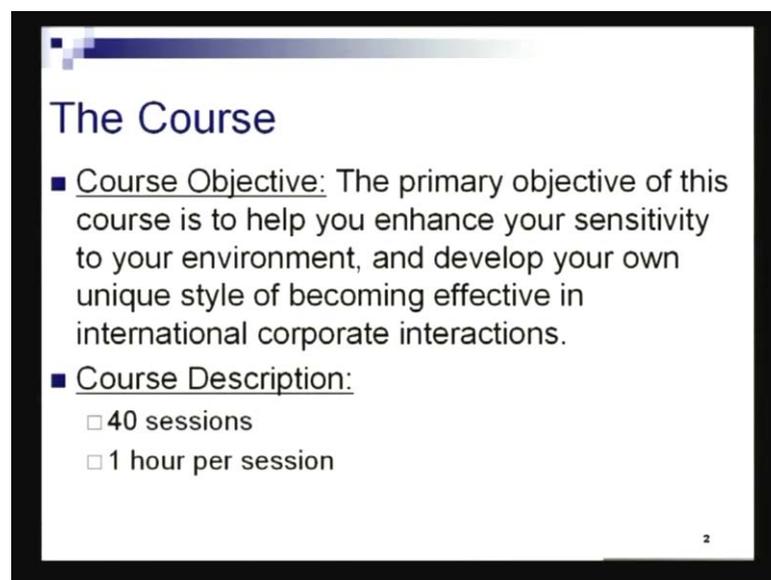


**International Business Communication**  
**Prof. Aradhna Malik**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 1**  
**Introduction**

Welcome to the course on International Business Communication, my name is Aradhna Malik, I am an assistant professor at Vinod Gupta school of management, IIT Kharagpur and it is a pleasure to be in this course to start with let us talk about the course objectives.

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**The Course**

- Course Objective: The primary objective of this course is to help you enhance your sensitivity to your environment, and develop your own unique style of becoming effective in international corporate interactions.
- Course Description:
  - 40 sessions
  - 1 hour per session

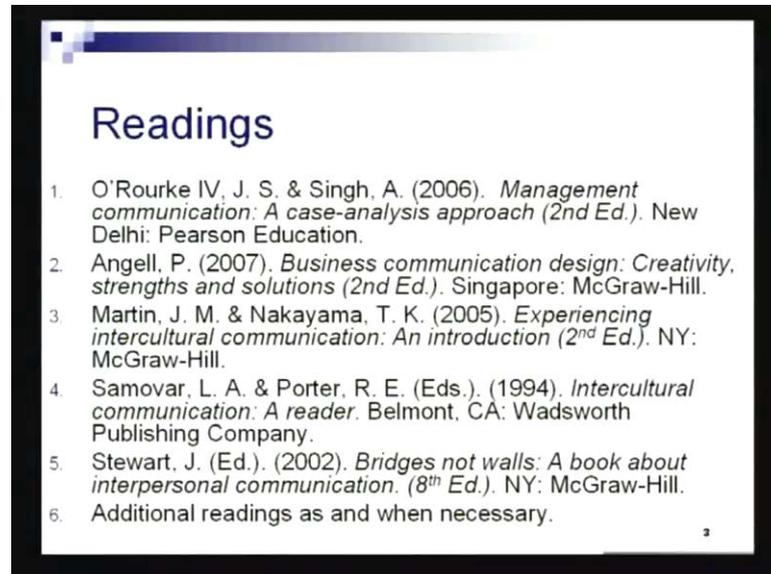
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The primary objective of this course is to help you enhance your sensitivity to your environment and develop your own unique style of becoming effective in international corporate interactions. The reason I say this is, because I am not going to give you any patch work, business communication is not about patches, it is not about any sort of formulae to deal with the international business environment, but it is the tools that you need to deal with the different kinds of signals coming at you, from your respective environments.

Communication is dynamic, communication is ongoing, nobody can map the entire gamete of stimuli you will be getting from your environment, nobody can tell you, what you will be exposed to you in your entire life. All we can do is help you find out what is coming at you from your environment and help you develop your own unique strategies to deal with it, in your own unique ways to deal with it effectively. And that is what, I

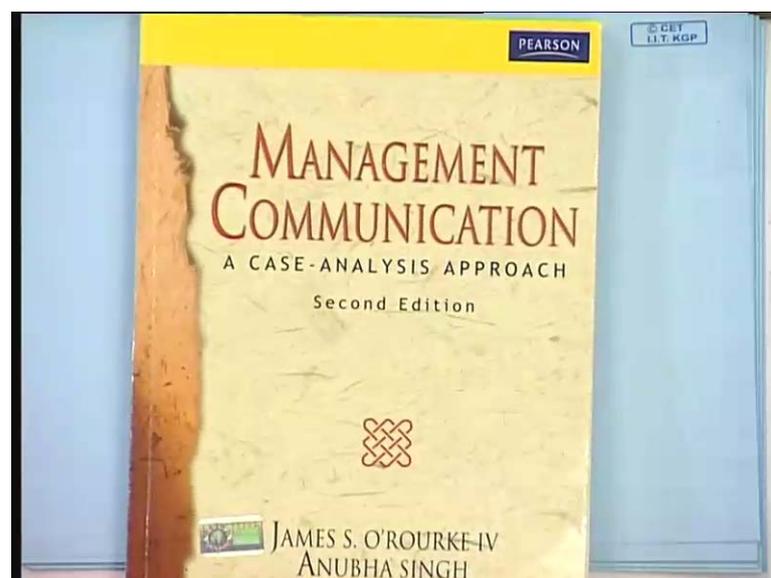
will teach you in this course; the description of the course is as follows, the course will be covered in 40 sessions and every session will be 1 hour long.

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There are a few books that I will be using to design this course, the first book is called management communication, a case analysis approach.

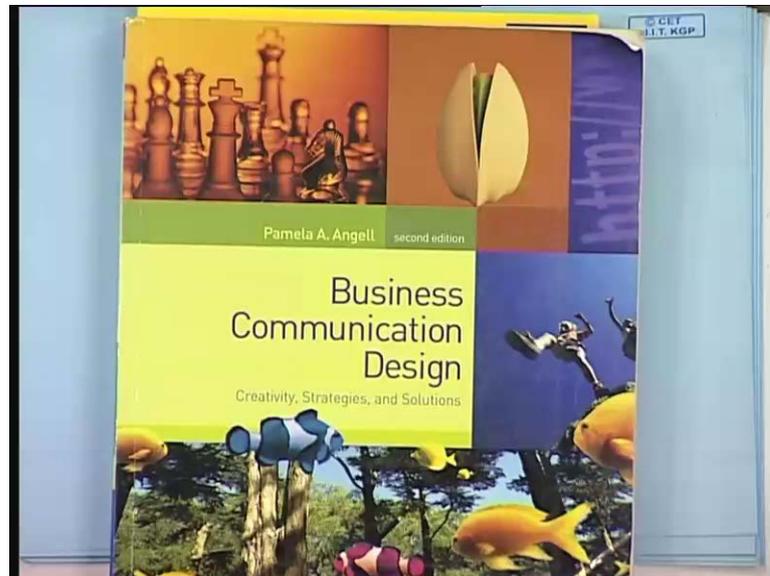
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Second edition designed by or written by James O'Rourke and Anubha Singh, this is published by person education, it is available in India and this is 2006 the details are on the slide. So, I suggest you, buy this book from a good book store, it should be available

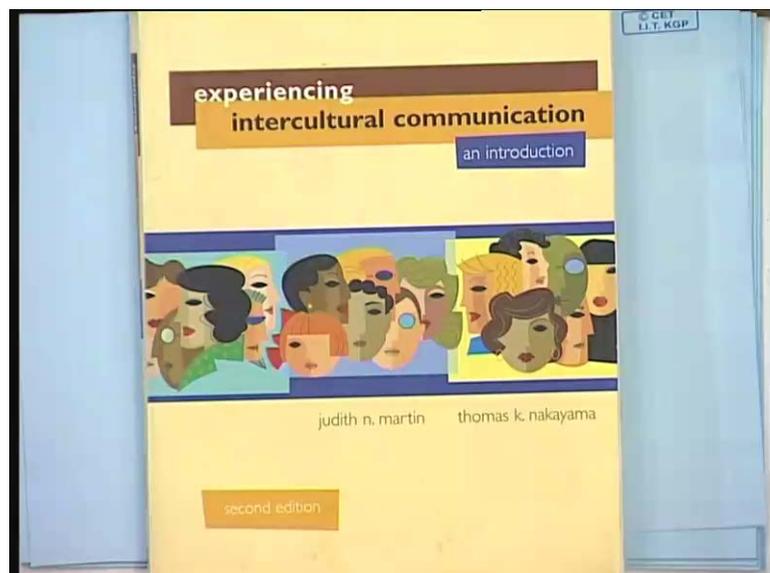
in good Indian book stores, you can purchase this book and follow it, it is very, very good.

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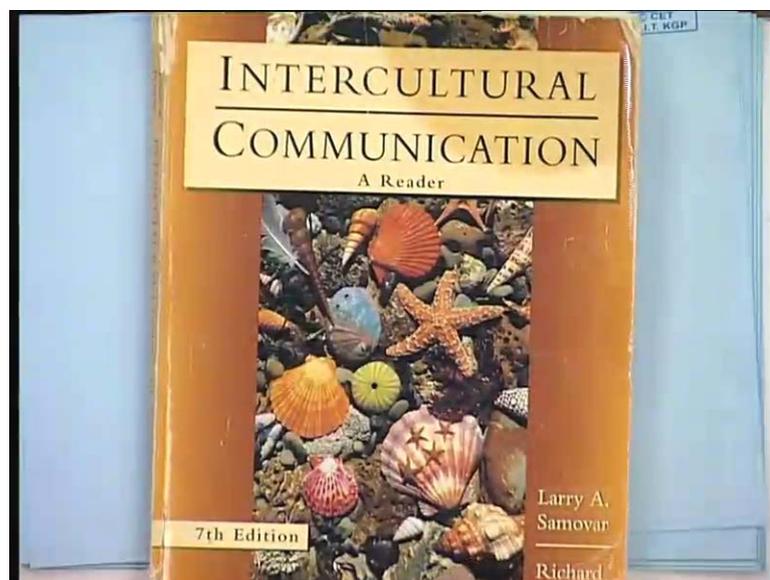
The second book, I will be using is called Business Communication Design, creativity strategies and solutions by Pamela A Angell, this e Mcgragel publication, this is a again second edition published in 2007. This I am not sure whether you will able to find this book in India or not, but may be you can ask your library to purchase it. And another that, I will be using, this book is specifically for intercultural communication.

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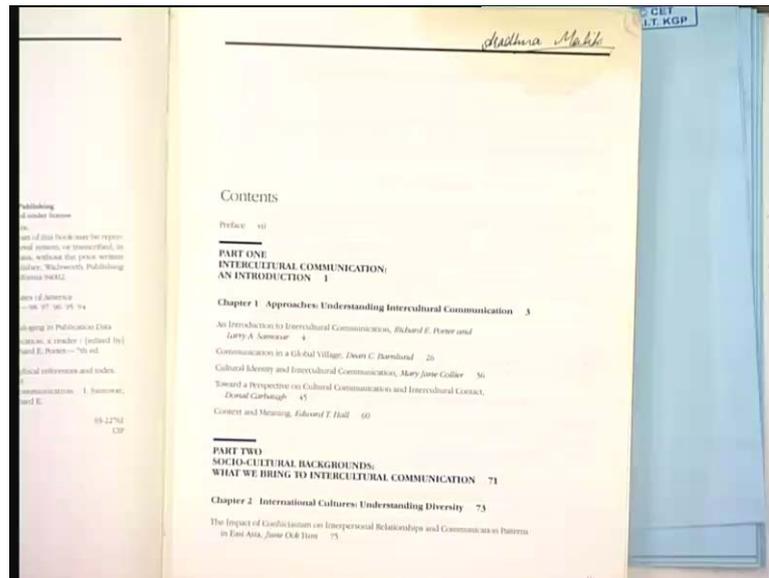
This book is called experiencing intercultural communication an introduction, this is by Judith n martin and Thomas K Nakayama, again a Mcgraw Hill publication and this was published in 2005. Again the second edition I am not sure, if the new edition is out, if it is I suggest you to find the newest edition possible and purchase it, Martin and Nakayama are well known authors in intercultural communication. This book is very good, for basics of intercultural communication. Another book that, I will be using to design your course is called intercultural communication in a reader by Larry A Samovar and Richard potter.

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Samovar and Potter are the editors of this book, this is the 7th edition, I have the 7th edition, you may be able to find the latest edition. This book is a collection of readings, if you look at the table of contents.

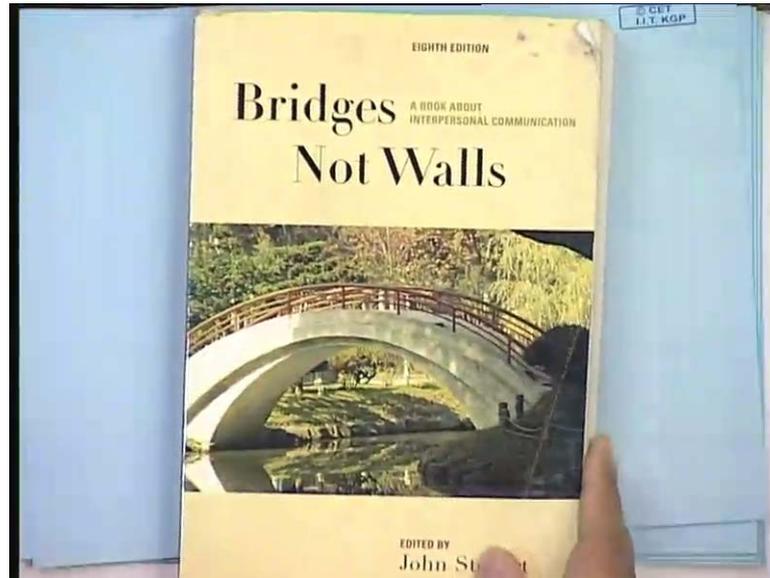
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The book is a collection of readings and every article has been written by a different person. For example the first or the couple of reading, in the first chapter are called communication in a global village, which has been written by dean Barland, cultural identity and intercultural communication by Dr. Merijan Colior, so doctor Collier was my teacher. So, you know every chapter has section, which have been written by different people.

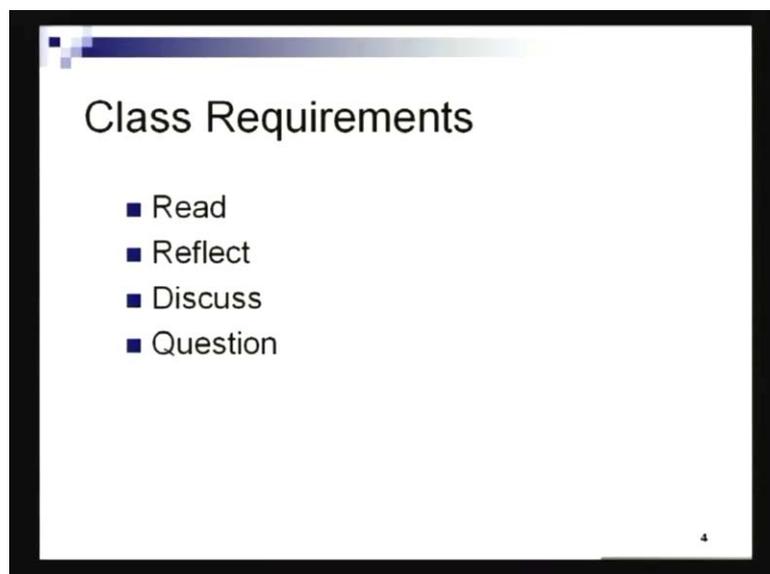
So, it is like a collection of the best possible inputs on every aspect by the authorities on that subject, there is a section by Edward t hall called context and meaning over here. So, it is as good as getting, the best retrieving the article from the best possible journals from the most reputed journals and putting them together as books. Another book that, I will be using for this course is called Bridges Not Walls a book about, inter personal communication.

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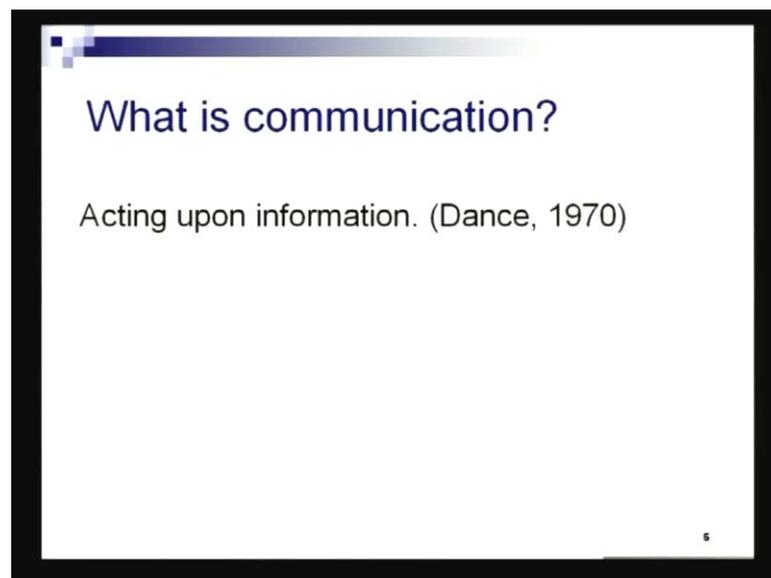
I have the 8th edition, you may be able to find another later edition, this is edited by John Stewart, this is again a Mcgragel publication seems like, Mcgragel publishes some of the best books in communication. So, again this book is also a collection of readings, by different people, this is covered a lot about, interpersonal communication, now I will be covering most of my lectures from these books, in addition to these books, I will be referring different research papers from time to time. And I will let you know, what I will referred to it will all be in this set of reading, that will be given to you at the end of every class or along with the syllabus, that is what I will be using to design this course.

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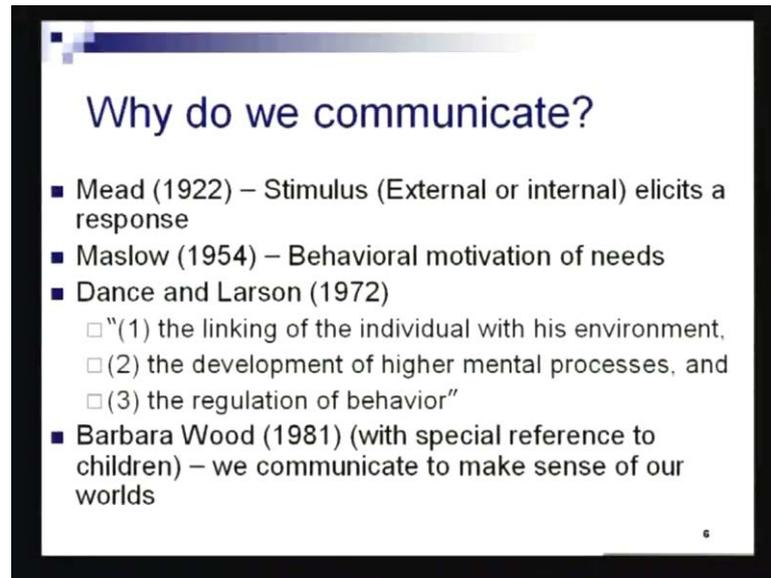
The class requirements, I suggest whenever you listen to these lectures, you read what has been assigned, you listen to the lecture, you go through the slides, you reflect, you think about whatever been taught. And then you discuss it with your peers and then, if you have any questions, find a person who can respond to those questions, if you have a teacher, you can ask your teacher or you can also write to the authors of the papers, you have questions about or you can find out who will be experts in that discipline and you can write to them. Nine times out of ten, at least this my experience that, if you have a question about a specific research paper and you write to the author nine times out of ten, you will get a response. So, its always a good idea, to get in touch with the authors of papers and find out, if you do not understand something or if you need clarification on something.

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Now, let us move on to the actual course at hand, the first thing will talk about is communication, what is communication, according to doctor frank communication is acting upon an information it is as simple as that. We communicate to act upon information, we act on a stimulus, that is coming at us from our environment, we receive this stimulus, we make sense of it and then depending on our understanding of our stimulus and our understanding of what is required, we respond to the stimulus. So, that is what we mean when we say that communication is acting upon information.

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**Why do we communicate?**

- Mead (1922) – Stimulus (External or internal) elicits a response
- Maslow (1954) – Behavioral motivation of needs
- Dance and Larson (1972)
  - “(1) the linking of the individual with his environment,
  - (2) the development of higher mental processes, and
  - (3) the regulation of behavior”
- Barbara Wood (1981) (with special reference to children) – we communicate to make sense of our worlds

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Why do we communicate, various theories behavioral theories, scientist have tried to give response to this, we communicate according to mead, we communicate to respond to the stimulus is as simple as that. We get something from the environment and we are forced to respond to it, any stimulus elicits a responds according to Abraham Maslow, there is a behavioral motivation of needs, which means, we communicate to fulfill our needs.

Now all of these theories has been subjected to critics, there are people who have come forth and given us more information about these theories, but from whatever was available to these theories, they came out with these interpretations of why we communicate. Dance and Larson 1972 says that, we communicate to link our self with our environment, which means, we communicate in order to connect with every single or with the different elements in our environment.

They also say that we communicate to develop our higher mental processes and the third reason why, we communicate is to recognize our behavior. Barbara woods, who is a child psychologist says with special reference to children, she says we communicate to make sense of our words. Now this is something, we see in our day to day lives, when we see children you think of a little baby think of a little child, who is trying to make sense of his words.

How does the communication start in the first place a little baby is born and then a baby left out to cry and first time the baby cries, the first time the baby feels a need, the baby lets out a cry and depending on the response the baby gets, the second cry is different. So, the first time the baby cries, the mother tries to feed the baby and if after being fed the baby still cries, the mother tries to think what is going on and then she checks the baby's diaper, to see if the baby is wet. And then if the baby is wet she changes the diaper and the baby stops crying, so the baby realizes that, if I send out one kind of cry, this is the kind of response, I will get the next time, I want my diaper change, I will have to modify the way, I cry to some extent.

So, that is how babies learn to make sense of the words, that is how mothers try to understand, the language of the babies, that is how all of us responds to new situations, we can extrapolate the baby's experience to all our experience in our daily lives. Any new situation we have, we communicate like that, we find out searching a new situation to send out a mild signal. We try and find out, what the environment is all about by sending out these signals and we form an impression about our environment, by the kinds of feedback, we receive from our environment.

So, when we send out a signal, it elicits a response and once we get that response, we realize how comfortable or un comfortable, we are with that response and based on that sense of comfort or discomfort we decide whether we want to communicate in a particular fashion or not. We also form an impression about, how comfortable the environment is, excuse me or what is it like, we also find form an impression about, what our environment is like, based on the kinds of signals we receive. So, all these definitions fit, the reasons or they explain why we communicate.

Going back to dance and Larson definition dance and Larson say that, we communicate to link our sense with our environment. Now many times, you may have noticed that, when you send a signal in to the environment, sometimes people responds, sometime people would not respond, but many times people respond in certain ways and you form the idea about the kinds of connections you making with your environments. So, we link ourselves, sometimes people do not want to respond to our signals.

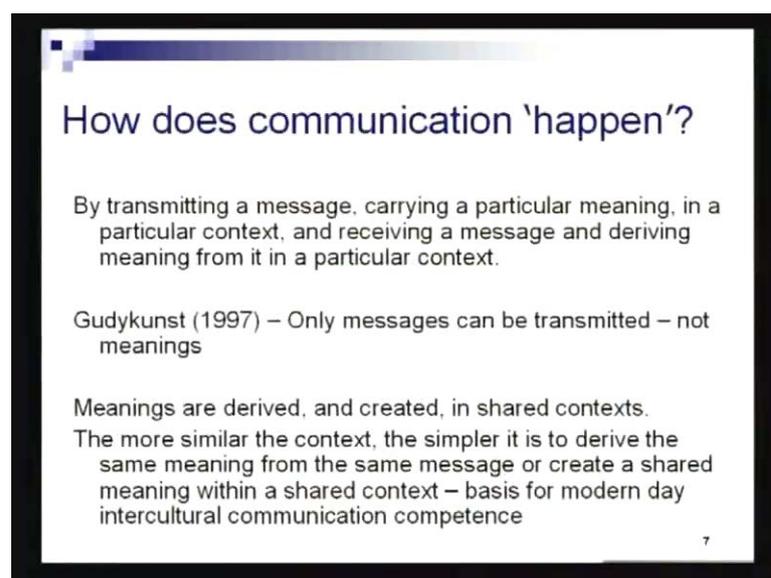
But, whenever they respond to our signals positively some sort of connection is formed and then based on that connection, we start a future interaction with them, may be

immediately, may be after a while. They also say, we develop higher mental processes, we communicate to develop higher mental processes, which means that whenever, we send signals into the environment, we get some feedback, now that feedback, we get from our environment stimulates something in our mind.

And that stimulation leads to clarifications, it leads to our ability to explore further and that is the way, we that is very, very crudely explaining how we develop our further mental processes. It also leads to regulation of behavior, which is what I was talking about regarding positive and negative experiences, if we send a signal into our environment and we get a response that is comfortable for us. Then we send out stronger signals along the same lines of the same nature, but if we get a response, that is not as comfortable, then we slowly taper down to minimum communication and of that kind of stimulus into the environment. And if the response that, we get is very unfavorable, we just stop sending it, so it regulates our behavior.

So, that is why we communicate and in order to regulate other people behavior, we send out signals and let them know, how comfortable we are with their signals. So, that is how we regulate the behavior of the environment around us, we let the environment around us know whether, we are comfortable with it or not whether, we are really fitting in with it or not and that is how, we that is why, we communicate.

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**How does communication 'happen'?**

By transmitting a message, carrying a particular meaning, in a particular context, and receiving a message and deriving meaning from it in a particular context.

Gudykunst (1997) – Only messages can be transmitted – not meanings

Meanings are derived, and created, in shared contexts.  
The more similar the context, the simpler it is to derive the same meaning from the same message or create a shared meaning within a shared context – basis for modern day intercultural communication competence

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How does communication happen on a very basic level, communication happens by transmitting a message that carries a particular meaning in a particular context and receiving a message and deriving meaning from it, in a particular context, which means that, we communicate by sending a message, that is loaded, that is encased in a meaning within a particular context. And then the person or the other end receives the message and derives the meaning from it, in a particular context, this is how communication happens, it is not just a transfer and reception of signals, it is communication in its entirety.

Communication encased in context goes to another very very leading theorist, in intercultural communication says, that only messages can be transmitted not meanings and he is right. You think about your own lives many times, you say I did not mean to say, what you interpreted. So, this is what we mean, when we say only messages can be transmitted, I can only transfer words, I can give you something in writing or I can say something, what you make of what, I say depends on you.

Now, I am standing here talking about communication and I gave you the introduction as I teach communication, if I just came out of the blue and I started talking to you about communication or I told you I had a degree in home science, which I really do and I did not tell you about my communication, would you believe me. When I talked to you about intercultural communication, would you believe me, probably not. So, I am standing here talking with authority, I am giving you all these fancy names, I am telling about all these theories, I will tell you more theories in future.

So, only messages can be transmitted, if I have to just put all of these down in words, it would probably seem like a very boring essay to you and that would not really hold any meaning unless, I repeated unless, I added some sort of tonal variation into it would not hold the same meaning to you. Let me give you another example, I had an interesting experience, when I came to I it Kharagpur and what happened was I went to the library to get my library card made and the librarian asked me, what my name was and I said he looked at my slip. So, when I joined there I went there to get my library card made, he looked at my slip and he said oh Aradhna Malik and I said yes and he said, he motioned that, I sit down.

And then he started talking to me in Bengali, because he assumed just by looking at my name, I did not say anything, I was dressed like a professor, he looked at my slip, that had been given to me from the office and he started talking to me in Bengali, now I am not a Bengali, but Malik is a very common Bengali name. So, the message that was transmitted was she is a Bengali, she is new to IIT Kharagpur, let me make her feel welcome by speaking to her in the regional language, she may feel more comfortable and I said.

And he thought that, I was hard of hearing, so he started talking loudly and then I realized what had happened and I said I am sorry, but no Bangla please and then he looked at my slip and said Malik, no Bangla, I said this is a Punjabi Malik, it is not a Bengali Malik, so please do not use Bangla. So, you know the meaning that went just by the one last name Malik is the common name in Punjab, in Haryana, in Bengal and in other places also but he assumed immediately that, I need to feel her make, her feel welcome she is brand new to this place.

So, you know, so the meaning went across, I did not utter a word I have to then clarify that I was not a Bengali. So, that is what we mean when we say only messages can be transmitted the message that went across was that, she is a local and the meaning had to be clarified later. Now, meaning are derived and created in shared contexts, we create meanings, how do we know that, the color behind me is blue, somebody gave it the name.

How do you know that, the kind of embroidery, I am wearing on my dhupatta is or the embroidery on my Kurta is different somebody gave it, that name I could mix and match, I could paint to it and give it a brand new name. So, you know we create these meanings, we create new things, how do we know that, this plastic thing over here is known as a monitor. Somebody decided to call it as a monitor, this did not exist, when our parents was growing up may be 50 years ago, they did not have the concept of computer monitor, what do we call this, that is a mouse.

Now, about 20 years ago somebody may have said that a mouse is an ordinary rodent in your house, somebody decided to call, this little piece of plastic, as a mouse, because it can just move, anywhere on the screen, just like a mouse moves randomly, you know, if a mouse needs to go somewhere it goes there it does not care what it is hitting on the way

is no strict path. So, this somebody decided to make some sort of connection and call this little plastic piece over here as a mouse.

And then we all started to using this terminology, but till this mouse came in, we did not know what a mouse is or a computer mouse could be you know, we would not have had a name for it till somebody coined it and explained the meaning to everybody and then we started saying this is a mouse and would be ordinary rodent, that most of us are scarred of in our house is also a mouse.

So, meanings are derived and created in shared contexts, the first time an electronic computer mouse was designed may be only the people who designed just called it a mouse and slowly, when it started being accepted and the meaning was explained. The shared context was extended to other people, it was called a mouse by other people, who started understanding the same context and sharing the meaning, that were created in the same contexts.

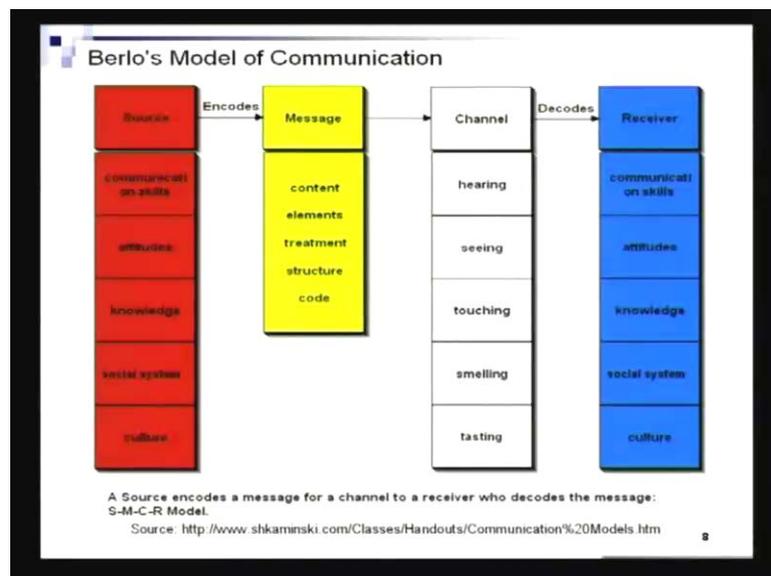
The more similar contexts, going back to the slide, the more similar the context, the simpler it is to derive the meaning within a shared context sorry, the more similar the context the simpler it is to derive the same meaning from the same message or create a shared meaning within a shared context. This is the basis of modern day intercultural communication competence.

Now, let us take the example of the languages we speak, in Bengal we speak Bengali, in Punjab we speak Punjabi in Gujarat we speak Gujarati what is so different in the Netherland, we speak Dutch in Italy people speak Italian people speak different languages. They have the same kind of things, same human beings, same 2 hands, 2 arms 2 ears, 1 nose, 1 mouth, we have different names.

Now how do people come up these names and how do they connect, if I said to somebody may be some Italian if I said [FL] this is my hand may be a person did not understand Hindi, could not understand, what I am talking about or if I say what is this some Italian asked me, what is this and I said [FL] how would a person know what I am talking about. Unless the person understood Hindi, which means similar context has to be there has to be similar sort of understanding, in common terms we say, that we need to be on the same page. The more we are on the same page the more easier it is to create links to the same page.

The easier it is for us to understand things on the same page, we all have our unique experiences, but we have more similarity with certain people, than with others and this is the basis for modern day intercultural communication competence. Modern day intercultural communication competence, rests on the principle that, some similar pages have to be created before, we can start communicating with people from other cultures. We need to create a similarity between our contexts, there is one more thing that, I would like to share with you and that is Berlo's model of communication.

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Berlo's s m c r model, that is the source message channel receiver model, talks about the involvement of all of these, elements in the process of communication. And according to Berlo the source, that is encased in these sources, the kind of message a source design is dependent upon the communication skills of the source, is dependent upon the attitudes of the source, is dependent upon the knowledge of the source. The social system of the source and the culture of the source and based on all of these attributes, the source designs or encodes a message into a language or into words or into nonverbal signals.

And this message is then has its own content, it has elements that are treated they have a structure and the code is designed, which is the language. This message is then sent, through a channel and that channel could be hearing, seeing, touching, smelling, tasting whatever. And then the receiver decodes the message that has been send to him and the

reception of the message depends upon the receivers communication skills, the receivers attitudes, the receivers knowledge, the receivers social system and the receivers culture.

So, this is this model is again very, very essential for international business communication, because the communication skills of the source will be very different from the communication skill of the receiver. The interpretation of the source has off the channel, off the content, that is been designed is very different, from the interpretation, the receiver has of the source, from the interpretation, the receiver has of content from the interpretation, the receiver has of the channel.

And that will in turn change the message completely, now I will give you another example, I joined a job, I was studying abroad, I came back and I picked up a job. And in that job, the business card that, I was I had to get made got delayed by a few days. So, I was studying in the west, I came back and I thought that, instead of picking up the phone and make putting somebody you know cornering somebody and saying why did you not finish this work on time.

I should just send an email and request the person, who was responsible for getting my business cards designed, to get my business card made and send them to me as soon as possible. So, I just sent an email very polite email saying, that it will be nice, if you can please speed up the process, it has been a while, now few minutes after I sent that mail, I got a call from this concerned person.

And this person was really upset and he said madam, you filled a complaint against me and I said what, he said why did you have to put this request in writing from, my point of view I was just asking this person to make the business cards or to follow up on the business cards, that I was supposed to have. I thought, I was giving this person my perception of the email was that, an email is a mode of communication that allows the person, receiving the email flexibility with the time, in which the person has to respond.

So, I felt that, it was more informal a more comfortable form of communication, than just going and approaching a person personally and asking the person why was this not done or picking up the phone and getting the person to respond immediately. On the other hand the way this message received was that, email is a written communication, it is more permanent, there will be record of it, there will be a record that my business

cards were not made on time. And that was not very comfortable for the person getting this message.

So, when he came to my office, he said madam, you could have just picked up the phone, but I said that could have put you on the spot, he said, but I know what is going on with your business cards and I said, I did not want to hurry you up. So, my perception of the channel, I used to communicate was different from this gentle men's perception of the channel, I was using to communicate. And that was what caused a sense discomfort between us and the minute I realized it, I said, I am sorry, it was not meant to be a written complaint, I just wanted to give you enough time.

So, that is what we mean then, I mean this is an example of this whole perception about the channel we use, to communicate a message, the message was clear, I have still not received my business card, can you please follow up and see what is going on. Now this message, the way I said it could have made a difference, the channel I used, if I written a physical letter on rice paper, which is what we do in government organizations, these days we use bond papers.

But, so if I put that on paper, it could have made a difference you know the way it could have been perceived would have been different, if I just picked up the phone informal formal, so different culture perceives these things differently. So, this is what, we mean when we say that, it all come encased in a context, I have my perception based on my knowledge, my skills, my streaming, my exposure, I pick a certain collection of words.

And design my message according to that collection of according to the exposure, I have had to my environment according to what, I have seen in my environment, according to what, I have been comfortable with using within my own environment with my unique experiences. Similarly, the person who receives my message has also had his or her own unique experiences with the inputs coming from his or her own unique environments.

And that is where the problem happens and as hard as I try, it is not under my control to really design a message, that will fit in perfectly into the other persons comfort zone, I have to find out that, I have to guess that little opening in another person's comfort zone. And find out where the person receiving my message, shares a context, shares some common platform with me and I have to design my message in such a way.

So, that the person receiving my message also perceives it more or less in a similar manner, because we are all unique individuals, every single person on this earth is a very unique individual. And we just need to find similarity in our context to send our message across and hope that it goes across, as clearly as we wanted to and we will get the job done.

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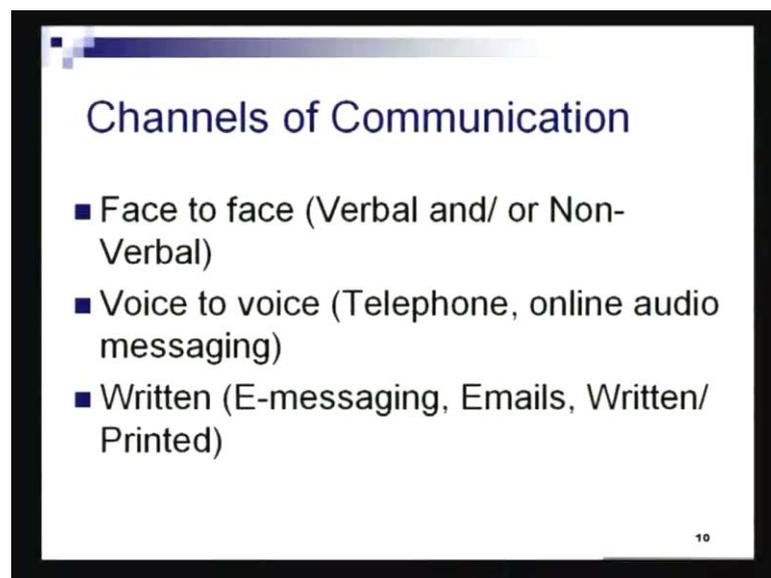
Who communicates levels of communication, based on levels of communication, you could have intrapersonal communication, again dance and Larsen doctor, Franktans doctor Carl Larson both my teachers at the university of Danwell. So, I like to you, what they have said lots of good stuffs there, so you can look up, their work, if you want to be read about communication.

They say that the depending on the level depending on the number of people involved, there are 3 levels of communication. There is intrapersonal communication, which is within one zone head with one zone serve, intrapersonal communication, interpersonal communication, which is with someone else. And person to group, which is what I am trying to do here one person to group you may say group to group, but when you really break it down, it usually one person talking, because if 5 people are talking to 20 other people nobody will be able to hear what is being said.

So, its usually one person standing on one side and talking to somebody else, you may say what about mass communication messages, these messages are sent on behalf of an

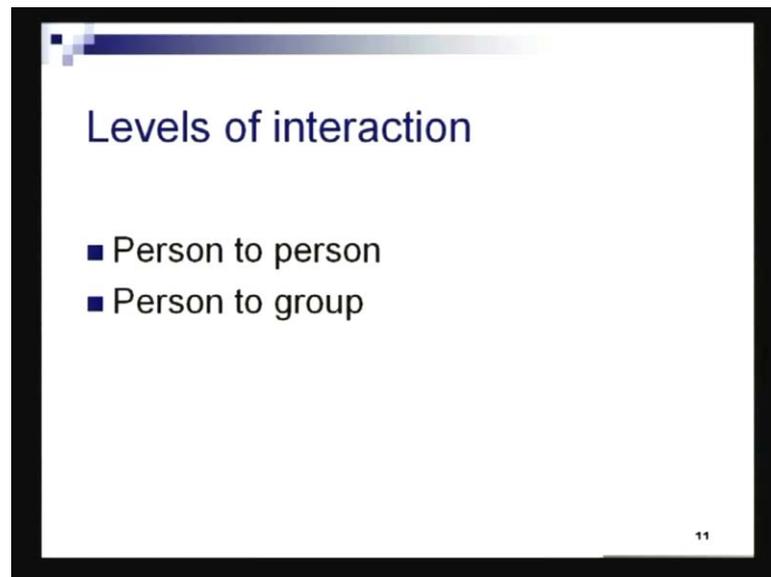
organization to, which can be treated as one unit. So, it is this unit, you know it could be person when, we say person we do not really mean, one human being, it could be one unit any unit, it could be one person, it could be one side of your thought process, it could be one of your opinion you hold as a person. So, it applies to inter group and inter team communication as well, that is what I am talking about here. So, it is one unit communicating with several other units.

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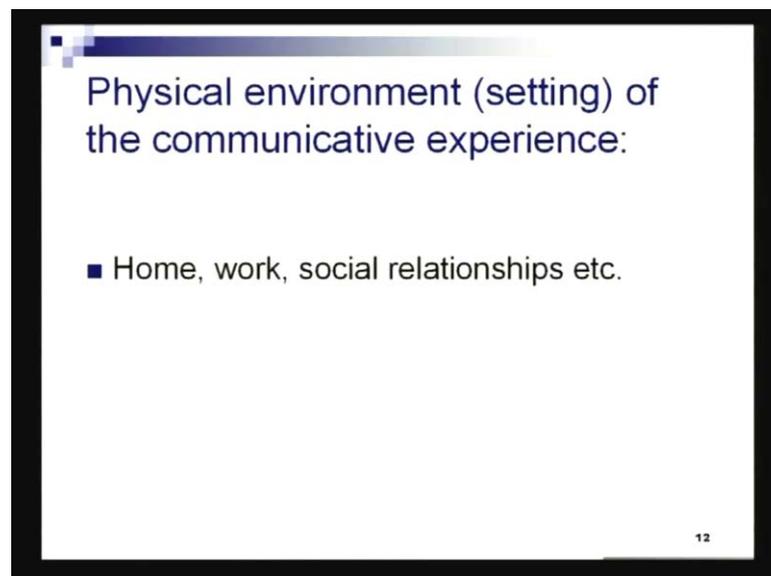
Channels of communication how do, we communicate, we can communicate face to face verbally and nonverbally, we will talk about this in, future lectures, we can have voice to voice communication, telephone audio messaging etcetera. And we can have written and digital communication, but of course, you know you could, these are three broad categories, you could find a Meriod of categories, within these categories mixing up these categories, you could have face to voice, you could have voice to video, voice to face only, you could have a million other combinations. But, on the very basic level these are the channels of communication, we use.

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Levels of interaction could be person to person and person to group.

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The physical environment of the communicative experience, could be home work, social relationships etcetera. And these have been taken from Woruk and Sinc's book. So, these categories are from there, you can look up more.

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The utterance as a unit of communication

Bakhtin (1993)

- "The essence of being in the transmission of the emotional volitional aspect of the utterance along with the utterance itself."
- "It is the whole experience of an utterance that gives the utterance its meaning and life and separates it from the unnatural and mechanical."

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The utterance as a unit of communication, I am giving you these, disjointed fundamental or basics of communication, because we will be using each one of these things in further lectures. So, let us talk about the utterance as a unit of communication according to Bakhtin 1993, the essence of being in the transmission of the emotional volitional, aspect of the utterance along with the utterance itself, which means, that the Bakhtin who is a Russian philosopher, who gave us these fantastic ideas, great ideas about communication and the person, who introduced me to Bakhtin is a professor called doctor Roy wood, who was the chair of the department of human communication studies at the university of Denmark, which is where I studied.

And he introduced me to Bakhtin and I absolutely, fell in love his philosophies, I am going to refer back to what Bakhtin said and he said that, it is the sense of being in the transmission of the emotional volitional aspect of the utterance along with the utterance itself. The utterance is the unit of communication, it means whatever we say, it could be one word, it could be an entire paragraph, it is the one it is the smallest piece or the smallest message that can stand on, it is own. And according to Bakhtin, the emotional volitional aspects of the utterance is transmitted along with the utterance itself. Emotional aspect means the feelings of the person designing, the utterance are carried through the utterance through the message, that is being communicated and volitional volition means what the person intends to do with whatever the person is trying to say.

So, when we emotional volitional, we are really talking about, what I feel about the message and what do, I want this message to do, what why, I am I designing this message, what kind of an effect do I want from my environment as a result of this message. We are all hedonistic people, we do not and we are all very selfish people, we do not do things for just no reason at all, we do things, because we want something in return.

We just want to feel nice about our self or we want something from our environment, but we do something, because we want something from the environment anything, it could be you know wanting somebody to act as a sponge for whatever, we are saying. So, that is what Bhatkin says, that everything, that is going on in my mind is actually being transmitted, now if the receiver is able to get it nice.

So, it is up to the receiver to interpret, whatever he or she can and you may have heard that many people say, that I can find out what you are thinking from the way, you have said a particular thing. So, that is what this is all about, I can find out what you are feeling, I can find out what you want, just from the way you have said a particular thing, I am not focusing on the word, I am focusing on the manner, in which those words have been presented to me.

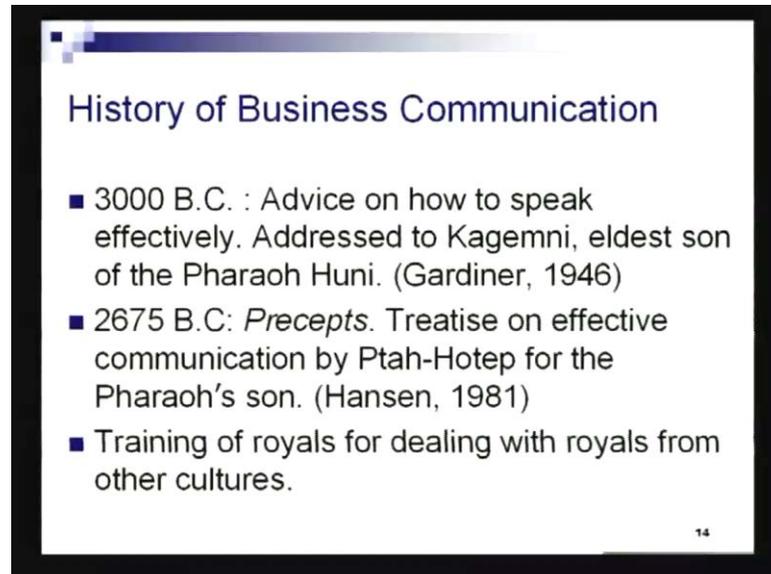
And that is what Bhaktins idea about communication, talks about or idea about the utterance talks about, Bakhtin says it is the whole experience of an utterance that gives that utterance its meaning and life and separates it from the unnatural and mechanical. Now a message is mechanical, you type a message on the computer and that is about it, but the entire experience of the utterance, the entire combination of your emotion, of your intentions behind that utterance, is what gives the utterance its complete meaning.

It is the entire experience of designing of the utterance, that gives it is it gives, it a meaning, that is then transmitted or that the sender of the message tries to transmit to somebody else. And the receiver receives that meaning hopefully, in his or her own context then, tries to receive or unconsciously receives, the emotions and the intensions associated with it and this is what differentiate it from ordinary words written on a paper.

So, this is what the real communication is, this is the difference between the message, transmission of a messages and communication, communication is a lot more.

Communication is so, much more than just simple transmission of message; it is the message to the context, then the emotions and intentions and everything else.

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**History of Business Communication**

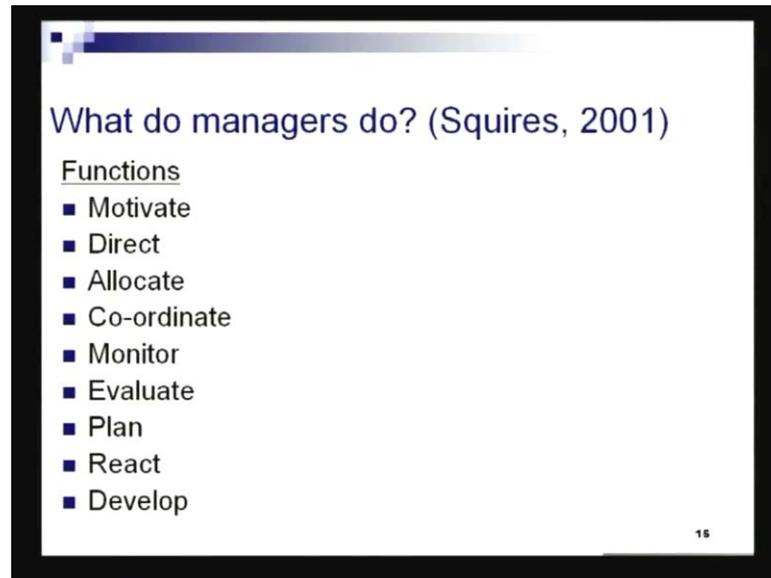
- 3000 B.C. : Advice on how to speak effectively. Addressed to Kagemni, eldest son of the Pharaoh Huni. (Gardiner, 1946)
- 2675 B.C: *Precepts*. Treatise on effective communication by Ptah-Hotep for the Pharaoh's son. (Hansen, 1981)
- Training of royals for dealing with royals from other cultures.

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How did communication begin, you will be surprised to know, that communication is probably as old as humanity itself. In 3000 B.C. mean, this is these are the records, we have with us, in 3000 B.C. advice was given to Kagemmi, who is the eldest son of pharaoh Huni, know how to speak effectively to people coming from other from beyond border. And this has been documented by Gardiner in 1946, in 2675 B.C. in precepts, precepts is a it is on effective communication by ptah-Hotep for the pharaohs son, this has been documented by Hansen in 1981, these people are entropolizes hystorience.

So, these people have been looking at you, now they were not looking for communication persue. But, this is where, I found evidence of where communication really started, you go through the documents in history, you will realize that, inter cultural communications has been practiced people have been trained international business communication. Off course, the terminology is fairly new, but people have been failed in international business communication for centuries and the training began to help the royals, to deal with royals from other countries from beyond our own borders. To deal with people from their own borders and initially, the royal families with the ones that would trained in international business communication or inter cultural communication.

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So, it is started up with the international business communication, now we talk about inter culture communication, but we will come to that, in another part of this course. Now, let us talk a little bit about business communication, why it is important according to squires and of course,, that paper conversation tells a lot more than, what it is I wrote a paper called management as a professional discipline. And according to that, paper managers have something functions they do a few things, in their daily lifes off course, this is not the entire list or the kind of thin the manager do, but this covers the most of the managers do. So, according to aquires the functions, that functions of a managers are to motivate, to direct, to allocate, to co ordinate, to monitor, to evaluate, to plan, to react and to develop.

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How do managers do what they do? (Squires, 2001)

Processes

- Instructional
- Technical
- Personal
- Interpersonal
- Entrepreneurial
- Political
- Administrative
- Financial
- Legal

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And how do managers they do, they engage in certain processes. So, managers use certain processes to do, to carry out these functions. And the processes managers engages are in structural processes, which is teaching training personal and all those stuffs, excuse me, personal processes interpersonal processes, entrepreneurial processes, which means coming up with new ideas designing and stuffs political processes, administrative processes, financial processes and legal processes, when most of the other processes can be put in to one or several of these categories.

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What affects what managers do? (Squires, 2001)

Contingencies

Mission	Organization	Environment
Nature	Size	Regulatory
Unity	Structure	Economic
Stability	Culture	Social

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And effects, what they do is the contingencies and these contingencies are things, that happen all of us sudden, contingencies are un planned events and we say contingencies plan, which is oxymoron. The contingencies by definition is something, that happens without warning, we can plan, we can do our home work, we can plan for a contingencies. But, we cannot really anticipate, the entire contingencies as a whole and these contingencies is things, that can really change with an without notice could be the mission of the organization.

And in the mission it could be the nature of the mission, it could be the unity of the mission unity of the different parts of the machine and the stability of the mission itself. Another contingencies could occur in the organization itself in the size structure and culture of the organization, downsizing, right sizing the organization, could happen the structure, could change, could have more technical people, could have more back office operation, you could have others stuff coming in the culture of the organization change could have traditionally, organization in India where very vertical.

These days they are slowly moving to a horizontal flatter type of structure where, the goals are very clearly defined, it is all about achieving goals and much less about, whose answerable to whom, that is still there, but those lines levels have come down. So, the culture is changing or one area of or one plant or one office of the organization could be very, very vertical and the other area or other section of the organization could be very horizontals.

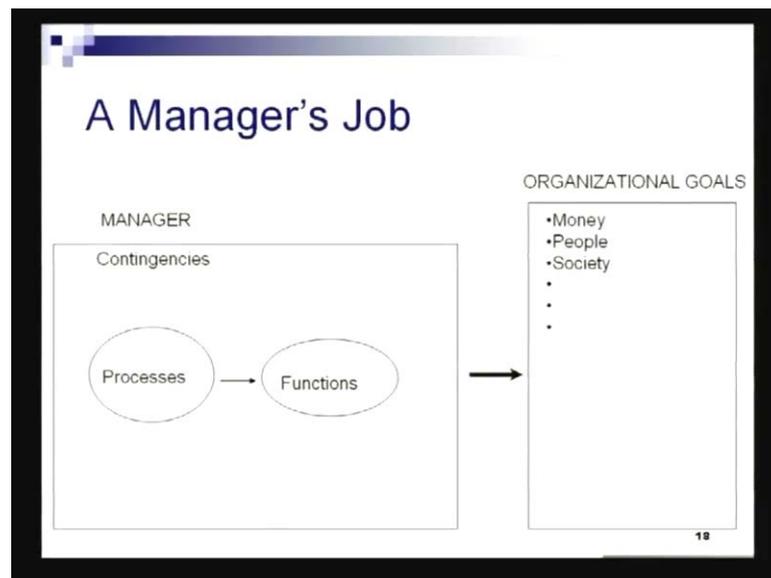
So, things may change because of stuff going in the environment, you could have merges, you could have acquisitions, you could have leaving, people suddenly, because new opportunity has come up, so these are contingencies that happen. The environment could also be a contingencies, which is another contingencies is the environment could have regulatory contingencies, which means the rules could change, the laws could change, the policies could change, you could have economic contingencies.

We had a crash in 2007 the economy of the entire world came down and this was something that, people should have known, but I am guessing a lot of seniors economists knew what was going on, but they were hopping for the best they were planning. But, still a lot of things could not be dealt with, you could have social, this social environment could change drastically. So, these are the contingencies, that can come up in the

environment, that can intern effect what managers do and how they do their work and will intern effect the way they communicate.

The reason I am telling you is this is I am hoping you that, you are going through the course, because you want some sort of qualification or you are getting some sort of training in management or business administration. And you must never loose site of what you are doing and why you are doing it, so if you are planning to be a manager or an administrator, you must know, what managers do, you must know how they do, what they do and yum us also know what can effect what they do. So, that you can then learn, what to take from these classes, what to take from these courses, if you have, your goal clear and that point, it will easier for you to decide, what to receive from whatever is been thought to you and that is why I am covering all this.

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So, a manager's job, now based on the slides, this is the my own interpretation, that the manager's job is really, to function where, the processes and functions is to is to perform really well. In an environment where, the processes of the manager gains in functions of the manager's job are constantly been effected, constantly been impacted by the contingencies in the management in the environment and these intern have a bearing on the goals on the organization that the managers are the part of.

And this is the Crucks of why we are going through this course, now let me come through the significance of the course on intercultural communication, the course on

international business communication and I will tell you one thing why this course was considered to be very important. If you are planning a degree, if you are planning a some training in business communication in business administration, you will realize that, world has becomes smaller, you must have realized, that thing in your environment are constantly changing.

And I am assuming that, if you are in India and if you are listening to this lecturer, you will realize, that India is as cultural as intercultural as it gets. Every 200 kilometers the language of the people changes, every 200 kilometers the way they wear their clothes changes, every 200 Kilometers the kind of food people eat changes, traditionally at least. These coke and uncle chips are available, everywhere and everybody has cell phones, but still the culture is so different the culture of every state in India is so, different from every other state.

And people outside India have a hard time realizing that, they think that all of us are exactly the same, we are not the same, we are as diverse as the country gets, which means that everybody, we interact with could possibly be coming from very, very different diagrams. Everybody we interact with could possibly be belonging to very, very different environments, which means that going back to Berlo's model, you will realize, let me just go back to Berlo's model.

You will realize that, this part, this cultural part is very different, the social system is very different, the social system and culture are the centre of the message, it will be very different from the social system and the culture of the receiver of the message. And this is something that, we are dealing with on a constant basis in India and this is why a training in international business communication is very important. Within India, we have so, much of diversity.

Now when we go out we are constantly interacting with people from other cultures, from other countries, 20 years ago, I am we are having this recording, in 2010, this is October of 2010. And the say 20 years ago going abroad is a big thing, we did not have even travelling by air within the country was a big thing, but these day pretty much everybody, who has a reasonably descent job, has a passport and usually one or more stamps, visa stamps and pretty much everybody with a masters degree has travelled by air, which means we are more well connected to people living in far off places, even if

we do not travel abroad, because of the nature of our job, we are constantly interacting with people, from different cultures, from different countries, from different backgrounds, which is what makes, this entire course very, very important.

Thank you.