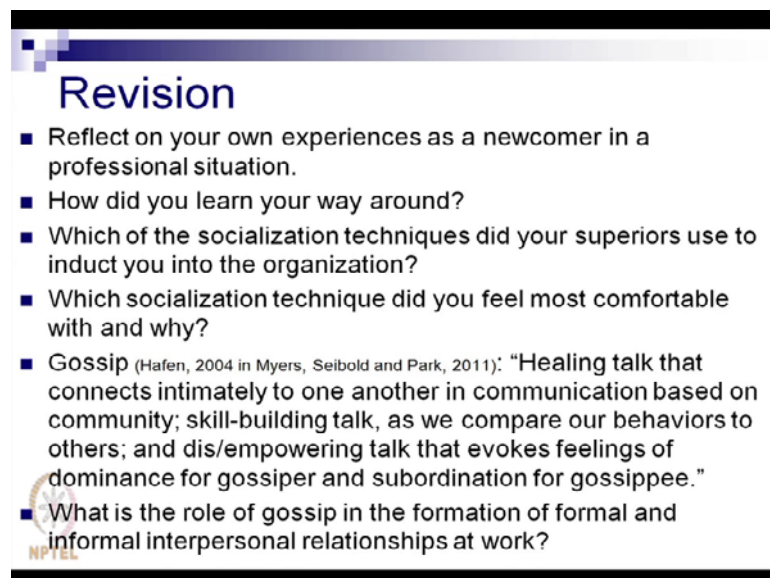**International Business Communication**
**Prof. A. Malik**
**Vinod Gupta School of Management**
**Indian Institute of Technology, Kharagpur**

**Lecture - 20**
**Interpersonal Communication (Contd.)**

Welcome back to the class on international communication we were talking about interpersonal communication last time.

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So, let us get back to discussing that again lets revise as usual I would like to reflect on your own experience as a newcomer in a professional situation. Discuss among yourself what happened when you joined a new place how did you learn way around what did you do. Who did you talk to who did you ask for information who did you make friends with who did you feel uncomfortable around who did you perceive as your superior did you perceive your organization as a vertical or horizontal organization did. You feel comfortable to talking to our seniors why not all of those things.

So, please discuss among yourself it is very relevant and do think about the kinds of verbal and non verbal signals coming to you and your environments that contributed in your feeling in a certain way. I also want you to discuss which of the socialization technique did your superior use to induct you into the organization way you part of a group. Did you have to go through the same thing you know fifty hundred of you have to

go through the same thing together, and eyes breaker sessions what did you do or way you inducted individually in to the organization.

So, and why which socialization technique did you feel most comfortable with and why where did you feel absolutely under the gun where did you feel constantly watching you where did you feel that you could have done better. After they had ended where did you feel you did you great job, where did you feel you could actually where did you feel could actually started become comfortable in this new environment. At what point did you realized that you where the part of this a new situation that you find yourself in. And by professional situation I mean it could be your job it could your entry into business college or business school whatever you are in.

It could be your internship it could be your any other professionals scenario that you found yourself in slightly long term of course it does not really relate to a meeting. But, may be you know some sort of a social events something like that and I had also asked you to think about gossip and gossip according to hewn again I am hope I am pronouncing name right is healing talk. That connect intimately to one another healing talk which means it has a positive conversation we normally use the word gossip in a negative context. But, here calling healing talk something that we feel comfortable with something that helps us heel emotionally that connects intimately to one another in communication based on community.

So, it is some sort of conversation that happens within a community within a group of people that share common interest common ha experience may be some common gold may be some common things to move towards. May be some form of communal not communal sorry community feelings some sort of ha feeling that a connect them formal and informal to each other. Skill building talk it could also be talk central around some sort of formation some sort of skill as we compare our behaviors to others we get feedback we talked to each other in formally.

We realized what is positively construed or perceived in our environments what other perceive positively about us what they do not perceive positively about us what people think where people think we are going wrong where people thing we are going right. I mean most of say I am not effected by what people say about me in reality that is not true. We do not think like that we are all effective by what people say about us by in our

environment especially in professional settings. We are all effected by what are priors by what are superiors think of the way we do our of the effect of what we do of the manner.

In which are effort produce resort we are all impacted by all effected by it we are all concerned about what people think nobody wants to dislike at his workplace we want our collies to say nice things about us. If there is a in good service we all want to get that award if there is a promotional of our work we want to get it yeah. Well I will get my promotion based on my work I do not have to say any think about it I do not care what people feel in reality. We concerned because when I get a promotion my piers feel that I have really doing what I am suppose to be doing and. So, even if I drag about it if I get promotion high level people notice and however certainly it effects me the way people think about my work does affect me. So, that is gossip skill building talk and if it affects me the feedback I get.

From my environment in turn affects or helps me to the feedback I get from my environment in turn helps me to refine my skills in a manner that is more acceptable to my superiors. In manner that is more acceptable to my appears in a manner that is more positively perceived by my professional environment in a manner that this perception positively rewards me or positively reformers me in some manner and the other. So, that is why we call it skill building talk ten people are saying you know so and so. As be in doing this ha h ha I hear about it and I am like ten people even if two peoples are saying I do not like it why I have a reason to get something negative about me.

Or if I hear about people talking positively behind my back which is of course rare. In that situation I start feeling that yes I am doing something right. So, I will have a tendency to repeat the behaviors that I guess positive in formal feedback on I hope you all are agree with me. Just again you know this whole courses not about giving you formal it is not about giving you patches it is not about giving you to the point. You know strategies is going about thing I just want to start to thinking about these things.

I wanted to start thinking about the positive effects of gossips it does have appositive impacted in your life skill building talk and disempowering talk empowering or disempowering talk. As we compare as to behaviors to other sorry empowering or disempowering talk that it evokes feelings dominance for gossiper and subordination for gossip which means. If I am the one saying something and somebody else is not in their

head yes they are agreeing whatever I am saying, it empowers me I get positive feedback and I feel that I am playing the dominant role in the conversation.

I have more information to share as the gossiper and gossip because whatever I am saying is so interesting. It has so much of spicy and masala in it the gossip the person who listening to this gossip is at the lower level we were talking about the levels that we negotiating in our communication. So, the person who is being who is hearing all these gossip has less grieving that is information that I am sharing in formally by way of gossip and.

So, this empowers the gossiper I feel more powerful I feel more and control and it this empowers the person who does not have so much interesting information to share that is what gossip does. This is something I wanted to think about please think about these things even has two sides to it even something that perceived to be completely negative to gossip. And why did at all cost as its benefits I also wanted to think about again this is a related to question connected to I just I wanted to discuss what the role of gossip is in the formation of formal. And in formal interpersonal relationship at work how does gossip influence what we talked about who we connect with who we becomes friends with who we get sacred by who we intermediate by intermitted. By who we tend to avoid who we tend to hang out with all of those things.
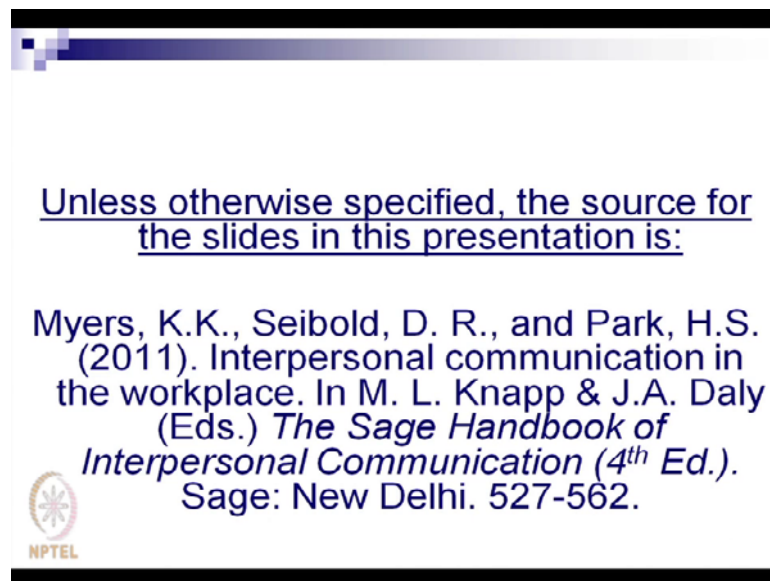
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Clip from the movie, 'The Queen' (2004).
Permission to use the clip awaited.
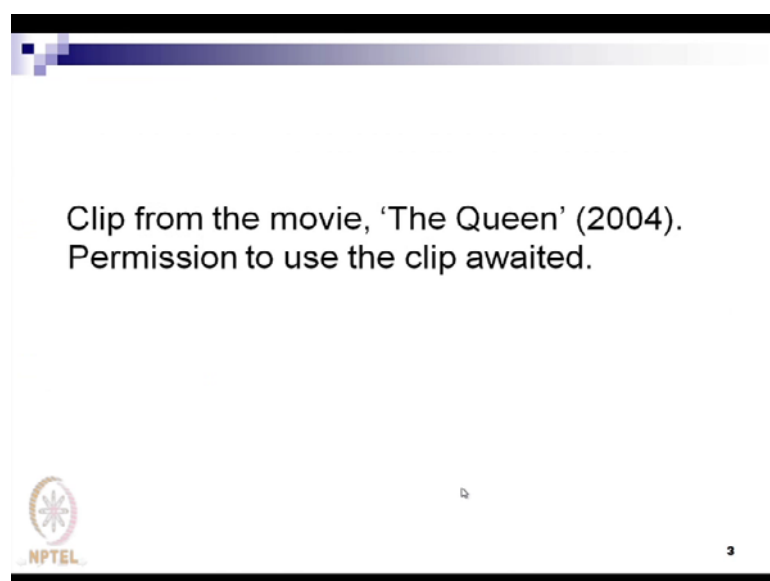
And of course before we begin I have another interesting clip from the movie The Queen I may end up with showing to you I am trying not too. But, there are very interesting clip from this movie that I think make a lot of sense in the contest of whatever we have discuss so far, so this the short clip. So, let us get to it all right before we get in to this please look up the details about the movie The Queen it is a fictional account of Tony Bair relationship with the royal family around the time of princess Dianas death. So, that is what the movie all about and they are clips in this that thing I think I am very relevant to this course, that was a clip on socialization.

It was an interesting example of how individual socialization can take place and before we on I wanted you to start thinking about how individual socialization can impacted the organization. In addition to impacting the employee everything has to decide what we are put through an organization will impacted us as employee the manner in which we responds to this new organization as new employees will impact the organization as well.
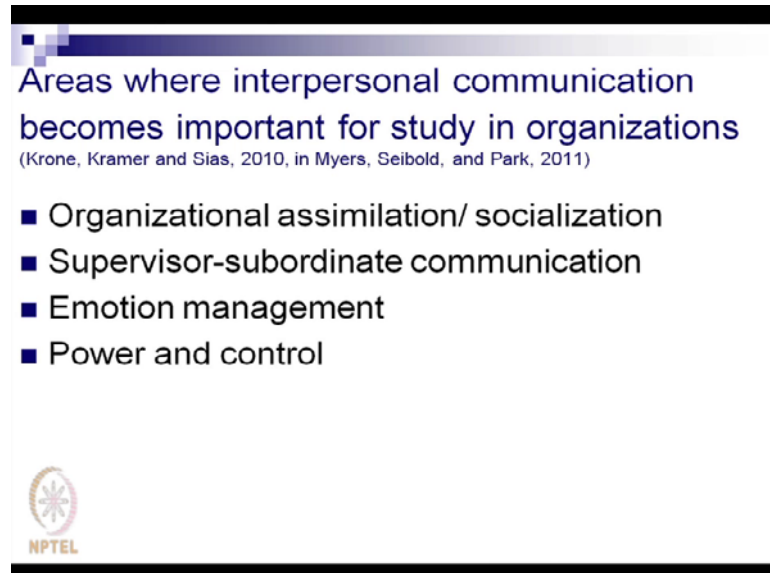
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Unless otherwise specified, the source for the slides in this presentation is:

Myers, K.K., Seibold, D. R., and Park, H.S. (2011). Interpersonal communication in the workplace. In M. L. Knapp & J.A. Daly (Eds.) *The Sage Handbook of Interpersonal Communication (4th Ed.)*. Sage: New Delhi. 527-562.

So, let us move on again unless otherwise specified the source for the slides in the presentation is this article by Myers Seibold and Park and the tight article is title the interpersonal communication the work place. And it appears in M L Knapp and J A Daly books call the sage handbook of personal communication forth addition. So, if you are interested I suggested that you order one copy for your library. I am trying to advertise the book I have no links with safe publication I just think that the valuable resource to

have if you are interested in good collection of well reviewed articles. And an conceptual papers on communication interpersonal communication pensive for say.
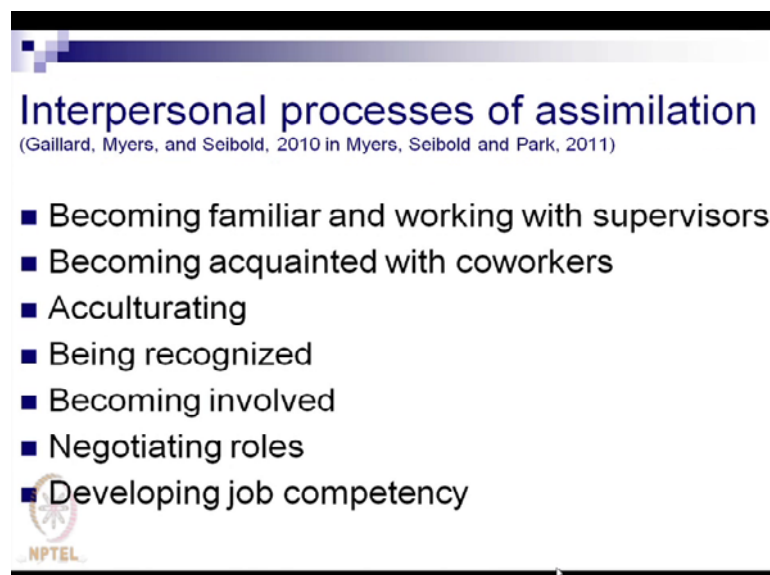
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We are talking about areas where interpersonal communication becomes important for study in organizations, we discuss organizational assimilation or socialization we discussed we were discussing the assimilation socialization process.

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And along with this we were also relating super visor subordinate communication and emotional management and power and control to organizational socialization. Within
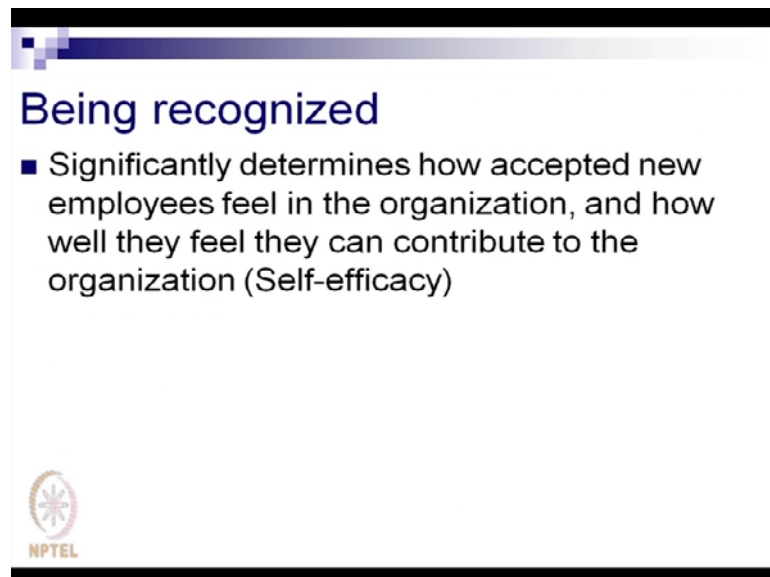
organizational socialization we had discuss the processes of becoming familiar and working with supervisors we talked about becoming acquainted with coworkers. We also talked about acculturating we have four more topics to covered within this lecture.

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So, let us move on being recognized specifically refers to the acceptability of our work of as people of as employees as coworkers in the organization. It is essentially the perception people have about us as valuable employee as comfortable coworkers. As good superiors as effective obedient subordinate by people around us. And it is also the feeling that we have about our contribution our perceptions regarding our contribution to the organization how effective am I how well do I fit indo in fit in at all. So, that is myself efficacy I feel you know I have I have some perception some idea of how well I fitting to the organization and that is being recognized is.

Some manners in which employee may be recognized in an organization are informal recognition which is the something that happens in through communication with people. Use see coworkers they seen happy to see you the seen coming to you with request for informal request for feedback within formal request for information within formal request for support. So, that is informal recognition the other manner in which we can see in recognized in an organization is positive feedback credibility of supervisor. It depends on curability of the supervisor our feedback you know depending on the credibility of the supervisor.

How we perceive how important we perceive the supervisor is we or how infusible feel the supervisor, or how trust with we feel supervisor word is has a bearing on how we perceive the supervisors feedback. And that in turn impacted how recognized we feel in an organization. If I have a superior who is very influential and again tells effect comes in year.
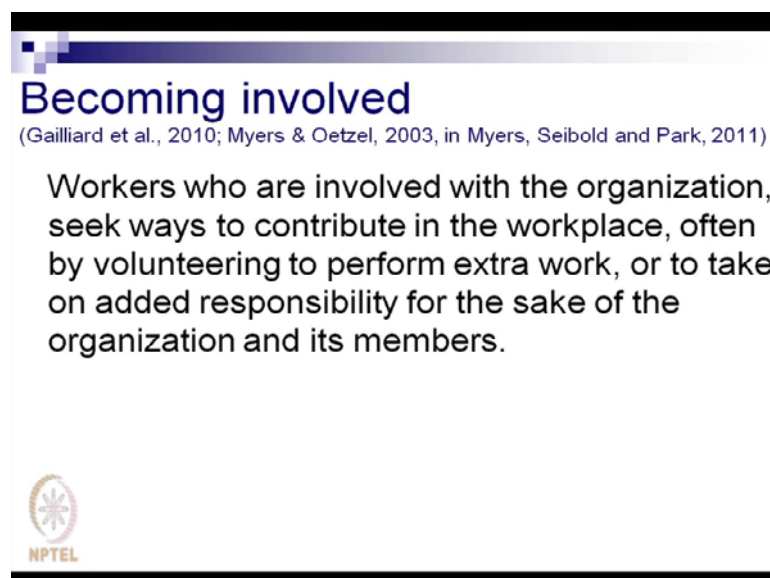
I feel my superior has something worthy to the say is well respected in his or our area expertise. I am more likely to take this persons feedback positive or negative as contributing to my feeling of self efficacy so and so is saying so and so is well recognized. So, whatever here she says must mean something feedback by coworkers again depending on what I feel about my coworkers positive feedback coming from my coworkers has a tendency to add to my feeling of self efficacy.

Emergent leadership again this is not somebody leadership it is not formal leadership it is the perception of somebody emerging as leader a somebody emerging as the as the risk takers somebody emerging as the pioneer in new ideas. New kinds of work by the co-workers, when we get together and a group or a team sometimes peoples are designated to lead the group and at that times people are just left on their own.

You are a team please get this work done and one person ultimately ends up taking lead and pushing others and. So, all those things that is emergent leadership and we will cover more about this in leadership communication. But, all these happens in an through communication you will say you bringing organization of behavior into communication you are talking about human resources and communication. That is what communication is all about communication is not about concept by concept detail communication is all about applying whatever we know to our situations when we it is applicable to leadership.

It is applicable to feedback it is applicable to human recourses it is applicable to any kind of technical discipline you may be the expert in your field. But, unless your able to share that information share that emotion share that passion with others you cannot get things done. So, leadership depends on communication and it evolves through communication.

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## Becoming involved
(Gailliard et al., 2010; Myers & Oetzel, 2003, in Myers, Seibold and Park, 2011)

Workers who are involved with the organization, seek ways to contribute in the workplace, often by volunteering to perform extra work, or to take on added responsibility for the sake of the organization and its members.
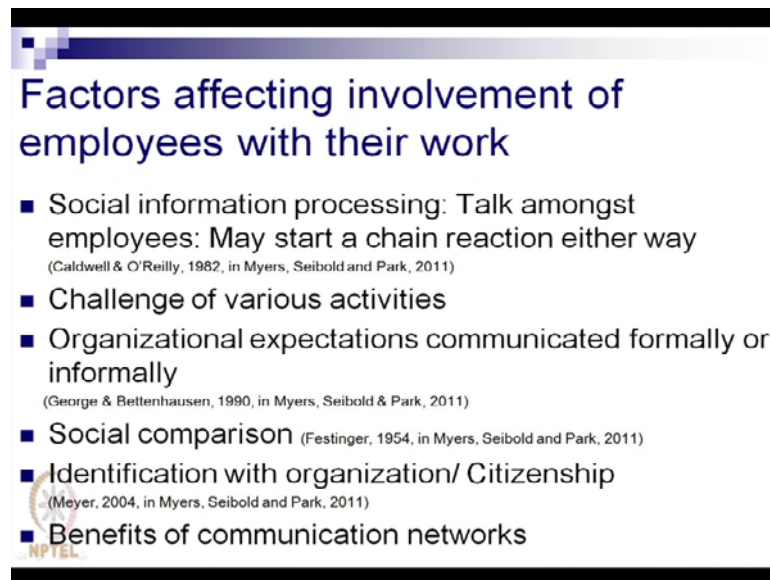
So, that is why all this is mentioned here becoming involved is another stage. Once we feel recognized, the next stage we move on to in the socialization process is becoming

involved. And workers who are involved with the organization seek ways to contribute in the workplace often by volunteering to perform extra work or take on at added responsibility for the sake of the organization. And its members if I feel connected to the organization if I feel like a part of the organization I able start taking more and more initiatives. I will start doing more than what I am expected to do I will start going that extra mile and because I see myself as an integral part of the organization.

I see myself as a somebody who is contributing in a very valuable manner to the organization. I see my work making a different to the overall work of the organization and when I see that I perceive that I feel that I am one person who the organization cannot do without you know when we start getting that feeling it may or may not be true. Nobody is irreplaceable nobody is indispensible everybody can be replaced and dispensed with and people do substitute and they many people end up doing better jobs. And the original employees what I am trying to says that as an employee of an organization my feeling of being an integral part of the organization has a bearing on how well I do my work.

It has a bearing on how I communicate with others and how does communication come into this whole picture I get signals I get signals from my environment I get signals from people and I send out signals I send out. Signals regarding my passions for my work, I do not only say that I am involved I show it through my verbal and non verbal behaviors as to how involved I am about my work in my work and how much I care about my organization. So, that is what becoming involved is and this cannot happen unless we have socialized with our superiors. We know exactly where we stand in relation to our seniors we have become acquainted with our coworkers we have in by the culture of organization that we are in. So, we are acculturated and we has started feeling recognized and now I am giving your revision of the past stages its important.

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Factors affecting involvement of employees with their works the first one is social information processing which is talk amongst employees you know we professors have a habit of attaching very complicated labels to very simple things. And again I am in the same boat as we study something more and more go deeper into concepts we start defining these concepts. So, well that we come up the bees very complicated terms, but again I know the people listening to this lecture or not really concerned about this terms. They are they may be concerned I hope you are concerned about the applicability of this very difficult concepts is very to your daily lifes as business professionals.

So, social information processing is nothing defers to in very simple term defers to the talk amongst employees how do they take this information that is exchanged in social situations. And how do the interpret it how do they process it and how do they pass it on it can make a change reaction it may start to change the reaction either way. You are a group of people perceives the organization as very ethical a group of people perceives organization as far excellent that is happen in IIT, we are a regular organization like all others.

The only difference between us and the other organization is one we take people who are very committed who are very hard working and who have demonstrated a level of excellence throughout their academy and professional careers. And I hope I am not you know put on the line for this that has been is my experience that is one major difference

between IITs and other colleges. It is not that the other colleges do not focus on excellent we insets of excellent we do not get a students or staffs or faculty a choice. So, that is one thing, but again that words spreads.

So, its social information processing somebody talks about IIT and as a part of IIT when I hear all this going on around me you know I hear my colleagues taking initiative I hear. But, my colleagues doing new things I hear about my colleagues national and international awards I hear about my colleagues publishing papers in high impact international preview journals. And I hear this continuously and I feel that as a apart of IIT I am required to do all this. I am I am actually required I actually have to do all this to the main a of a part of IIT and that is true similarly. So, all these positive signals are coming to me you know this is something that will take me up in my profession.

And it is good to publish papers in new journals it is good to take risk and develop new technologies it is good to do new things it is a good to be strict with students when it comes to academic integrity. It is good to in system excellence by my students it is good to challenge my students. So, I hear all these positive things coming from my environment and people talk about it and that is start a change reaction. And that reinforces the believes I had about IIT they believes I had about a center of excellence and I start sort of putting much more in to it.

So, you know I feel somebody else things like me and it is not only somebody else it is the you know it is the entire community things like this. So, yes I am a part of this community on the other hand in negative reaction may also start something wrong happens something bad happens. And people start feeling uncomfortable about their environment and they feel that their organization is not very ethical there organization is people in that organization are not very ethical. They are continuously doing things or people are not giving the organization there best most people come to the office and sit around.

And you know if the office begins at ten o clock they arrive at eleven at o clock they sit around have a cup of tea you know sign some peoples and leave and the other start feeling uncomfortable about this. So, they start talking about it they share this information they may have seen one person and you know two peoples seeing two different people five people seeing five different people get together. And say you know

what I have I also seen something similar happening and then persons be says I have also seen something similar happening person see says yes I have also seen something similar happening.

So, a b and c and are talking about this and suddenly person d and e walked by and they feel oh my God these three people have already seen something. So, even if have not seen similar thing we will start believing in it not only we will be start believing in it we will start actively looking for such negative things in our environment. And the minute we spot one there is a person d who comes up with a similar experience and. So, another two people walked by and that is starts a change reaction you know this four or five people have seen negative things happening. So, the whole community is bad or the whole environment is bad.

And we start talking about these things and again that may affect the involvement of employees who have not really witnessed or experienced these negative things themselves. But, just our conversation about thinks that we may have witnessed negative things that we may have witnessed is likely to deter them from putting in their best is likely to increase the feeling of insecurity in them is likely to stimulate them to look at other options. Elsewhere we challenge of various activities is another factor effecting involvement with of employees with their works we are all busy professionals, we are all committed to a work we all want to grow in our work.

And one way of growing in our work is to seal out challenges and overcome those challenges and then look back and say you know what I was able to do this. So, the more challenges we get the more involved we get in our work perceived challenges. Again it is all about perception something may be actually difficult for us. But, it is made even more difficult by the way people talked about it and they say you know what it is.

So, difficult to get published in our business review my understanding is thirty five I have done if I have carried out a piece of research that is relevant to the business environment. And I have done it honestly and sincerely and I have followed whatever I you know I have done my thorough research of through review of literature I have gone through the all the possible options of exploring. All the possible methodology all the possible methods and come up with the method at suits my work best. And I have drafted

my people well and I am not going to going to a discuss on research writing here all I am trying to say is that if my work has been good if I have done it sincerely.

If it is relevant and if it is presented in a manner that is in line with what our business to views looking for then yes my paper has an equal chance of getting published why would they not publish it. If it is a new idea and if I prove on that whatever I am saying is going to be relevant to the business environment and to research researches in business then there is no chance that it will be reject it. But, there is big monster city sitting on our head to same thing with our class ten examination big I am sorry monster big devil same thing with the civil services examination. Yes they are looking for specific things yes we have to work very hard to clear the civil service examinations.

Similarly, for the JEE examination similarly for the for any kind of position it is very difficult together promotion in this line why. So, it is made even more difficult by the discussion somebody says you know what I appeared for the civil services four times and I failed every time I got to the names and I could not clear the names of first two times. And I got to the interview and I could not clear the interview its very difficult I topped throughout my school and college, but I could not get fast this. So, it is you know there is this big think around every situation that makes it more difficult and again if it is challenging enough.
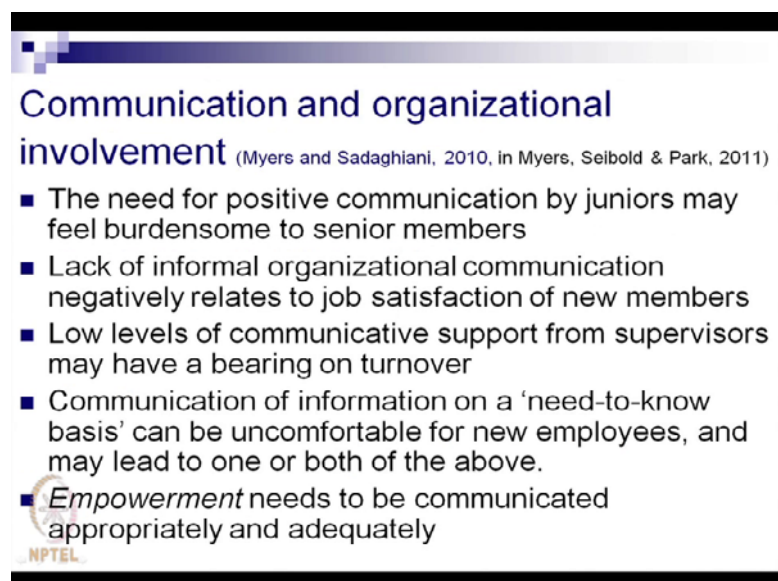
Then it gets as involved if it is more challenging than we expected to be then it removes us from the level of involvement slowly starts diminishing. So, it is the curve goes like this it increases up to a point and then its start coming down if the challenge increases beyond a point. And it is not the challenge it is a perception of the challenge organizational expectations communicated formally or in informally. Going back to the example that I was sharing with you what does my organization except from me they want me to get publish. They would like me to create new knowledge and share it with people who can use this new knowledge and that is an expectation that has been communicated formally. Because it is a requirement for my promotion and informally my colleagues say you know what everything else does not matter this matters most.

So, focus on it and that sort of helps me focus my work that helps me focus my activities. But, it is what I hear from my environment it is all about communication it is not what I am saying what I think it is all about what I hear from people formally and informally

social comparisons. Again where do I stand and how do I realize where I stand it depends upon what people say how people talk gossip formal informal appraisal awards all of that staff identification with the organization or citizenship.

Again what does the what kind of works has been assign to me in the organization does the organization consider me to be up an integral part or there important meetings. That I have been called to or my side line you know all those things will have a bearing on how involved I feel within organization how important. The citizenship I think of an I think I am often organization that I am a part of and that will in turn impact my level of involvement in that organization benefits communication networks. Again we have this formal and informal networks and they can ultimately impact how connected I feel to my organization and how involved I feel with my organization how much I feel like an contribute to my organization.

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Communication and organizational involvement the first issue here is the need for positive communication by juniors may feel burdensome to the senior members. We are slowly moving towards a society where we are insisting on positive reinforcement. And hesitating to be very or being very polite with negative reinforcement and more and more people are craving positive reinforcement much more than they were earlier. So, again the discussion quiet long for this I am not going to get into it. But, this need for positive

communication by juniors or new entrants can feel burdens some to the senior members, who feels that positive contribution to the organization is an exception.

And negative contribution to the organization is something that needs to be talked about to bring to say peoples why should I waste my time telling people reminding people what they actually should be knowing. Unless it affects the status go I would much rather spend a time and energy on making sure the things happen. So, and again that is that is the perfectly valid stand point lack of informal organizational communication negatively relates to job satisfaction of new members. Again informal organizational communication has its benefits, it puts off on in even putting with seniors with appearing it gives us information it gives us links to new information.

When I do not have that I can start feeling uncomfortable and I can start feeling that I am not really you know I cannot be getting all this information. But, this informal information that comes to me is very relevant it helps me feel satisfied with my job. It helps me specially the positive information coming helps me helps me feel that I am doing a good job at whatever I am doing low levels of communicative support from supervisors it is may have a bearing on turnover.
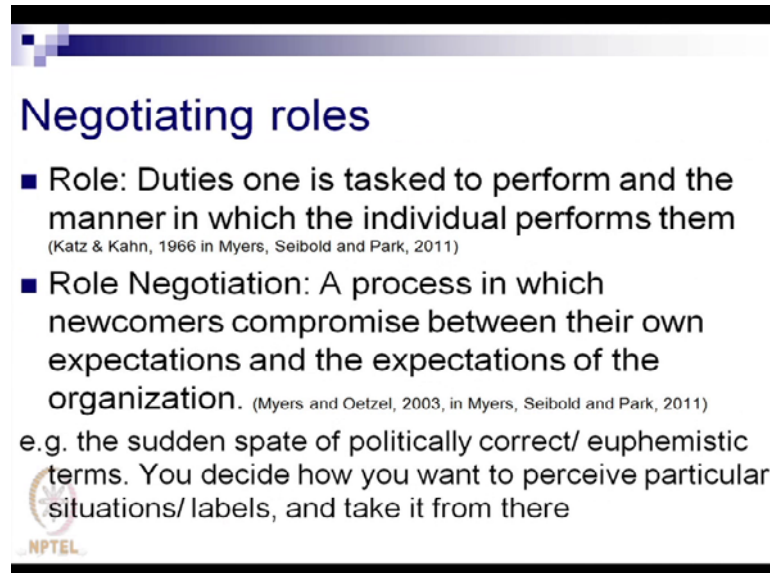
So, if people do not talk to their juniors if people do not tell their juniors how well they are doing their work people may feel dissatisfied. And that may prompts them to live the organization they will say I am not treated like family here it is just work and if it just work I would much rather go to place that phase me higher. And also gives me better environment communication of information on an need to know basis can be uncomfortable for new employees and may lead to one or both of the above.

So and so does not need to know this it does not concern is a how work most of say likely to feel uncomfortable about such things. Let me decide what I need to know and what I do not need to know. But, if it is information in organization public organization the information should be publicized whatever information there is needs to be made public.

So, I can choose what I can use to make my work better how can you decide what kind of information is going to make my work better empowerment needs to be communicated appropriately. And adequately and needs to you know there needs to be some reinforcement about how important a contributor I am to my organization and the

that needs to be done half an half. And its need to be done in a significant quantity for me to feel involved my work.

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Negotiating roles a role is a duty one is asked to perform and the manner in which the individual performs the duty that is a role and role negotiation is a process in which newcomers compromise between their expectation. And the expectations of the organization I come to a role a piece of work that I feel is going to be very helpful for my carrier big deal big deal the organization may not feel that way the organization has not hired me.

So, that it can improve my carrier the organization has hired me because I am going to be doing some service to the organization I will help and make money I will help them achieve their goal. I will help them reach their mission I will help them achieve their vision I have to be use more useful to the organization from the organization stand point. I have to be more useful to the organization than it is to me it is compensating me for my work.

But, I have to be useful to it and from my stand point I join an organization because it benefits me my work to the organization is just my input. So, that I can get the output from the organization that I want it gives me a good stamp on my resume may it gives me challenging experience it gives me turns of money. So, I have my goals now when we come to role negotiation my role and the organizations exception of my role have to

be negotiated in. And through talk we have to talk amongst ourselves we have to be sensitive to the signals coming from.

Our environment and we have to reach a point where both of us feels satisfied it is not going to be here if my expectation of the organization is here and organizations expectation from me is here both of are not going to be able to make it here. But, what can happen is that the organization comes down a little bit and I this is me. So, the organization comes down a little bit and I come down a little bit I am still closer to it.

But, we sort of here go up and down till we both reaches a level yes you are I get a good stamp on my resume I may have to do certain kinds of work that. I do not enjoy very much the organization says this person is adding value once in a while I may need to give the personal longer lease. Let him or her make mistakes let him or her explode things that here she needs really likes to do.

So, that they stay in the organization because the contribution very high. So, that is how we negotiate our roles and that this happens through constant positive and negative feedback from the environment. And our sensitivity to that feedback and that is where communication comes in again it is the certain spate of politically correct euphemistic terms you decide how you want to perceive the situations and labels. And you take it from there how do you negotiate your role organization says you are a resource and I say no I am a customer service executive. So, I am formal I am suppose serve the customer and I am suppose to make the customer served happy and this fancy label is attached to me by the organization.

So, I start feeling happy I relate more to that label than to the actual work I am doing and that in turn impacts the quality of my work I feel that I am doing a great job. That I am I feel doing a important job that intern relates to my work further and sorry as to my work the positive impact it has a positive impact on the quality coworkers I produce.

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Factor affecting role negotiation newcomers role development and time pressure how my role develops. And the more of time it takes for that role develop is influenced by the directness of the feedback that I get both positive and negative elaboration of the feedback. That I get elaboration of the role by the organization my elaboration my details my communication of those details to my superiors and some mutual concessions that we make you know I am willing to step down. And watch if you are willing to step down and watch I need to know till what point I am willing to step down contextual issues. Again where we stand in relation to the organization depends on the context that we find ourselves in what that context expects of us what be expects to that context on all that staff cultural and intercultural issues.

Again my role in an organization will be define by the culture I mean by the expectations of that culture by the appropriateness of my behavior. As governed by that culture gender issues what we expect from men what we expect for women are not traditionally in a country like India expected to be aggressive.

So, if I start shouting at people to get them to do things it is not consider very nice and then I am labeled as somebody who's not lady like and you know yes I am suppose to get the work done. But, I am suppose to use more lady like communication style to get the work done rather than openly you know shouting the assuming people nobody should be doing that. But, then I mean that is very crude example here, but we do not expect

certain genders to take on certain roles. And if they do then they are hide with specialist and their involvement may be questioned disability again limits what we can and cannot do and can should not. But, does impact how we are perceived how our contribution to an organization is perceived and ho we perceived our role in the organization.

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Developing job competency the communication processes involved in training members to develop task competency coordinate tasks with coworkers. And serve customers along with the interaction that enables newcomers to hone their skills through information seeking and feedback are significant aspect of organizational integration. I need you to think about this I am always going to you know once I am not in always. But, once in a while I give you this paragraph this definition that I feel are. So, profound that will help you understand why I am talking about all these different issues in a class on communication.

Members actively evaluate and discuss the rewardingness of other members to the group and this is influenced to a great deal to a great deal by the job competency of each member the impact. I have the kind of work I produce will be affected by will have an impact on how people talk about me and how people evaluate me and that will intern feedback into how competently I do my work.

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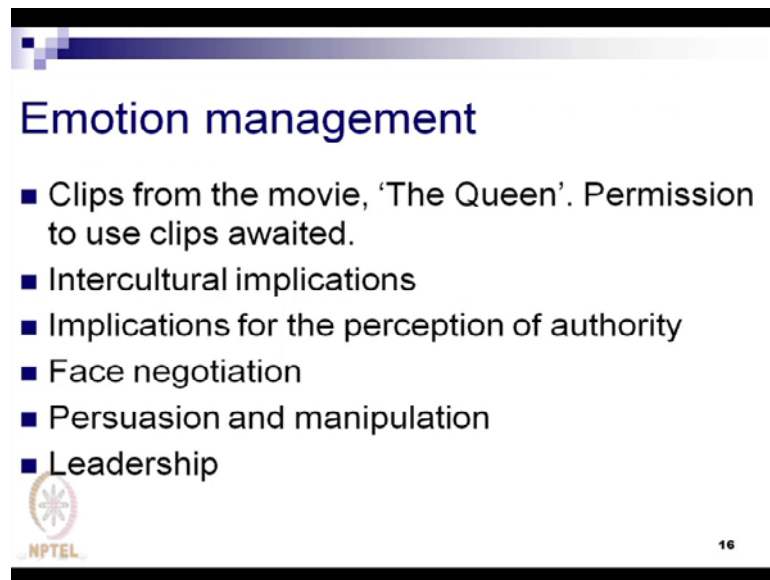


Some communicative factors affecting job competency all the factors all the stages that have been mentioned above my relationship with my superior my communication with my coworkers. How much information I seek from people my involvement in the organization my influence within the organization you know all of those factors are important here.

Communication apprehension is another thing that is that can affect how competently I do my job communication apprehension is my intrapersonal barriers to communication. So, how well I seek information is one thing, but do I feel comfortable communicating with my superior do I feel comfortable communicating with my juniors do. I feel comfortable seeking information when do I draw the line when do I hesitate all of that will have to impact on how I well do my job and ability to express what one knows about ones job is another factor that affects job competency.
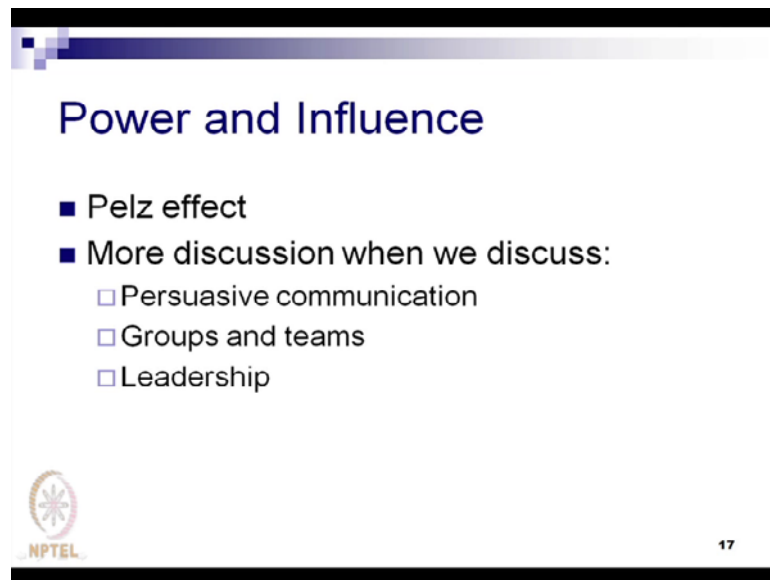
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Emotion management I put have like to show you this clips, but maybe I will hold of this next time I guess just I was explaining too many things time is running out. But, we will see this clips in the next class when we revised all of this staff. But, the other aspects that impact emotion management emotion management just first start as is the management the coordination of our emotions how we express our emotions or where we with hold our emotions where.

We share what we feel like sharing in our professional settings and our intercultural implications again we discuss some of those in the class on intercultural communication. Will be discussing some more in the class on conflict there are implications for the perception of authority. You know how my expression of my positive and negative emotions impacts how authoritative how sound people think I am in my position of authority. And how much people listen to me how well people listen to me face negotiation is a concept that was talked about to great deal by stall ting to me. And it is about more about impression management you know it is about the negotiate of our public image.

And that in terms depend on my expression emotions in the work place persuasion and manipulation. Again depends to a great deal on how well I manage my emotions or persuasion or where I share my emotions and how leadership again has a bearing on the management of emotions and wise versa management of emotions impacts.
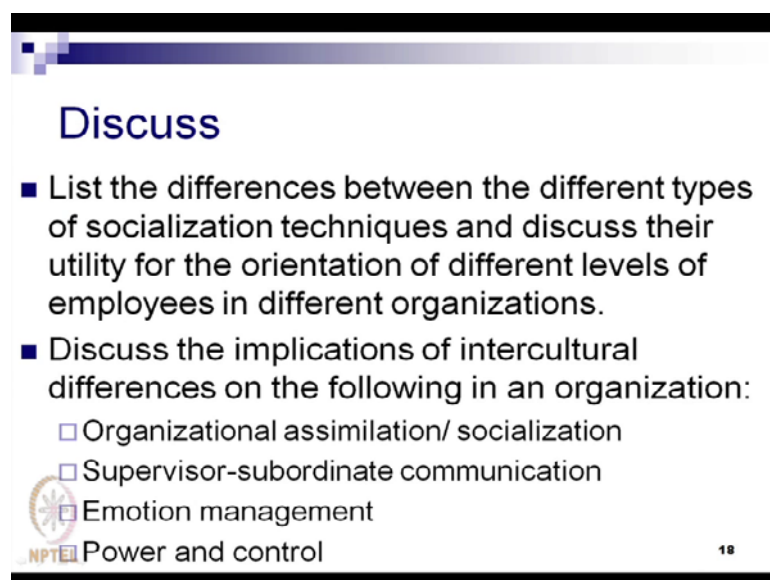
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**Power and Influence**

- Pelz effect
- More discussion when we discuss:
  - Persuasive communication
  - Groups and teams
  - Leadership

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How well people perceive me or how good leader people perceive me to be power and influence are the other aspects of acculturation of becoming a part of the organization of the implications of the organization communication. We discussed the Pelz effect we will have more discussion when we discuss persuasive communication groups and teams and leadership.

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**Discuss**

- List the differences between the different types of socialization techniques and discuss their utility for the orientation of different levels of employees in different organizations.
- Discuss the implications of intercultural differences on the following in an organization:
  - Organizational assimilation/ socialization
  - Supervisor-subordinate communication
  - Emotion management
  - Power and control

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Now, for some revision we finished the lecture, now before your next class I would like you to do the following, I would like you to list the differences between the different

types of socialization techniques that we talked about. And I want you to discuss the utility for the orientation of different levels of different employees in different types of organizations. In which kind of industry would you feel the need for individual socialization in which kind of industry would collective socialization will be better which kind of industry would different types of socializations apply. What level would be most what technique of socialization would be which techniques socialization would be more applicable to which kind of industry or which kind of role and all of that staff.

So, I want you to share the examples from your own background from your own experiences. And discuss these things in class the other thing that I would like you to discuss here is the implications of intercultural differences on the following in an organization. How is organization assimilation or socialization affected by inter cultural differences between people how is superiors subordinate communication affected by inter cultural differences between people emotion management.

And inter cultural communication are very deeply related how does the management of different emotions connect with. Or a impacts the socialization of new employees in an organization how does management of emotions impact supervisors subordinate communication. How does how's power control influenced by inter cultural differences what do we do in order to exert power over people how do we persuade people do all of these things. They will come up when we discuss persuasive communication when we discuss conflict management when we discuss the applications of these things in different settings.

In our lives as international cooperate executives as sorry as business professionals in the international business environment as professionals technical. And I am sorry as professionals in the international business environment how do this things impact our life's will be discussed in the lectures to follow. And please watch the movie The Queen and think of how it relates to what we have been talking about. So, will take that up in the next session.

Thank you.