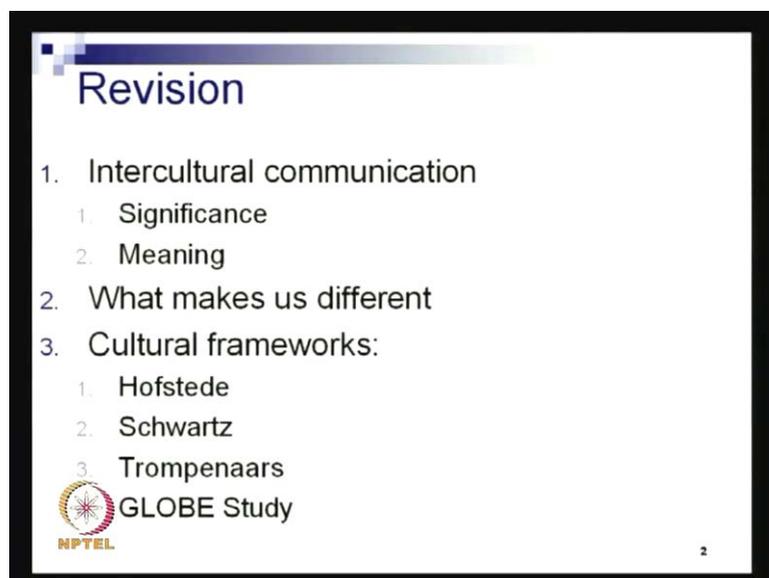


International Business Communication
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Lecture - 8
Intercultural Communication – III

Hello, we have been taking about Intercultural Communication for the past 2 sessions. Today, we will wrap up our discussion about how Intercultural Communication has been studied, and we will move on to intercultural communication competence.

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Revision

1. Intercultural communication
 1. Significance
 2. Meaning
2. What makes us different
3. Cultural frameworks:
 1. Hofstede
 2. Schwartz
 3. Trompenaars

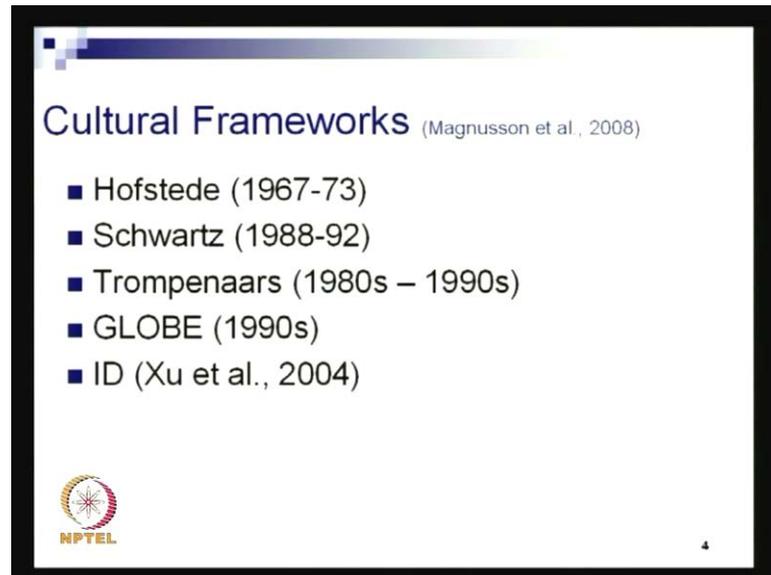
 GLOBE Study

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2

So, let us revise we talked about Intercultural Communication, the significance of intercultural communication, the meaning of intercultural communication, we also talked about what makes us different from each other. Then we discussed the cultural frameworks, we talked about Hofstede study, we talked about professor Schwarz study, we talked about trompenaars, we talked about the globes study. And I had asked you to think how these things relate to your daily lives.

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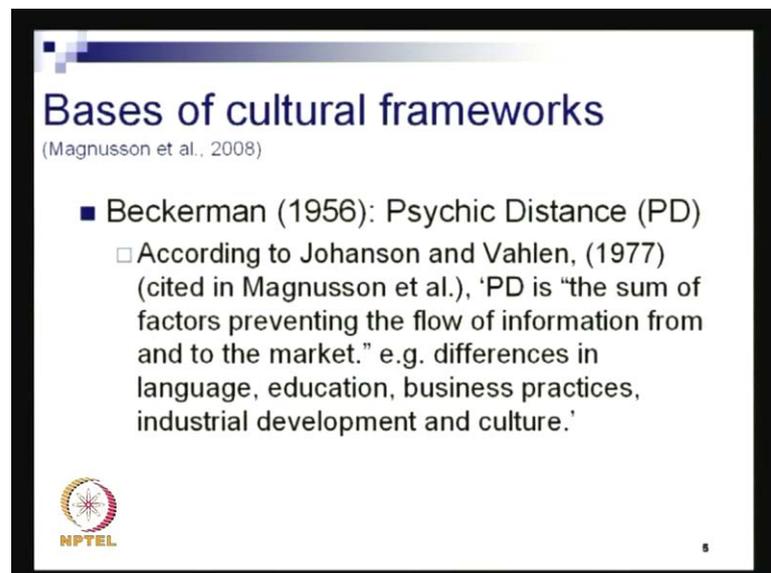
Cultural Frameworks (Magnusson et al., 2008)

- Hofstede (1967-73)
- Schwartz (1988-92)
- Trompenaars (1980s – 1990s)
- GLOBE (1990s)
- ID (Xu et al., 2004)

 4

Now, we also talked about the socio ideological differences between different groups of people. We talked about some frameworks, we could not finish the institutional distance So, we will do that today and then we will also talk, about how these things relates your lives as people in the corporate sector or people wanting to go into the corporate sector.

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Bases of cultural frameworks (Magnusson et al., 2008)

- Beckerman (1956): Psychic Distance (PD)
 - According to Johanson and Vahlen, (1977) (cited in Magnusson et al.), 'PD is "the sum of factors preventing the flow of information from and to the market." e.g. differences in language, education, business practices, industrial development and culture.'

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We talked about the basis of these cultural frameworks. We talked about psychic distance which according to Johanson and Vahlen quoted cited in Mugnusson et al. And associates was psychic distances, the sum of factors preventing the flow of information

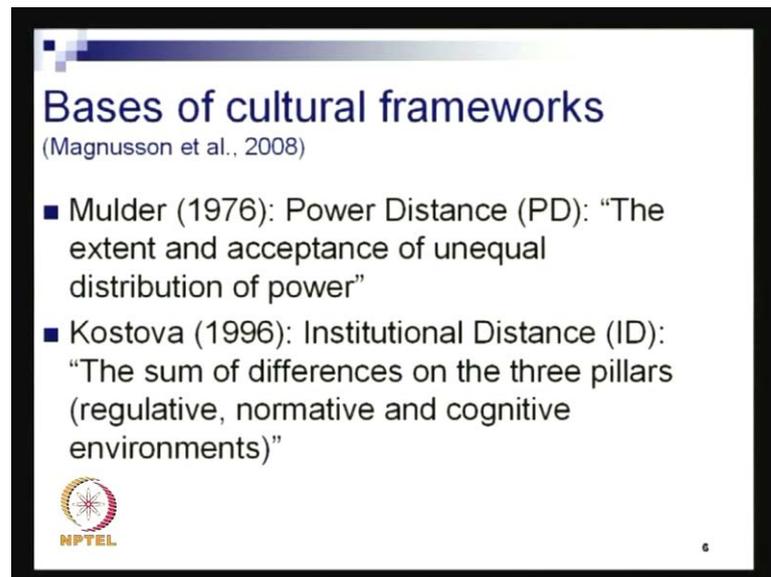
from and to the market, for example, differences in language, education, business practices, industrial development and culture. And we had talked about how I mean in simple language, what is psychic distances, it is the barriers, it is the you know in simple ordinary terminology, it is the mental blocks.

You know, we refer to this things has been mental blacks these are the things that prevent, as from interacting with our environment. And this could be the difference in language, we will discussed barriers to communication in the in future sessions, but these are the blocks, the these are the psychological reasons for not wanting to go out of comfort zone. And interact freely with our environments, and these could be these psychological reasons could be are hesitation because of difference in language are hesitation because of differences in educational level.

In the levels of understanding, are differences or hesitation because of differences in business practices, our hesitation. Because, of different levels of industrial development, our hesitation I mean an I keep repeating the word our hesitation because of it is all in the mind, it is all in our heads. You know, it is I mean as in very simple term is specially for those of few who are actually sitting in fast for places like, dharma Shala which is my home town. And some you could be listing to it, any few less you will you know that term we commonly use is mental block.

This is my hesitation, I heisted to step out of my comfort zone that is pretty match what psychic distance is, it is my hesitation. It is the under reason contributing my hesitation, to interacting with other entities in my environment, could be various. And you could go back to the slide on, what makes us different and see how each of this thing and many more contribute to us hesitating, in doing things that we would have otherwise done. You know that would have brought us on the same platform, on the same level as others. So, the alignment of comfort zone does not occur because we hesitated.

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Bases of cultural frameworks
(Magnusson et al., 2008)

- Mulder (1976): Power Distance (PD): “The extent and acceptance of unequal distribution of power”
- Kostova (1996): Institutional Distance (ID): “The sum of differences on the three pillars (regulative, normative and cognitive environments)”

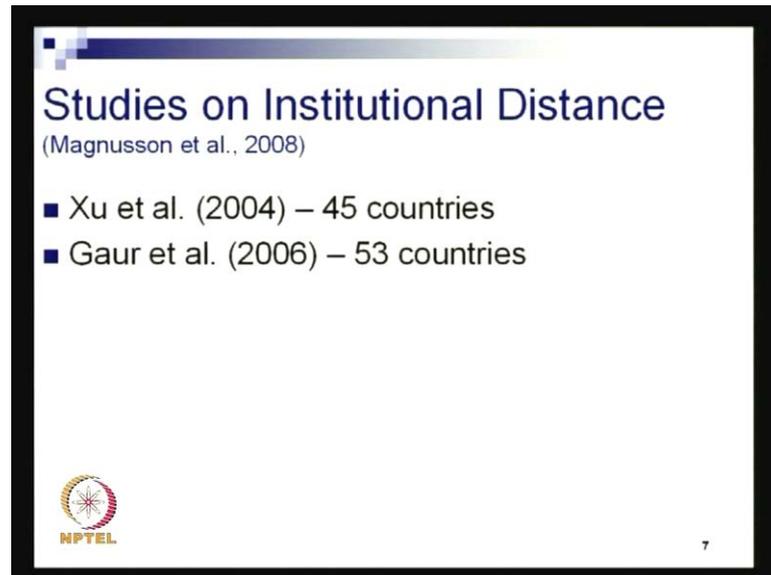
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6

And we hesitated because of these differences that pretty much match what is psychic distance is, we have talked about ah Mulder talking about power distance which is extent and expectation of unequal distribution of power. We discussed how in some cultures, the unequal distribution of power is the dumb thing, we discussed how it is expected, how it organizes society. We also discussed how in other culture, is if falter organization is the preferred method of running any management group.

So, you know it just depends on where you are coming from what your goals are, know in line with this you know, once we discussed institutional distance I will take you back to the whole notion of psychic distance, and I will discuss something that will make a lot more sense. Now, that we discussed all these theories, but that came before all of this theory came up, we talked about Kostova institutional distance, which is the sum of differences on the three pillars regulative and normative and cognitive environments. And will discuss little more detailed.

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Studies on Institutional Distance
(Magnusson et al., 2008)

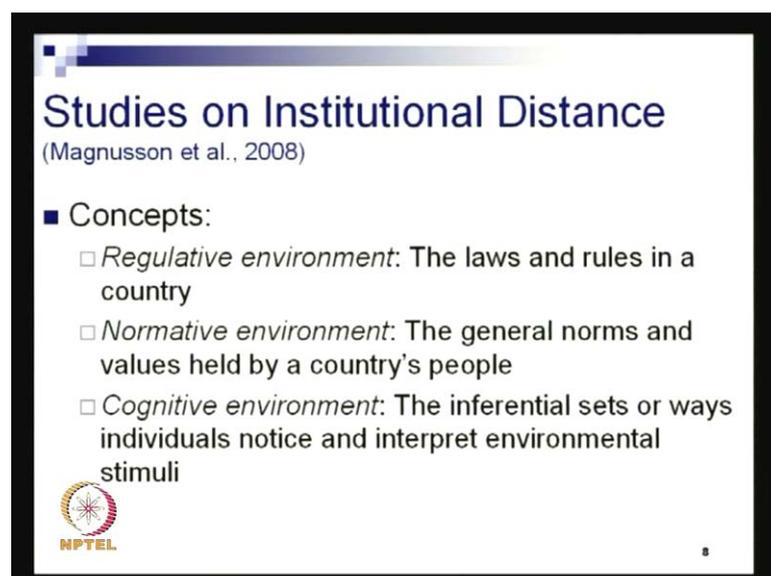
- Xu et al. (2004) – 45 countries
- Gaur et al. (2006) – 53 countries

 NPTEL

7

Several studies on institutional distance, have got the attention of or scholars in intercultural communication. And they have there more about it done a lot more work on this in studied institutional distance, shoe at all shoe and associates a studied a 45 countries, and studied notion of institutional distance in 45 country gaur on associate in 2006 published something, but 53 countries.

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Studies on Institutional Distance
(Magnusson et al., 2008)

- Concepts:
 - *Regulative environment*: The laws and rules in a country
 - *Normative environment*: The general norms and values held by a country's people
 - *Cognitive environment*: The inferential sets or ways individuals notice and interpret environmental stimuli

 NPTEL

8

And the this studies said, what had been said earlier and the reformed the application of the notion of a institutional distance. In today's corporate environment also, and the

brought concept in major concept in this studies are regulative environment, and then say institutional distance is pretty much a function of the combined differences, in all of this environment one is regulative environment. So, the laws and rules country make up regulative environment, and there could be differences, there could be hesitation because of this differences in the laws and rules in the countries.

So, in the two countries are interacting with each other for business, there would be some hesitation because of this laws and rules are, so difference from each other. In addition to this the normative environment which is the general norms and values held by a countries people, what also be in difference in three things. So, lot of interact with each other they influence each other, they have an impact on how the other function. So, their interrelated they very closely invest with each other.

And this three things make up, in the notion of institutional distance it can be one or the other it is a mixture regulative environment, will impact or will affect the normative environment. The normative environment, will affect the cognitive environment, regulative environment will affect the cognitive environment and then cognitive environment will affect this two, normative environment will affect the regulative environment also.

So, this things are you know they the function in closes association with each other, and the impact of this three is very dynamic on each other as well as on the overall environment of a place, of a organization, of a business. And so normative environment is the general norms and values held by countries people, which means what you people in the country thinks is right.

What you people in this country think is wrong for example, in the eastern side, on the eastern side of the planet in India also you will find very few people or lots of people believe sorry to go to the other side most of the people believes that it is disrespectful, to set with of the feet. The source of your feet, facing somebody older than you or facing books or facing some place of prayer and that is common to people in this region, you know anyone from any religion fate believe will feel the same way. Whereas, for people in other parts of the world, this may not be something they would giving, they would say a what is the big deal.

You know, what is the big deal if I am stuffing over books here and here if I find books line on the floor, I will not feel comfortable jumping over them. So, in lots of gradient society, any religion is not the Hindu religion only I will not have the place of the prayer as the feet of my bed. If I have it in bedroom, I will have it on the side or friability towards head of my bed, but I will not have the places of prey to words my you know where my sources of my feet, may have a chances facing the place of prey. So, this is the just of a value.

If I am sitting along with somebody older than me, I will it will be sacrilege to sit with the sources of my feet facing, the person whose older in authority are in age and the just of value you know. So, it is not particular to any religion and I hope I am right, but I am sure you know all of listening to me would probability becoming from different religion, than you might be able to agree with me. So, that is the normative environment you know and of course, you know this believes and is values, and this is I mean this is just a one of the simple things.

But, it will not a pack divorce, but then staff like this you know what is considered respectful, what is consider disrespectful, what is appropriate, what is a not appropriate will in turn in much larger manner, impact some of the laws that operate in a country. So, this again you know tisane with the notion of the particularistic kind of climate, universalistic versus particularistic kind of climate. Where, you know this specific, laws specific there are things that as specific to a country are that are specific to a community is a country.

For example, here in India specifically it you know the, we allow the people of the different religion to practice some expression of their religion at work. So, you know for example, in the seek religion men wear turbans and they were steel bangles, you know on a, so that is consider appropriate it is not we call it Kadar. So, you know is not consider in a appropriate for men to carry, this expression of their religions believes to work, it is consider absolutely.

And we feel that, we should respect to different religion and the expression. So, even if head gurus not permitted the turban is not really consider as any short of head gurus, it is part of the religious expression the Kadar is not consider a Jewellery, pieces of Jewellery. It is an expression of somebody religions, and it is the respect for somebody

expression of somebody of their own religion. So, you know the normative environment is like will respect each other, we will respect all religion.

So, if somebody wants to express their religion, we will love it there rules will be like that the laws will be form like that the this things will be permitted. Cognitive environment is the influential sets are ways, individual notice on interpret environment is stimuli. And you know if you see this three things cognitive environment is the very basic thing here, cognitive environment is what is really going on in our minds, this is how we has we individuals interpret our environment.

We notice and interpret this stimuli coming from our environment, we respond depending on how this stimuli affect our comfort zone, and that intern leads to changes to the kindest stimuli that come again from our environment. So, we receive this signal, we receive the stimuli, we interpret them, we understand them, we first notice them, then we understand them, then we turn lies them, then when we make of sense of them, than depending on how comfortable or uncomfortable.

We are with this stimuli, we send out the responses to the stimuli to our environment and those intern become this stimuli for our environment, and depending on how we send is stimuli depending on what is stimuli we send out into the environment, the environment response to as on certain way. And so you know our stimuli our affecting the environment, we are in they could be affecting the normative environment that we are in the could intern impact, the norms and values in a place.

Now, this seek religion is very good example of this, seek sum is not very old it is a little over 400 years old. So, you know people come accept their religion, it did not exists before that people did come to accept the religion, people did change, people made the environment open up the environment short of created, separate comfort zone to welcome people belonging to this religion. After the religion rooted in society, and that is how you know stimuli was sent back into the environment.

And people started believing inheritance slowly, the acceptance scheme in and I am taking the example seek religion because I know little bit about it I am not too sure, but the new religion that come up. All of this religion sort of you know went through same transaction, and I am using the example of religion because it is something that influence all of us very, very strongly. And I know the lots eights are there due respective, and you

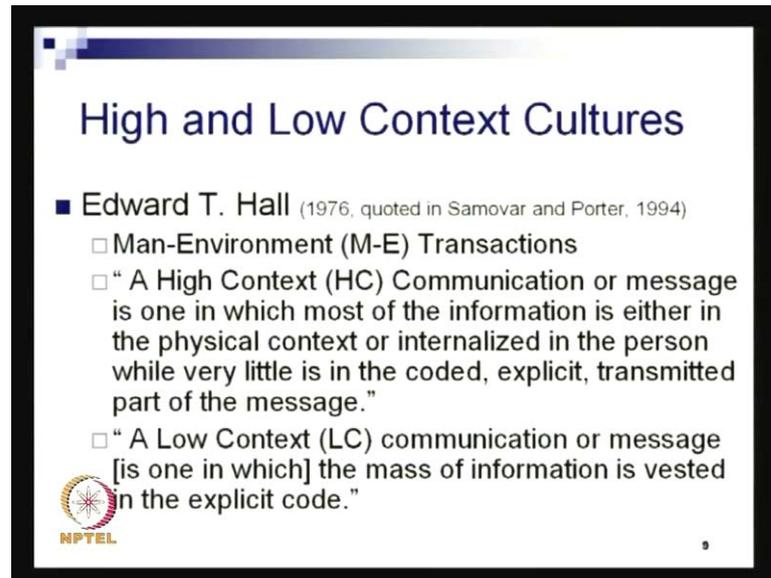
believes I must that made that you know how their religious believes or nonreligious believes, have a very strong.

Impact on the way we saying and the way we shape our own environments, the kind of stimuli we send into the environment. So, one it is not really you know if you do not believe in religion that is perfectly all right, but depending on how many people do not believe in religion, your environment will different from the environment of the people who believe in religion. Either where the impact is very, very strong weather you believe it or not.

And these are the things that shape of the normative environment of a place and that and turn shapes the regulative environment of the country, and this things combine together they get together, and they form this notion of institutional distance. Now, again you know this is specifically pertaining to the organizational aspect of things, we are not talking about personal emotional here, we are not talking about your on my believes here, we are talking about how institutions behave.

And this three things are tie den it does not mean that when I was once I sent my cognitive signal into the environment my own signals, my own signals stop going out once the normative environment has changed. Everything this dynamic, everything is influencing each other, everything is constantly developing evolving this term is what comes in and what goes out. So, these three things are constantly influencing each other, and they intern make us different culturally.

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High and Low Context Cultures

- Edward T. Hall (1976, quoted in Samovar and Porter, 1994)
 - Man-Environment (M-E) Transactions
 - “A High Context (HC) Communication or message is one in which most of the information is either in the physical context or internalized in the person while very little is in the coded, explicit, transmitted part of the message.”
 - “A Low Context (LC) communication or message [is one in which] the mass of information is vested in the explicit code.”

 NPTEL

9

And now let us move on to high and low context cultures, now that you know about this cultural differences, you know about this studies I will take you to the precursor of most of the studies. Edward T hall thought are, Edward T Hall inputs to the academic community regarding, the cultural differences in people’s started long time ago, but then in a paper that he published in 1976 and I am sure precursor to that also, that I think to first one was 1964 anyway. So, you know 1964 then 1976 and then finally, a paper by professor hall was quoted in samovar and porter, in book that was published in 1994.

And the in that he talked about the man environment transaction, which is the impact man human being not man in has a gender, but human beings and environment have on each other. And he also discussed, how we are constantly feeding or helping each other evolve, feeding into each other’s development, feeding into each other’s evolution and how we are evolving as a result of this interactions. So, you know he talked about concept of the high and low context cultures, and I will give you may be 10, 20 seconds to read what is written there.

So, I am sure you ready it I will repeat what is written on this slide, according to Dr Hall the high context communication or message is one, in which most of the information is either in the physical context or internalized in the person, while very little is in coded exclusive it transmitted part of the message. A low context communication or message is

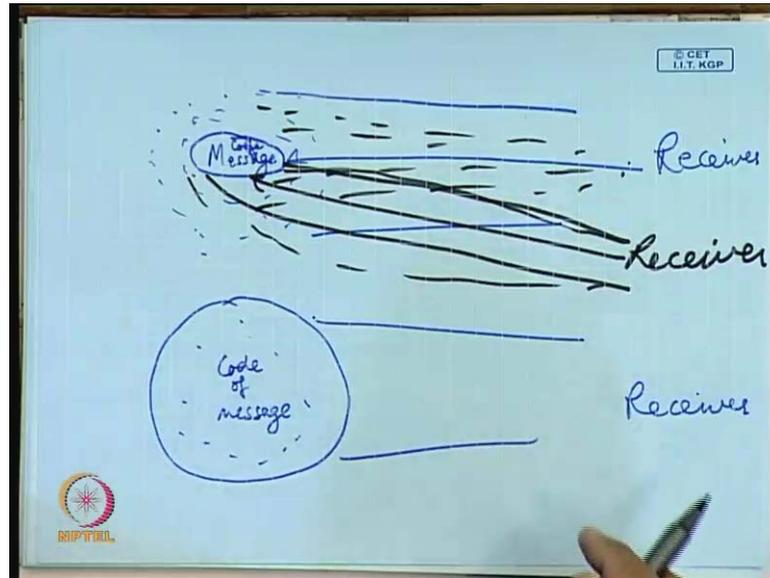
one, in which the mass of information is vested in the explicit code, now this sounds like a very difficult task it is not.

Let us discuss what this is, and according to professor Hall. We people are notions of what is high context sorry people have very clear ideas of how they are interacting with their environments, they have very clear ideas of what the environment means to them and that is rooted in their belief systems. That is rooted in how they interact with the environment, how they view their relationship with their environment is a big factor in how they interact with the environment. And according to professor Hall, he says that high context communication or message is one.

In which most of the information either in the physical context, which means that the information of the message lies in the physical environment, lies in the place in the environment that the person functions from. And are internalized in the person, which is the intrapersonal environment, we talked about interpersonal and intrapersonal things, but most of the information of the message is in the environment. It is not expressed explicitly, so you have to read between the lines, you have to pick up the new answer of the communication, very little is in the coded explicit what you mean by coded.

Coded a mean expressed in the language, expressed in these small codes that will call words. It is not explicit, it is not expressed, it is there you pick up what you want to pick up, it is not transmitted as part of the message, it is implicit in the environment, in which the message is being sent. You also said that a low context communicational message is one, in which the mass of the information is vested in the explicit code. So, if I were to draw it here, maybe I could make it like this here.

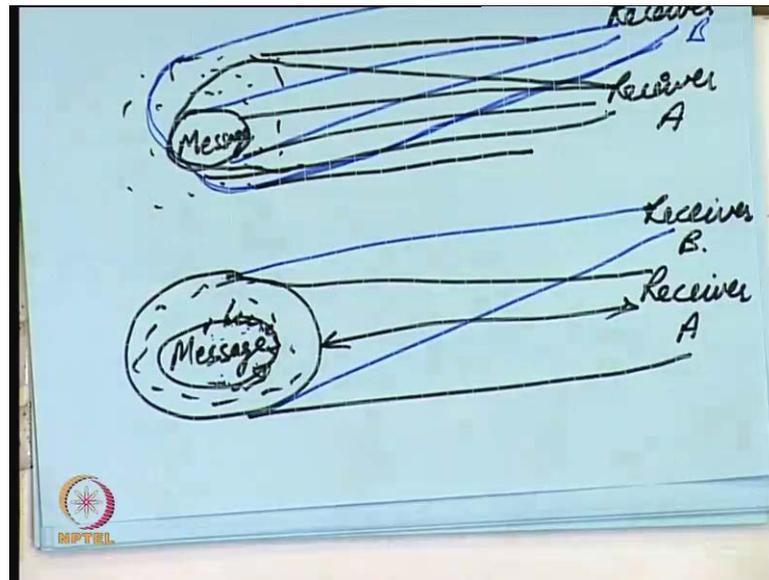
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In high context culture you have this is the message, ((Refer Time: 21:13)) and this is the code of the message and there is a environmental, all of this is the transmitted here to the receiver. In another in low context communication, the code of the message involves all of this, it is all very clearly defined. So, the words are clearly picked and the all of this information is transmitted in well defined manner, to the through the channel to the receiver here.

So, when this happens, now, let us look at this diagram when this happened, depending on the receptiveness of the receiver, the receiver either takes only this, are the receiver takes may be this part, may be this part. So, some other receiver come here, and this receiver definitely get this words, but what the receiver picks from here, is all of this all of this additional staff. So, this receiver is getting staff from here, and this receiver is getting.

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So, what I was saying was that the code the messages, let us start this again is the message over here, here is the message which is the words. In one situation what will happen is that, this message as all of this environment over here, and this message along with the staff in environment is transmitted to the receivers. So, the receiver here will get this message definitely, plus start from here and may be all of this here, what is receiver is here in that case this receiver gets this message from here plus may be some of the staff is coming from here some of the staff coming from here.

So, what this receiver see is this part what receiver A, C see is may be this what receiver B, C is different, receiver B, C is all of this here, this is what happen in high context cultural. In a low context culture what happens is and I just draw it here, you have the message, but the environment does not play a part in how the message is transmitted the environmental; the mass of information is write here.

So, this message actually could be this large the message here is the message all of this turb is this existence sorry about this, but all of this is very clearly could it. There is nothing outside this bubals and here is A receiver, receiver A and receiver B and every attempt is made to ensure, that receiver A get the same message, that receiver B get because there is a nothing that is left to interpretation. This nothing that is left to chance I will give you an example of this.

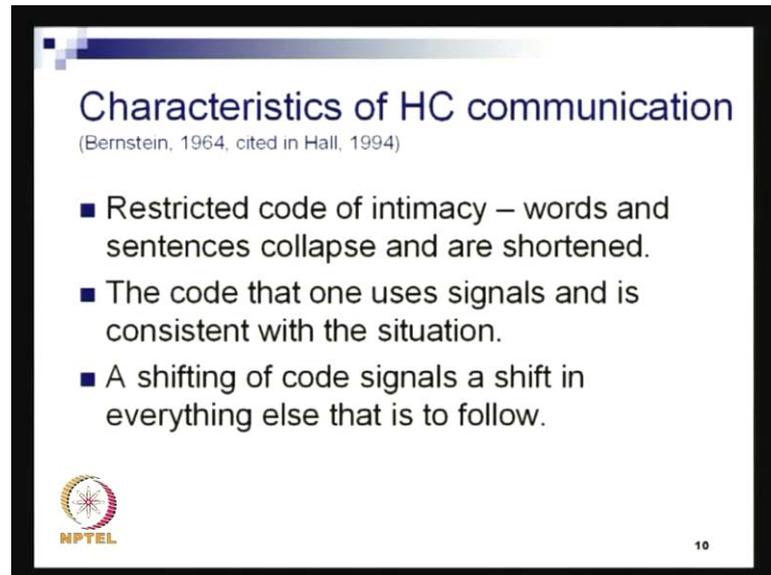
Here, when we say when I ask you to get up and leave the class, if you sitting here and I say please leave my class. Now, if you are in a high context culture, you could interpreted as me asking you to leave because I do not like your face me asking you to leave because you have done something wrong, me asking you to leave. Because, I want solitude I need do to something else, I just say please leave my class I look it you and I say please leave my class, depending on the expression my face, you will decide how you want feel about leaving the class.

Now, a personal low context culture would probably not heisted asking why here she is being as to leave the class, and I would be I would say please leave the class, please leave my class. Because, I would and the because to what I would say to this person otherwise the person will not understudied and may not want leave the class in a high context culture you will first try and interpret your own environment, you will first try interpret what is gone wrong in the environment. Again this cultures are not nobodies on either end of the culture.

But, in a low context culture I would not just be able to say please leave my class, I would need to justify why I am asking you to leave the class in words. And depending on what I say, you will either feel good about it or you will not feel good about it, you know may feel guilty, you may feel angry whatever the case may be. And my emotion will determine, how I have word message what I said to you, and that will be high context culture. So, to put it simply in a high context culture the emphases is on restoring balance is on drawing upon the environment for the transmitted of the message.

You assume that the factors in the environment, contribute to the transmission of the message along with the actual message. You assume that you do not need to say a lot, how the message is interpreted build upon of how other gives and other view environment how other view their environment. In a low context culture, the focused is on transmitting the message in very clear term, you do not depend on the environment for interpretation you do not say the person will know the environment, well in a interpret it in the manner that it is being sent. The owners of correct interpretation lies on me, as the transmitter of the message. So, I will make the message as clear as watertight as I wanted to be.

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Characteristics of HC communication
(Bernstein, 1964, cited in Hall, 1994)

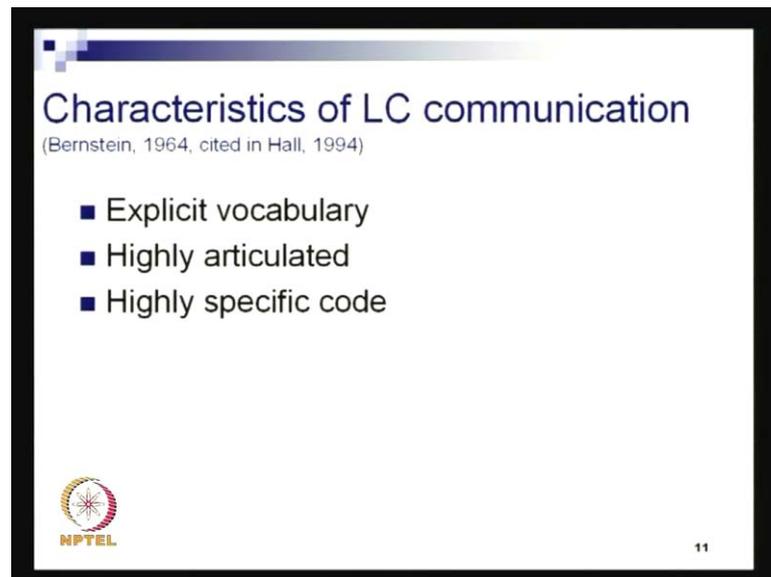
- Restricted code of intimacy – words and sentences collapse and are shortened.
- The code that one uses signals and is consistent with the situation.
- A shifting of code signals a shift in everything else that is to follow.

 NPTEL 10

And the implication, the characteristics of sorry the characteristics of high context communication or there is restrict code of intimacy. Words when you are depending on the level of intimacy you have with the people you are sending a message to, the words and sentences collapse and could be shortened, depending on how close your very close proximity words and sentence will be short. They will collapse they could that one uses signals and is consist of this situation.

So, depending on this situation the verbal and non verbal code will change, may be the verbal code will be same, but the non verbal code could change, and it could add to the signals that are be transmitted. The shifting of the code signals is a sifting everything that is followed, so that context is determination and this of course mention by the Bornstein in, 1965 sited in 1994 that you know the shifting of the code signal. So, I mean if shifting of code signal will mean is change in the environment, it will mean a change in everything else that happens in environment.

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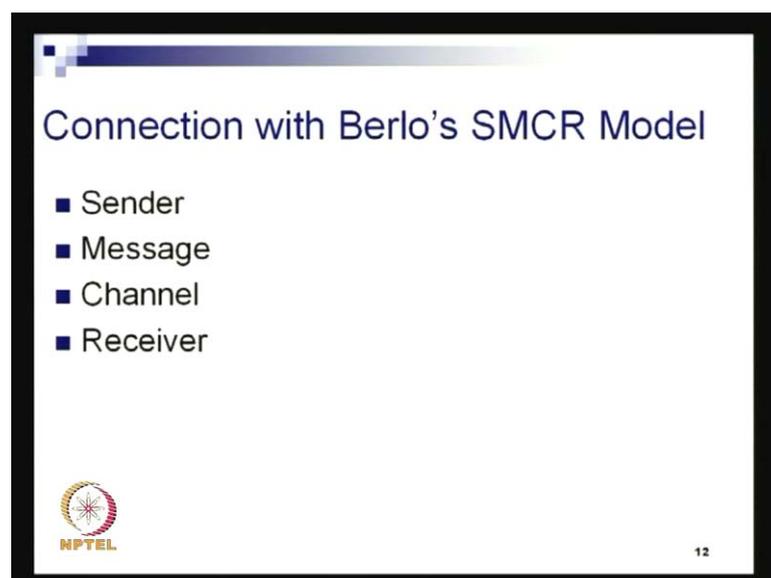
Characteristics of LC communication
(Bernstein, 1964, cited in Hall, 1994)

- Explicit vocabulary
- Highly articulated
- Highly specific code

 NPTEL 11

So, the environment is governing everything the environment is governing the communication, in low context communication the vocabulary is explicit, you pick the right words send the words and done with it, you are highly articulated and the code is very, very specific. Now, just let ask link all of this to what we discussed in one of the earlier session.

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Connection with Berlo's SMCR Model

- Sender
- Message
- Channel
- Receiver

 NPTEL 12

We, talked about a Berol's SMCR model we talked about the context of the sender, the context of the content of the message, the context the perception of the channel by the

sender the perception of the channel, by the receiver's. So, in high context cultures what happens is, that the context of the sender will determine how the messages is created, how the messages is transmitted, what channel is pursued to be most of the appropriate and sending the message. How the messages is received, what is the interpretation how the receiver of the message pursues the channel that is being used, to transmit the message.

How the receiver of the message, eventually interprets the message based on his or her own intrapersonal and intrapersonal environment. That is pretty match, what this is in high contact cultures we place a much greater emphasis on our environments, we say that if my environment is stable, if my environment is in equilibrium. Whatever I will say will not a make difference because of it will viewed in context, it will viewed in relation to it is place in the environment. It will be interpreted in relation to it is environment.

So, the environment becomes a part of what I am saying, in low context culture the environment does not play a part in how the messages is being sent, does not play a part on what the message a compulsory. It is the how the message is formed, it is the words that found the message, but make a difference to how it is interpreted, the environment is deliberately less behind. You do not if you take the environment in to a consideration, you are not if not consider appropriate means of communication.

Now, I think I had shared and example with you the earlier class, regarding the and interesting incident that happened that one of the jobs that I joined. After I came back from the united states and took up job in India, and I will repeats the example for those of you whom may missed with a while. So, what happened was and this is very this is really appropriate, so I preferred to repeat the example then give a new one, what happen was I wanted some business card made, and I called up the gentlemen in the office who is responsible getting this cards made.

And sent all the information all the material, and then of course, you know we had this set of holidays that came up, and then there was a they Sahara, diwali. This that and then about one and half month often I had joined that job, some guest came from in other institute over a weekend. And we will taking, and one of the guest asked me my business card and I said I am sorry I do not have one and she said no you must of joined recently, and I said, no I joined about a month end half of ago and she said you, do not have

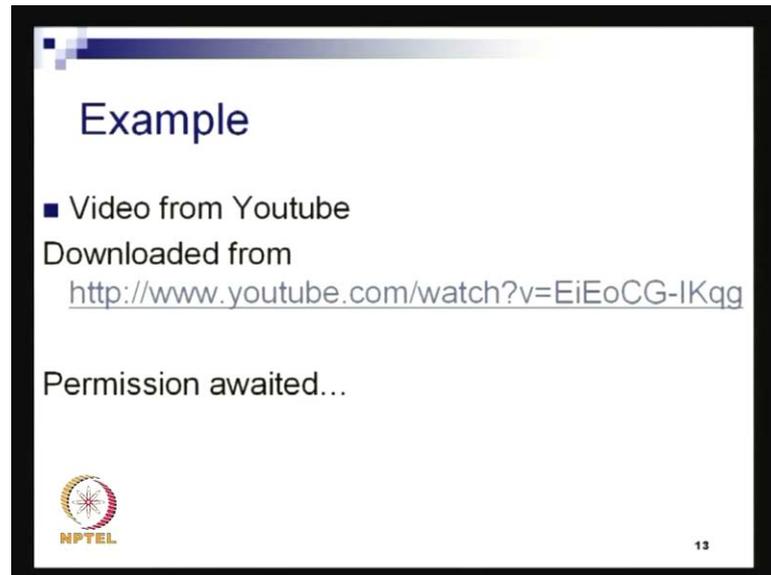
business card and I felt very uncomfortable, but I said you know there holidays in staff like that people was busy.

So, the next day I followed it up I just sent in e mail to the gentlemen responsible for printing those business cards, are responsible for putting in the order for those business card. And my interpretation is specially after coming back some waste and used, e mail as the media of communication over there. I assumed that and e mail would take the pressure of the person who was receiving my message, and e mail doest corner you as for is you now, if you use in e mail daily base you realize, that when says on somebody in e mail you assume that the person will respond to it in his or her own time at is her own convenient.

So, it does really corner of a person and the as a post of calling of a person or showing upon the person, those step and insisting that you be given response immediately. So, that is not what e mail thus, now I sent and e mail and I say the, I summated the proof of my business cards last month. And can you please follow up, on the business cards and can you please let me know, whether they have been made or not. And this person came to my office, and you know in half hour he was in office and he said, madam you complains against me and I said no I did not. So, my perception of the channel was very, very different and my perception the channel was I will giving this person, some time to respond to my message.

And the this person did not they really like that, and he thought he perceived e mail as on alternative to return communication, which means, that he felt that I have put it in writing that he had not responded my message, and he felt really uncomfortable about it. So, that is how the perception changes you know he would have said more comfortable, if I had called him up And so he said you put it in writing and I got my cards often, then I polarize to humanize that certainly not my intension. Now, that is one of the and one example that shows how the perception of the channel can vary with the intrapersonal and intrapersonal context of the sender and receiver.

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I have an interesting video for you to watch, this has been downloaded from you tube it is available on a public web site. It shows the example, it shows the sorry difference between high and low context cultures, and the I have I am trying to urban train trace the people who create this video, but there not I do not know where they are it just on a public website. So, I am giving you to website as soon is permission comes it will be added to this course.

But, any way with the due acknowledgement I did not make this video somebody else made it, somebody else put it and I hope you enjoy it you learn something from it. So, let us go to the video, many thanks to the people who made this video I different find this have it I have to able get into touch with them. But, as soon I do the references with the permission will be attached to the source material, if I do not find them in the happens to see it, please get in touch with me as I can a sure you this videos not being used for any commercial purposes. This is part of an open course where, that is being developed by the Indian Institute of Technology to reach out people who do not have the resources, to come to institute of higher education, but would still like to get some training.

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And so this was very, very good example of how people in different kinds of culture behave, and the why would all this mean anything to you. Think about why all this is important for you of course, we will have a similar discussion when we talk about non verbal communication also, and I will repeat all this things I do not want to give you over duel, but why would intercultural communication be important for you. And let us see something more here, I have another video that will show you why intercultural communication competence, would be important, another video from you tube that will show you the importance of communication. That will show you how and why we really needs to be on the same page has the person designing the messages or how we need really understand the needs of the environment before we designed any message. And again the I trying to get in touch with the people who develop this video, but again you know once the permission comes in it will be added this course.

And till then, enjoy many thanks to the people will develop this video, also this is not being used in any commercial purposes, it is being used for an open course were, that is being developed by the Indian Institute of Technology. And as you have put it upon you tube I assume that you probably want people to you want to share your knowledge, your inside with the people. Who may needed or can user that is our purpose with who knowledge meant I did not make these videos.

Somebody else made many things to the person who made because and I hope you do not mind me using it as part of my class, but as when I am able to get in touch with I will see permission in writing.

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Now, let us discuss why in knowledge of all these theories of whatever has been talked about is important for you. Some application to corporate interactions all of this the knowledge of intercultural communication, the knowledge of high and low context cultures, the understanding of high and low context cultures, can be applied to the various functional areas of management.

Some of the areas are sales depends completely on your knowledge of, who you are talking to depends completely, your success as a sales person depends completely on who you are talking to what their believes system could be, where could be coming from, how do you recognize their believes system. How do you align what you send out into your environments, depending on what you believes system are, what you trying to sell, why you are trying into sell it, why should somebody else buy it all of that.

Marketing and advertising definitely the rest on your knowledge of the application, of Barlos model and this because of word is becoming smaller it is becoming easy of us to interact with the people from other culture. It is an inevitable we have to interact with people from other cultures, people belonging to different people having the different sets

of the believes. So, it is absolutely essential for us to getting in touch with them, and we want to advertise of product we have to pursuit, them to pursuit whatever we are selling.

Than we really need to understand, where there coming from what and needs are, what want to, how they might able to use the product that we are trying to sell. And so it become absolutely essential for us to find out the mind said, human resources is another area this says people are moving out of that comfort zone, they moving out of their towns, cities the moving to other parts of the country, to other parts of the world to for a jobs for study.

So, every good not good, but every big organization is short of you know many, many organization I would not say every, but many, many organizations are now expanding into functional and geographical areas are there never been into the for. And the because of this lots of people are coming from different area, lots of people are joining the different offices, from different areas. Mobility is very, very high these days in India an all over the world.

And people human resources really, really need to know how to interact with people, how to understand their needs, how to response to their needs. How to align the policies of the organization there in, with the needs of the different employees, with the expectation of the different employees, how to match the expectation of employees, with the expectation of the organization. That there part of it is essential and understanding a organization behavior organization, culture is a very, very important part.

It is a very important aspect of organization effectiveness, and it is absolutely sensually to understand how a organization are functioning and because of that because of the mobility because of the diversity in organization. It has become sensual to sort of match to understand, where people are coming from to understand, their needs and to response to them. So, knowledge of intercultural communication very, very essential here, finance is in other area is specially mergers and acquisition.

Organizational that taking over each other, there merging with others for corporate benefits. And when that happens organization culture changes, and when that happens the organization go through transaction and it is very essential for a organization to understand how the employee deal with each other, how things sort of happens with each other. Operations again depending on what industries it is, you might need some

knowledge of intercultural communication, but it pretty much applicable do any organization, where you people coming different mindset maybe with similar goals.

But, if their as Dr. hall put it you know it all depends on their notion of the environment, where relationship with their environment, it is the man environment transaction. Believes about the man environment transaction that really governing, how comfortable a person feels in his or her personal or even professional Life's, we may say that you know ordered to taro professional I have to keep my emotional on the side, but that is not really the case. So, it depends on which culture your part of where your coming from and how easy it is or how difficult it is for you to do that.

In information technology, we are interacting with people from different backgrounds, interacting people with from different catering to the IT needs of different people. So, from different people from different backgrounds, so all of that requires in and all is intercultural communication strategy, strategy means being able to being able to connect dot and being able to look at the future of the organization. And for the that knowledge of all of this functional areas as is an important, your knowledge how this functional areas interact with each other, depend on each other is very, very important. So, it becomes a essential for you to understand how intercultural communication plays a role all of this thing.

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Application to Different Industries

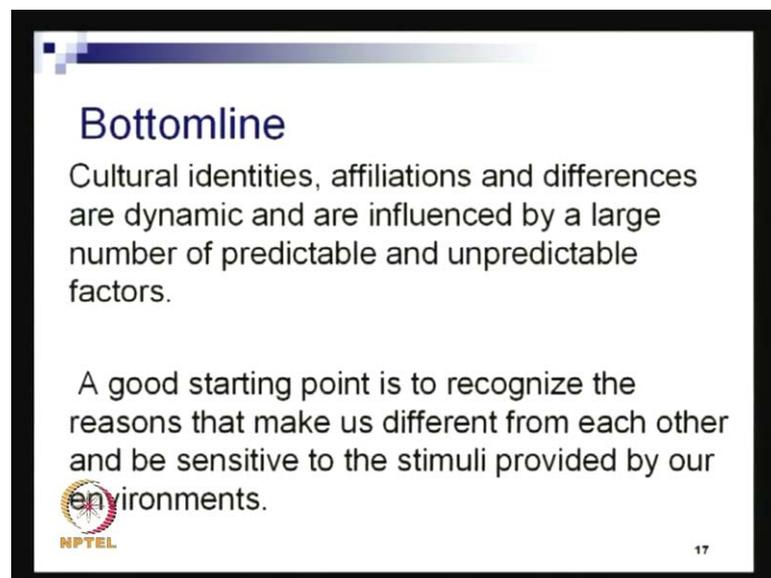
- Product-Service Continuum
- Service Industries:
 - Hospitality
 - Health
 - Tourism
 - Education
 - After-sales service
 - Combinations of the above e.g. Medical value travel

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16

Application of intercultural communication different industries, you have the product services continue, will discussed more about the next class. But, it can be applied to service industries, which includes hospitality, health, tourism, education after sales services big industries that is coming up in a big way. In the developing countries in countries, were lobar is cheap I mean after sale services out source, then you know those people have to interact with people, who are leaving in low context cultures. And the sort of you know, created to their needs is to become very essential combination of the about for example, medical value travel, combined hospitality, health and tourism you know. So, all this into one and you really need know how to interact with people from different backgrounds in order to be successful in all of these industries.

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Bottomline

Cultural identities, affiliations and differences are dynamic and are influenced by a large number of predictable and unpredictable factors.

A good starting point is to recognize the reasons that make us different from each other and be sensitive to the stimuli provided by our environments.

 NPTEL

17

And I as a mentioned last time, I am going to at the same slight this time, bottom line here is, that all of this is dynamic. Bottom line is here all of this is constantly changing, all this thing is or constantly influencing each other and you have to recognize the differences if you want to be successful, as an intercultural communicator or communicator. In an intercultural environment, than it is the essential that you recognize the reason that make you difference from, the other person in our environment.

And the essential to the similar coming from your environment, that is pretty match what you can do. You cannot really have patch that says of and you know spend this much time are you have is 10 stop, you follow this 10 step and you would be no nobody can

match that. You just have to recognize what is coming from your environment, and be attentive and respond to it to be a effective communicator. Now, for next class I just want to think about, whatever been discussed and we will take it up from there in the next class.

Thank you.