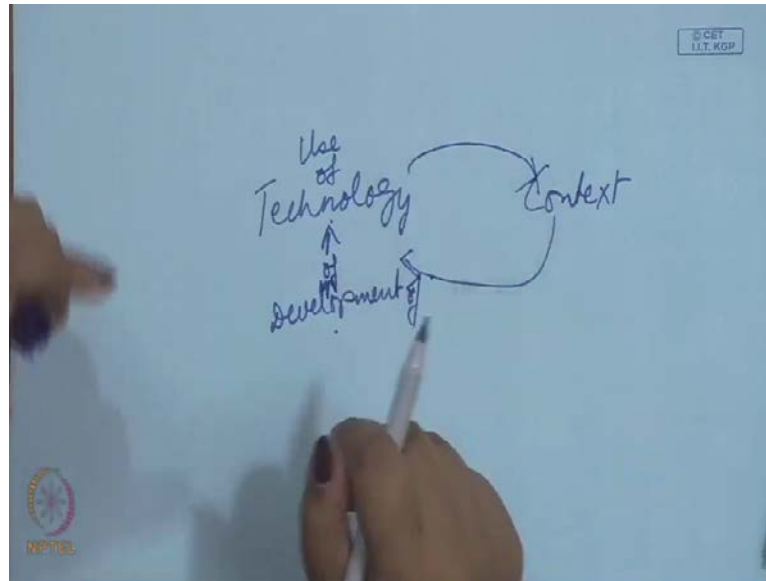
Session 35: Role of technology

- Technology use and context
- Communication technologies in international business
- Computer mediated communication
- Human-human & human-technology interaction

 NPTEL 28

And then we moved on to the role of technology and again I had thought initially. But I would give you some inputs on a you know email and blogging and this and that. And then I realized that that this all that information changes from day to day. So, what I would really like you to do at this stage devise your own strategy of is all of on device your own list of do's and don'ts for email and blogging and website building and communication we are the telephone and internet and all of those things. So, we talked about role of technology I wanted to give you some more philosophical insight into technology use and context in our context affect. The use of technology and how technology used in turn changes the contexts and what really happened is what we discussed I mean this cyclical the process. Or so much a part of any form of human behavior you know everything just feeds and with self.

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So, what happens is technology and context use of and development of technology this should be there does this not technology. And development of technology depends on the context and the context in turn determines these thing the context in turn determines the use of technology. It also determines the manner in which technology is developed. So, we talked about communication technologies in the international business environment. We talked about computer mediated computer-mediated communication. We discussed how communication can be mediated through the use of technologies like the computer. We talked about human and human technology interaction and these specific things or a specific attributes of face to face human communication. And what the benefits they give us in comparison to the benefits are the attributes of human technology interaction in the 36th session we discussed something very interesting.

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Session 36: Moving to another culture

- Stumbling blocks in intercultural communication
- Reasons for stumbling blocks
- Sources of difference
- Migrant groups: Voluntary & involuntary
- Migrant – host relationships: Assimilation, integration, separation & marginalization
- Culture shock
- Cultural adaptation & acculturation
- Intercultural communication tourism & business

NPTEL 29

We discussed moving to another culture; we again revised these stumbling blocks in intercultural communication; we discussed reasons was stumbling block. We discussed the source the difference once again we talked about migrant groups. We discussed voluntary and involuntary migrant groups, voluntary groups of people that go on their own for you mean of a study tourism work etcetera. Involuntary groups are those groups that are forced out of their homes. Because civil unrest on human trafficking kidnapping I did not again you know I would not some are kidnapping is of course, the worst form. But I would not consider and blank no anyway I would consider a adoption also as a form of involuntary migration go in have it has a positive connotation children or adopted from different cultures when they are babies and that is good.

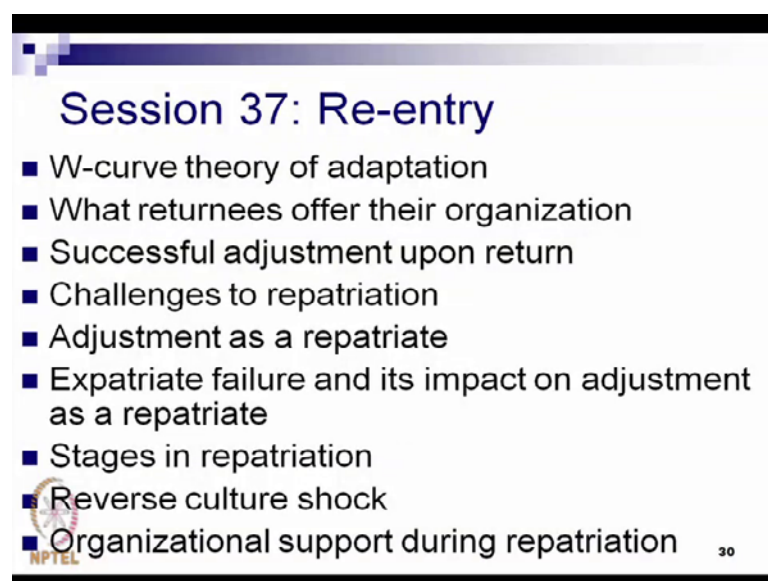
But involuntary usually the child's does not have any a knowledge or any idea or any a understanding of the fact. That the child is moving from one cultural context to another faint memory the bear the child was in then they go back to their own culture. When there in there be late mended adults and they have the resources to go back. That has also been happening in that can be qualified that classified as involuntary migration. The only difference that if this happens when the children are babies it really has a positive connotation as supposed to the other forms of involuntary migration. And the child really did not suffer any culture shock the child gets abundant a love and affection and care which is what the child really needs. So, one could assume that it could be a form of

voluntary migration if the child had enough knowledge of what the child was in for anyway.

So, we talked about migrant host relationships assimilation integration separation marginalization we do not about culture shock. We have talked about culture clash earlier we talked about culture shock in this part and go to shock really is be discomfort. The intensity of culture shock is really defers to the discomfort one fields between what one has and the culture. Or the context one has come from to the culture one finds oneself in and the difference between the comfort zones. That one has and the expected comfort zones in this new host culture is really what gives the shock and the shock is this different.

The insanities is proportional to the level of the difference between the big comfort and the qualitative. And quantitative differences between the comfort zones and the expected comfort zones in the parent. And host cultures we talked about cultural adaptation and acculturation you know how you assimilate, how you become a part of the culture. We also talked about intercultural communication in it should mean the cultural communication tourism and business it should be tourism in business and sorry about that. We talked about inter cultural communication in tourism and business; we do not sojourners the discuss touched a little bit on the impact it has on identities.

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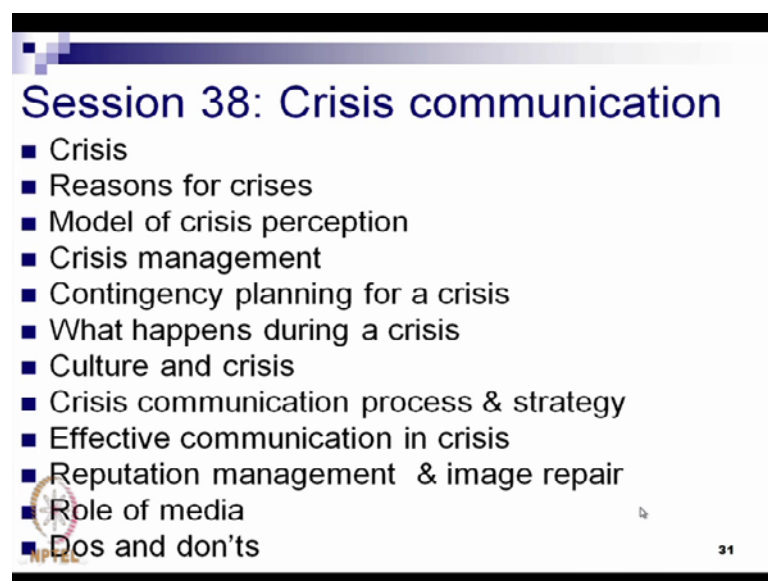
Session 37: Re-entry

- W-curve theory of adaptation
- What returnees offer their organization
- Successful adjustment upon return
- Challenges to repatriation
- Adjustment as a repatriate
- Expatriate failure and its impact on adjustment as a repatriate
- Stages in repatriation
- Reverse culture shock
- Organizational support during repatriation

NPTEL 30

In the 37th session, we discussed reentry we discussed the c w curve theory of adaptation. We discussed what returnee is offer their organization and why they go out and why they comeback in all those things. We talked about successful adjustment upon return. We discussed the challenges to repatriation the expectation is going out repatriation is coming back in. We talked about adjustment as a repatriate create, we discussed expatriate failure and its impact on adjustment as the repatriate. We talked about stages and repatriation and we discussed reverse culture shock an organization support during repatriation.

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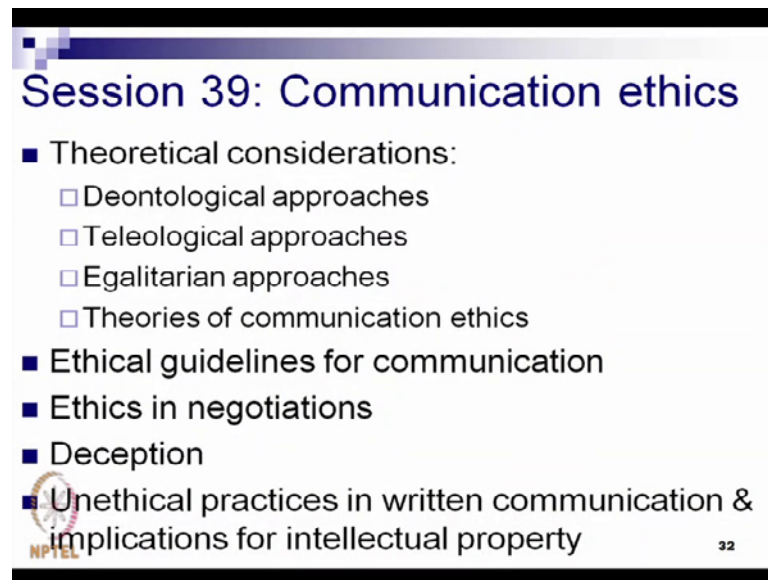
Session 38: Crisis communication

- Crisis
- Reasons for crises
- Model of crisis perception
- Crisis management
- Contingency planning for a crisis
- What happens during a crisis
- Culture and crisis
- Crisis communication process & strategy
- Effective communication in crisis
- Reputation management & image repair
- Role of media
- Dos and don'ts

31

In the 38th session we discussed crisis communication; we talked about crisis. We talked about the divisions for crisis; we talked about models for crisis perception a pay model of crisis perception. And how you know something goes from being a more one to a mountain on. And how we sense a what the situation; how we perceive it to be a crisis. We talked about management of crises; we talked about contingency planning for crisis. We also talked about what happens during a crisis we talked about culture and its impact on prices and the perception of the crisis. We talked about crisis communication process and strategy. We also talked about effective communication in crises and we talked about reputation management and image repair. And the role of media and the do's and don'ts and this is where I give you some prescriptions and in the previous session.

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Session 39: Communication ethics

- Theoretical considerations:
 - Deontological approaches
 - Teleological approaches
 - Egalitarian approaches
 - Theories of communication ethics
- Ethical guidelines for communication
- Ethics in negotiations
- Deception
- Unethical practices in written communication & implications for intellectual property

NPTEL 32

Which was the 39th session, we talked about communication ethics; we talked about critical considerations. We talked about the deontological approaches, the teleological approaches; the egalitarian approaches and the theories of communication ethics, what it means it means to be an ethical communicator. We talked about ethical guidelines for communication; we talked about ethics in negotiations deception and unethical practices in written communication. And the implications of these unethical practices and written communication fought intellectual property we discussed plagiarism etcetera into. So, I have tried to cover the whole bunch of things in today I did give you some what we call as some bottom lines here for.

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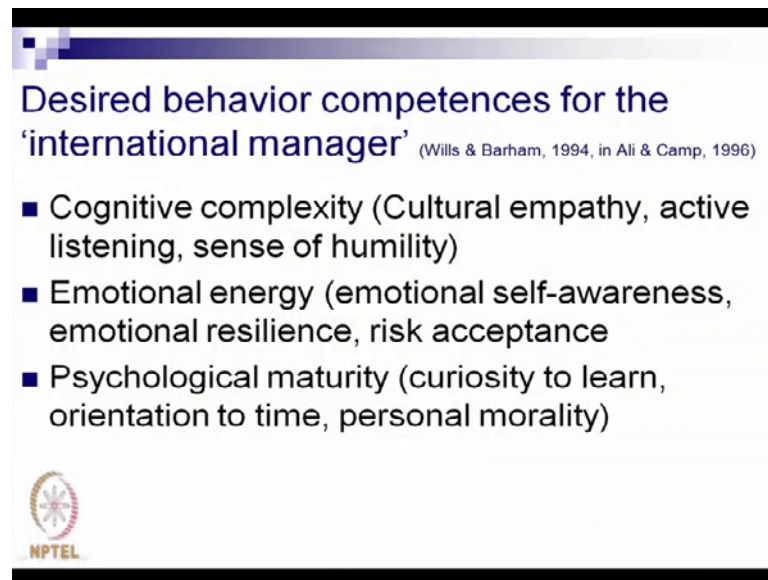


Global managers (Adler & Bartholomew, 1992, in Ali & Camp, 1996)

- Understand the worldwide business environment from a global perspective
- Learn about many cultures
- Work with and learn from people from various cultures simultaneously
- Create a culturally synergistic organizational environment
- Adapt to living in many foreign cultures
- Use cross-cultural international skills on a daily basis


Global managers to end this whole session according to Adler and Bartholomew, 1992 and early and came are again this is from a paper which I happen two have with me. Global managers really understand we on the paper is called a global managers qualities for effective competition. And this is by a early and Robert camp, this according to this global managers understand the worldwide business. So, if you are going to be a global manager if you are aiming to be a global manager you will understand the worldwide business environment from global perspective. You will learn about many cultures; you will work with and learn from people from various cultures. Simultaneously, you will create a culturally synergistic organizational environment. You will learn to adapt to living in many foreign cultures may not necessarily be above many foreign countries. But different cultures and if you are living in India you will know what I am talking about who living in different states really counts as living in different cultures.

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Desired behavior competences for the 'international manager' (Wills & Barham, 1994, in Ali & Camp, 1996)

- Cognitive complexity (Cultural empathy, active listening, sense of humility)
- Emotional energy (emotional self-awareness, emotional resilience, risk acceptance)
- Psychological maturity (curiosity to learn, orientation to time, personal morality)

 NPTEL

You will learn to you with cross-cultural international skills or inter-cultural skills or a daily basis bottom line. We desired behavior competences for the international manager as outlined by Wilson. Cognitive complexity; you need to be cognitively complex; you need to have cultural empathy; you need to be able to listen actively; you need to have a sense of humility except differences difference. That is what I have been saying throughout you need to have the emotional energy, emotional self-awareness, emotional resilience. And the risk acceptance and as always never got close the brocket and I am sorry about that. So, you need to be aware field emotions you need to be able to back.

And you need to be able to accept risks and you need to be psychologically maturing you. You should want to learn there should be an inherent curiosity to learn; you should have there should be a vote in addition to time. And there should be a personal morality a sense of what is right and what is wrong and that psychological maturity. And all these things really essentially make you international manager. And if you look at these things none of these things is prescriptive please focus on the screen thank you. None of these thing is you know pinpointing increase the volume of your voice bio too many decibels are a study that black in color non-member that this is more conceptual. And that is essentially what this course has not been on about. And what I am I am not with the slide a telling you that you know this is what you need to do the last slide says thank you.

But and what I would really like you to do at this point is please go through this slides one by one. And think of the applications of each of these scenarios in your own environments. How would do become an effective negotiator take all the technologies you have and decide which one would you use where they called the forms of written communication. Write down the benefits of each how do each of these you know play on the time taken the quality of interpretation ambiguity all of those things and evaluate the thing Then drop you are shots and I expect you to do all this on your own and my contact information should be there along with this course of. So, please get back to me with your suggestion.

And then feedback I look actively for those and I have tried to give you all the references the reason for not putting things in court is that this whole thing would be full of quotation marks. But wherever I have taken material from someone I have put the names of those people on the same slide if preferably next to the concepts that has been taken from somebody that has been referred to. So, I will give you a list of references questions and answers and I look forward to your feedback and suggestions. And wish you all the best with this course and with you are learning from other courses through the national program on technology enhanced learning. Wish you all the best.