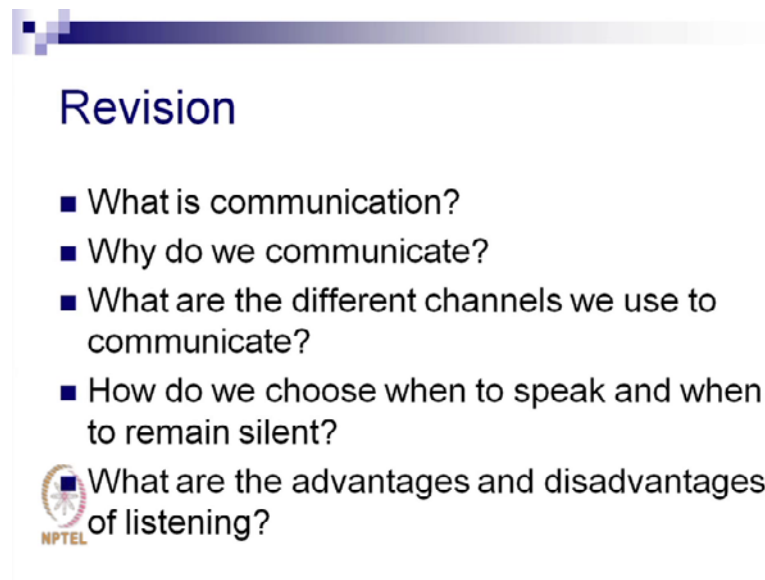


International Business Communication
Prof. A. Malik
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 17
Communication Rules

Welcome back to the course on International Business Communication. Today we will go a little faster than usual, I have lots of fun things for you, I we will share some very interesting things about Communication Rules with you, we will talk about rules of communication, sounds painful, but it is not, so let us get into it.

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The slide features a decorative header with a blue and white gradient bar. Below the bar, the word "Revision" is written in a large, blue, sans-serif font. Underneath, there is a bulleted list of five questions, each preceded by a small blue square. The questions are: "What is communication?", "Why do we communicate?", "What are the different channels we use to communicate?", "How do we choose when to speak and when to remain silent?", and "What are the advantages and disadvantages of listening?". At the bottom left of the slide, there is a small circular logo with the text "NPTEL" below it.

And before we do, so as usual let us revise a little bit, I like you to discuss what communication is why do we communicate, what are the different channels we use to communicate, how do we choose when to speak and when to remain silent. How do we choose what kinds of behaviors we should be having, when we talk what kind of verbal and nonverbal signal should be giving out, and what are the advantages and disadvantages of listening we talked about listening.

So, I would really like you to discuss what the advantages and disadvantages of listening are, and once you done that in class then we can start talking about communication rules.

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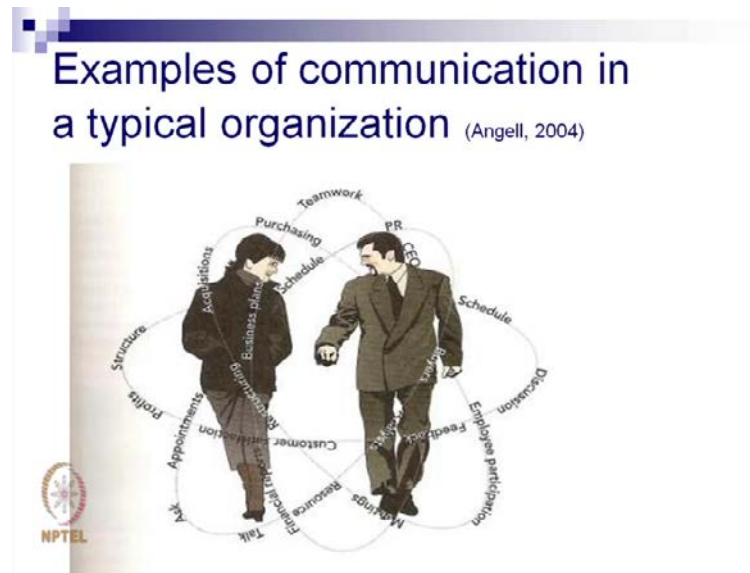
We will talking about what communication is what it can do, why should we communicate? Today we will talk about how we should communicate and you will say what is the big deal about it, I know how to communicate I have been doing that since I want born. I have been sending out signals, I know what works what does not, but every time very experience communicators go into new situations, everybody faces problems all of us get confused, all of us fumble. Just the way I fumble occasionally in this course I know I like to think that I know lot about communication, I have been studying it for more than 12 years now, but I still get confused. And it is not the confusion, it is parts of other things that have been happening around lot of disturbances.

So, how do I decide what is the most appropriate way of saying things to you is, how do I decide what the most appropriate way of sharing whatever I am sharing with you through this portal with the regular students in class. Who can actually pin point things and ask me question there and then is, and that is what this whole section is all about how do we communicate and what determines the appropriateness of communicate, that is the key word for today's discussion.

This class this lecture will discuss the ways in which we can determine the appropriateness of messages in specific situations. How do we decide what to say, when how do we decide on the pronunciation of words, how do we decide what word will mean, what kind of word, which word will mean what in what kind of situation all of

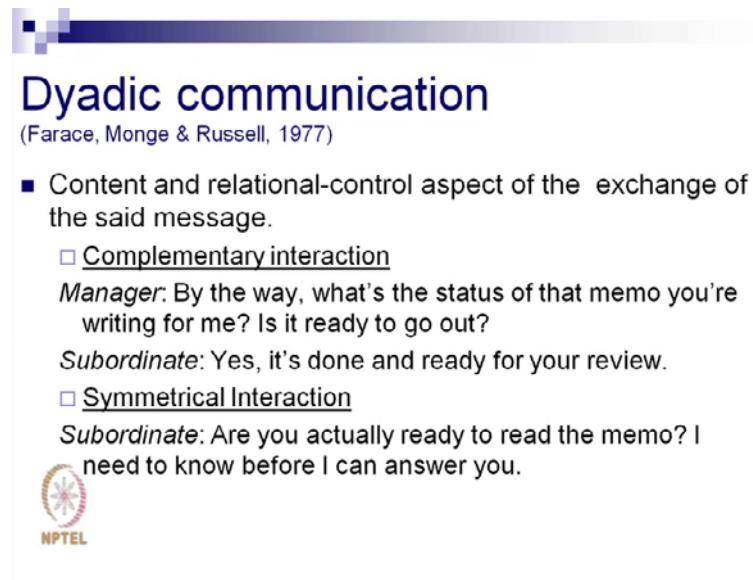
those things. So, let us get into it and you will get more detail and clarity as we move along.

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Some examples of communication in a typical organization, I scanned of this picture from this very nice book on business communication design by Pamela Angell, and I thought I would share this with you. People in an organization talk about various things, we talk about team work, we talk about purchasing schedules, we have you know resources, we have customer satisfaction all of that stuff, all this discussion goes on between two people or more people and let back tracking a little bit.

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Dyadic communication


(Farace, Monge & Russell, 1977)

- Content and relational-control aspect of the exchange of the said message.
 - Complementary interaction

Manager: By the way, what's the status of that memo you're writing for me? Is it ready to go out?

Subordinate: Yes, it's done and ready for your review.
 - Symmetrical Interaction

Subordinate: Are you actually ready to read the memo? I need to know before I can answer you.



We talk a little bit about dyadic communication, in one of the previous lectures I was trying to explain to you what we meant by hierarchical communication, I did not use the term, but I told you when we talk to somebody we tell them you know. When, we are discussing things with them we find out through in and through communication in and through what we say how we say things, we somehow get a sense of who is at a higher level and who is at a lower level in the communication process.

For example, if I have more information than you and you want that kind of information, I will be here and you will be here, again not in my mind it is just a perception. This person right here is not really in a better bargaining position, and I am sure you studied that in your classes on marketing and negotiation, and other stuff and you seen this also. A person who needs something is perceived to be at a lower hierarchical level in the mind or at a more decent, I will not use let us not use the hierarchical at A position of disadvantage, as compared to a person, who has more information to share.

The same thing happens in communication it is the content and relational control aspect of the exchange of the said message, which means that when we are talk to each other. One is the position of advantage and disadvantage, the other is that a person in a position of advantage by way of having more information that this person needs is has more control over this whole situation.

So, this person is some information that this person needs, and the person up here does not want to share the information with this person, but this person really needs the information that this person at a higher level has or this specific information that the person up here. As, the person up here as a higher control over the whole situation your teachers, I clean to have information about communication, I clean to have more knowledge about communication than the people who are sitting there and listening to the lecture.

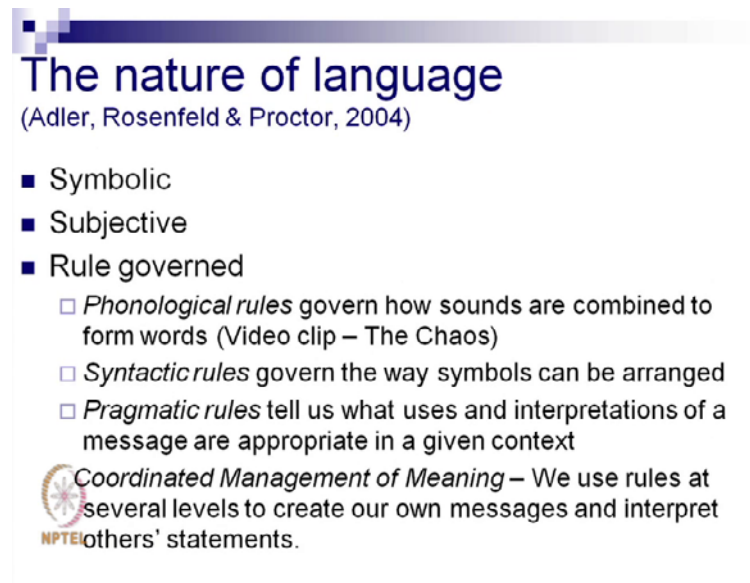
Of course, not the faculty, who are reviewing this lecture, but the students who are listening to this lecture, probably do not have the amount of information that I have. And because of that I am in a more in a position of a more control than the people who have lesser information, I can choose what kind of information to give you how much information to give how much not give you, that is in my hands.

And if I choose not to share all the information, I have with you there is no way that you can actually get that information out of me, so that is what happens in the complementary interaction. Somebody appear has some information, somebody appear has some information, and this person is just complementing, by the way what is the status of that memo you are writing for me is it ready to go out yes is done and ready for your review.

I submit to your having disadvantage over me that is what this person up down here is same, symmetrical interaction is the manager says by the way, what is the status of that memo you are writing for me, is it ready to go out. And I come up here in say of course, it is are you actual ready to read it, so I have come up here you are asking me a question, I have information yes it is, but are you going to read it or not.

So, I come up and this is symmetrical I am talking to you on the same level and this is what happens in dyadic communication. And to get to negotiate these levels of communication we needs to follow certain rules, and decide what is appropriate and what is not and then send out messages accordingly.


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The nature of language

(Adler, Rosenfeld & Proctor, 2004)

- Symbolic
- Subjective
- Rule governed
 - *Phonological rules* govern how sounds are combined to form words (Video clip – The Chaos)
 - *Syntactic rules* govern the way symbols can be arranged
 - *Pragmatic rules* tell us what uses and interpretations of a message are appropriate in a given context

 *Coordinated Management of Meaning* – We use rules at several levels to create our own messages and interpret others' statements.

The nature of language symbolic we use symbols to interact with each other, we use different signals to interact with each other as you saw in that clip about Helen Keller, her system of symbols was very different from the system of symbols we normally use. She was born with all her faculty functioning, and then she became sick and at a very earlier age, but she was still in front, she lost her sight and hearing to very, very important channels of the reception for the reception of different signals coming, it as from our environment.

And so she did learn to communicate, but what she use for communication was different the way she said the same words we say was different, and the way she learnt to say them was different, when we say something we hear it in our heads, before we speak it out. That is the role of intrapersonal communication in our interactions, and I am talking about that in communication rules is that the reason, for that is that we get a chance to verify, whatever we are saying by way of hearing it first.

When we write something we read it on paper before we send it out, we practice in our heads then we write it down and we have a chance to revise it. And so we do it symbolically what does this mean to me it is subjective we interpreted in different context, it is rule governed and today I will not talk very much I will show you very interesting examples from different movies. This is a video clip that has be downloaded

from you tube, and I would like you to listen to it enjoy and maybe we can talk about it in the one of the latest sections are in this section, if we have time.

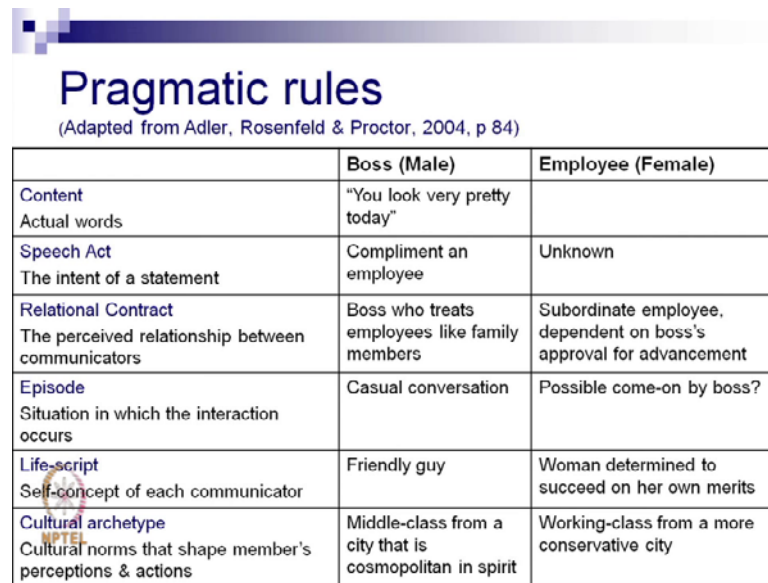
But, phonological rules govern how sounds are combined to form words, whatever I am saying could be something could be just noise to somebody, who does not understand English, could be noise to somebody who is not familiar with the kind of accent, I am using. But, for somebody who understand the accent who understands the language whatever I am saying hopefully means something, and hopefully is something that they can use. Let us get to the clip please listen to this carefully, it is all about how you listen to these words, and thanks to the creators for making this clip it is on you tube I wish I knew who the creators were.

On that note, let us get back to our boring theoretical knowledge, think about this play the clip again figure out what names of this different people, where and figure out how phonological rules on the one hand can be very, very insightful can help us. Figure out what we people are I mean not really insightful, they are very useful, on the other hand they can create some problems also and that is what we saw in this clip.

Syntactic rules govern the way symbols can be arranged, how should you talk to people where should the words be placed in relation to each other, how you should integrate verbal and nonverbal signals is also part the syntax of communication. And pragmatic rules tell us what uses and interpretations of a message are appropriate in a given context, I will give you examples for all this and I will let you work your way through.

We have just see an example of pragmatic rules in a second, coordinated management of meaning is when we use rules at several levels to create our own messages and interpret other statements. So, we decide we manage the meaning at various levels, and after let us want to the pragmatic rules and then I will share a series of clips with you, and I would like you to discuss this things in class and figure out and find examples for each of what each of the things we have just discussed.

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Pragmatic rules

(Adapted from Adler, Rosenfeld & Proctor, 2004, p 84)

	Boss (Male)	Employee (Female)
Content Actual words	"You look very pretty today"	
Speech Act The intent of a statement	Compliment an employee	Unknown
Relational Contract The perceived relationship between communicators	Boss who treats employees like family members	Subordinate employee, dependent on boss's approval for advancement
Episode Situation in which the interaction occurs	Casual conversation	Possible come-on by boss?
Life-script Self-concept of each communicator	Friendly guy	Woman determined to succeed on her own merits
Cultural archetype Cultural norms that shape member's perceptions & actions	Middle-class from a city that is cosmopolitan in spirit	Working-class from a more conservative city

Pragmatic rules, again no offense to any one my disclaimer here, I am not taking a you know I am not poking finite any one I am just I observe human behavior, so my sincere is apologies. If anyone here is offended these are just things, we see I am not trying to stereo type anyone, we just have this observations in our environment, and that is why I am not going to take names of any cities or any people I just give you some categories of people.

This is with specific reference to Indian men and women in the age group of say 25 to 35, again my personal observation it is very likely that what I am saying may be applicable to other cultures also. Let us take the example of two people why having a conversation with each other, a male boss let us look at the last part, the last left bottom, left hand corner cell the cultural architect, is the cultural norms that shape members perception then actions.

And in relation to that let me tell you the boss is apparently man in his mid 30's 33 34 years old, belongs to a regular middle class family has went to good schools, good colleges belongs to a very liberal open minded, could not careless type of city. Studied in slightly above average schools in India, and then went broad got a fancy MBA from a very nice very well reputed college, went on a scholarship comes back and has started making a mark end is now apparently the vice president, in an organization.

Let say doing pretty well professionally, struggled you know and now he is enjoying the fruits of his labor unmarried, handsome, the female, good looking women from a slightly more conservative town, belongs to are not town, but medium size city, but much more conservative then the city this person is the boss is storm. She is in her let say late 20's 26 27 years old has been a good student throughout, but has been told right from the time she was born, that she will have go and settle down in somebody else his home as their wife being a wife is a prime pre responsibility, doing well in her carrier is the secondary responsibility.

So, her home comes first she has to get married in to a good family, and she is you know used her education to push herself forward, and she has been able to he hate married till now and now her, now she is in this big city where the boss is located parent have reluctantly centre. But, I have told her to make sure that the family values are not affected in any way, to keep her value system intact she is very good looking very hard working, brilliant women did well at school, but still is part of that mind set.

So, that is the cultural archetype and this is something that has shaped their own actions and perceptions of other people within their own context about them, and a perceptions about other people in other environments. Let us look this the interaction, the content, the actual words, the boss says you look very pretty today boss meets this women in the corridor.

She is wearing a pretty dress, brand new dress and she is looking really nice, and the boss just casually remarks you know very pretty today, the speech act we perceived intent of a statement from, the bosses angle he is just complementing and employee he says he looks at a pretty girl he says you pretty. The employee is a female is confused, good morning, hello, are expected greetings you look very pretty today, what is the intension behind it what is going on and the we will start moving in your head why did you say this to me.

Do I not look pretty on other days, or is there something else going on, relational contract, is the perceived relationship between communicators, from the bosses side again these two columns indicate three different precisions of these two people. The boss perceives the relationship between himself and his employees, as if friendly relationship in addition to a working relationship, yes we are responsible for doing things we are

interdependent we do things together as a team, but in addition to that you are all like my family.

You are all like my friends, buddies and we should be nice to each other even outside the work, we can have casual conversations, the employee and of course, there is no senior junior because I have leaved in a more open environments. So, the lets not make this organizational vertical organization and that is what boss may be thinking, appraise probably thinking, let us assume that he is the women on the other hand is subordinate employee, so she sees any way she sees the boss at a higher level of hierarchy.

I am here in any case I junior the boss is senior, my promotion depends on him my ability to move forward in my carrier depends on him what not and it depends not only on my work, it also depends on what he perceives me to be like. So, and that an I am junior to him, and so I am at a position of disadvantage, the boss thinks that this both this people are equal yes we are codependent we are interdependent, but I am not going to shout at this person.

If she does not do something wrong I am not going to treat like that, but this movement thinks that she is right here, so you see the differences now becoming more and more glaring that is the relational contract. The episode is the situation in which the interaction occurs, from the bosses side he is appear it is just a casual conversation there is no up or down.

The women thinks she has never said anything nice to me or he rarely make such comments is usually laptop in his work is on his cell phone, he sees me wearing this pretty dress, what is he trying to do. He is a handsome guy in his mid thirties the ideal possible match, I have to get married is it hitting at me may be yes and wedding bells ting, ting, ting, going on in our head or if he is known to be a flirt my god I am a other on his list.

So, she thinks my god what is happening and this is where things start changing, life script is the self concept of each communicator, what the person thinks about himself or herself the boss thinks I am just a friendly, guy everybody is nice to me I am nice to everyone and as long as I am nice to everyone, my life is going to be very comfortable. Now, this women is from a slightly more conservative city, where rules are very strict

you do not take to people of the opposite gender especially if there are in that risky bracket.

You do not talk to people of the opposite gender especially if there are in that risk zone, where you are the risk zone at this point is man who might be taking or who could possibly take advantage of her, because they know that she is in here late 20's. So, really over the hill, as for as her family is concerned, she her family must be desperate to get her married to the to a good match, and she is possibly available and we can just flirt with her.

And so that is what she is thinking about boss, I am not saying the boss thinking this about here, but that is what she has been trained to think about this whole situation. And she says no way if I am going to be one of the women of his list, I will have to do something about it, I need to succeed on my own merits, I have never done anything wrong, I have never done anything, I cannot share with my family, and so I am going to succeed on my own merits today's fine let me see what does not next.

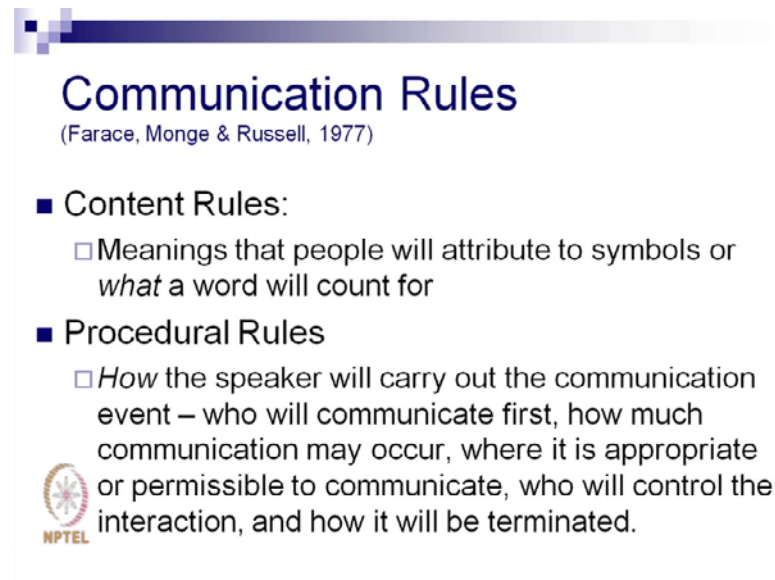
And so the pattern the path for the pattern has on already sort of you know he is already on that that path, where she is going to look for a pattern, even if there is no pattern and these are some of the contents of are some of the aspects of pragmatic rules. That means, really need to start thinking about when we are in a situation, we need to figure out what we are saying what our intension is and what the perceived in tension, what do we perceive about the intension of the person receiving or message what does the person receiving or message perceive about our intend.

The relational contract what how do we perceive the relationship between ourselves, and how does the person receiving our message perceive the relationship, we have with him or her life script. Where, I am I coming from what is my context, which is what is my situation, why am I thinking the way I am thinking, what are the cultural norms that govern, what I think about myself and these are the rules that help us trigger out or get some sense of our context in relation to the context of the receiver and these are rules if we follow.

If we just think about these things there are no rule these are the aspects of pragmatic rules, if we think about different aspects, content, speech at relational contract, episode, life script and cultural archetype. My own and are this aspects in relation to the person I

am talking to it will be easier for me to draft a message, that is really tuned to address these differences in context, before we move on to the rest of the rules I would like to share.


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Communication Rules

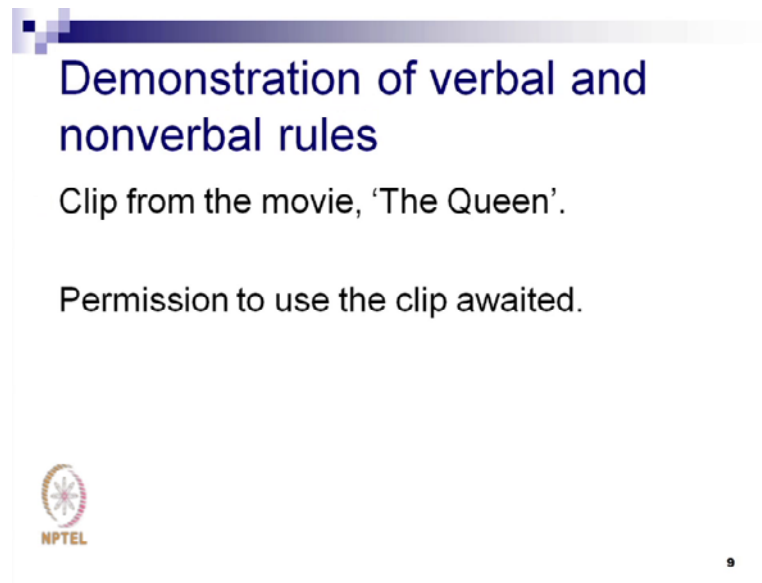
(Farace, Monge & Russell, 1977)

- **Content Rules:**
 - Meanings that people will attribute to symbols or *what* a word will count for
- **Procedural Rules**
 - *How* the speaker will carry out the communication event – who will communicate first, how much communication may occur, where it is appropriate or permissible to communicate, who will control the interaction, and how it will be terminated.



Let us talk a little bit about some more communication rule, so these are the pragmatic rules we have content rules, which is the meanings that people will attribute to symbols or what a word will count for. And procedural rules, which is how the speaker will carry out the communication event who will communicate first, how much communication may occur etcetera.


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Demonstration of verbal and nonverbal rules

Clip from the movie, 'The Queen'.

Permission to use the clip awaited.



So, let us watch a series of clips please bear with me I will have to move the this slides, you know the I am not going to show you the whole movie, I am still waiting for permission to use this movie in this video, but it just series of 3 clips. And I want to notice the differences in the manner in this different clips, between conversation between these two people the queen is an Oscar winning movie. And I would urge you to see it yourself will be using some parts way at different points in this course, I am really you know I think this is very useful movie, in addition to being a very interesting movie also.

And before we start I would like to let you know that this time some idea about the context, this movie is a fictional account of Tony Blair's relational ship with the British royal family around the time of princess Diana's death. So, you get an idea of the context and lets beginning (Refer Time: 27:41) and what is this clip, and think about what was what just happened and how this rule for very explicitly defined, because this was the first meeting of the Tony Blair had with the Krunion, after being elected as prime minster. So, after this let see some more clips and I will give you the context, again I am probably sharing the whole movie with you lots of you may have seen it already, but princess Diana has died in an accident.

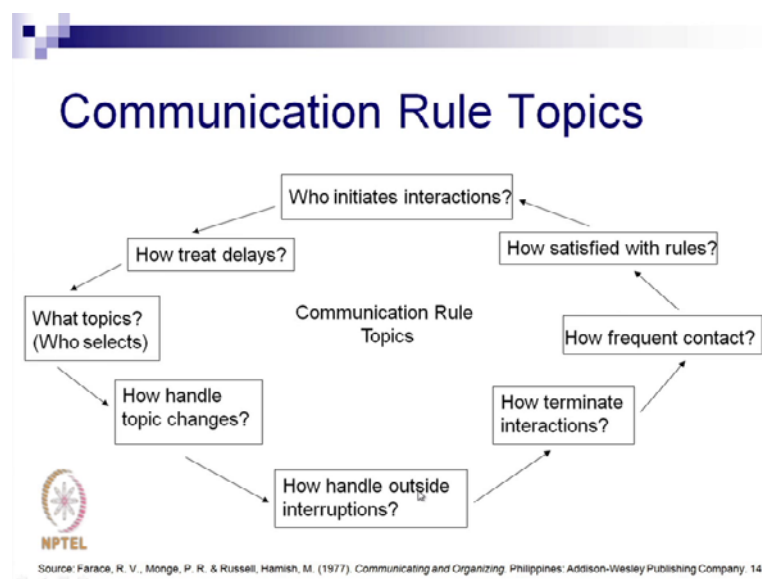
And tells this is the conversation that Tony Blair has with the queen regarding that accident, after her death. ((Refer Time: 34:39)), I want you think about what you just saw how the interaction started, how it progressed and who end the conversation and

how the conversation was ended. And I would like you to watch the last clip in this series, and then figure out and discuss among yourselves, how the interaction changed, and how these rules of communication how this procedure will be modified, and I will just give you the categories and I let you decide this for yourselves.

So, give me half a minute maybe a few seconds to just take the movie to the actual point that I would like to share with you not Tony Blair has come to meet the queen and so let's see what happens. (Refer Time: 38:54). Alright, I wish we could watch the whole movie, but that is beyond the scope of this lecture, but I just wanted you to see the differences in the nonverbal and verbal signals, verbal and nonverbal communication that was being exchanged. Verbal and nonverbal messages that would be exchanged, between the queen who is, obviously, very high up and her prime minister who is right here. And then starts slowly coming up and in the interaction there are sometimes when he is talking on an equal footing with the queen and of course, she remains him, and still the queen and I am the one who is supposed to be advising you.

So, do not forget where I am, but he still takes the liberty towards the end to come up to her level and talk to her, at the same level as a friend he is talking to her. You know various points in the conversation, I am sure you will be able to discuss this and figure this out yourselves, but let us quickly go over the top x or some of the things that we must be careful about in our communication with people.

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Some think that be sub consciously this side procedural rules, specifically who initiates the interactions, who starts the conversation, how do you treat the layers, how do you treat the late communication. And this not only applies to verbal communication, it applies to a combination of verbal and non verbal and return and digital communication. You do not depend in communication never happens an isolation you cannot just be having a verbal conversation or in oral conversation.

You saw this differences in these three clips, in the first clip they met in the second clip it was apparently only an oral verbal communication, she could just here him she could not see what he was doing, she could not see where he was he could not see the painful the pain on her face. When, she was talking about the death of her of the mother of a grand children as she put it, apparently princesses Daina was divorced at that point and she was no longer her royal highness, at that point.

She was no longer the wife of the queen, son she was no longer the queens daughter in law, so she says, but she still the mother of my children my grand children. And so they was they was a considerable amount of a motion that she that the queen could portrait, when she was not talking directly or when she was not face to face with somebody who was professionally junior to her. So, she is here this person is here she does not have to share her emotions with him, but she does that in the last clip, she is become more comfortable in her interactions with the prime minster.

And she takes the liberty of sharing her feelings and emotions with the prime minster when she says I never been hated, so much before it makes me sad. And you can see the tears welling up in her eyes, you can see the sadness on her face that she has not been able to show to till that point or share till that point, with this new man who as formed a government. And who is immediately junior to her in that hierocracy, who decides what to say who decides how to say things how do you handle topic changes how do you handle outside interruptions in the first clip, there is an interruption. You know it was of course, planned as you can make out, how do you terminate interactions in the second clip tony Blair says lets in touch, and she says yes, lets and put sound.

The phone that is not how you would end it conversation with somebody, who was in a higher level of hierocracy the new word, which she says yes, lets and just ends the conversation, there in then. There is no tapering of the conversation what happens in


India are in very high context cultures you heard about you learnt inter cultural communication, so you would know the difference between high and low context cultures. And you know that in high context cultures conversations taper off, we take half an hour to 45 minutes to say good bye to somebody and see them off at the door.

We invite people for dinner and depending on our level of comfort with them, the goodbye's by talk to you later give my love to your kids give my regards to your parents all that is goes on. It goes on the phone, it goes on chat messages, it goes on at the door, when we are seen somebody of and it is sort of slowly papers down, and what you say in that clip was of course, she was angry, but it was in the good bye. There was a difference in the manner in which the interaction ended in the first conversation and the second conversations, it was very, very ((Refer Time: 49:37)). How do you terminate the interactions how frequent contact, in the first clip the queen mentions that there are going to have weekly meetings.

So, I am the queen I decide how often I want to meet a person who reports to me, I want to meet you on a weekly bases and of course, something else happens. And then you see things, but I mean, so you know those decisions are take those rules are made how satisfied are you with those rules, and again the some discussion about how Tony Blair want to stuff to address him, and he cannot negotiate that with the queen, but initially you know he has to really follow the rules. So, the queens attended, I am sorry I do not know the actual terminology for or may be for the butler, I am not I do not know the exact terminology for a person, similar to a butler in the royal families.

So, somebody else who knows a better term is welcome to advise on it, but this person tells Tony Blair and his wife how they are suppose to behave, in the queens presents verbally nonverbally all of those things, and you know how satisfied you are with those rules will determine what happens after that.


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Co-orientation on communication rules


(Farace, Monge & Russell, 1977)

- Model arising from the work of Newcomb (1953), modified by Chaffee, McLeod, and Guerrero (1969).
- Describes how a person views an object or event and some other person at the same time.



We do not have time for very much else, but I will quickly go over some of the important aspects in co-orientation, co-orientation means orienting ourselves similarly in a similar fashion to communication rules. And then this model describes how a person views an object or event and some other person at the same time, how do I view the situation how comfortable, I am there are two important concepts in this which are agreement.


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Concepts in co-orientation

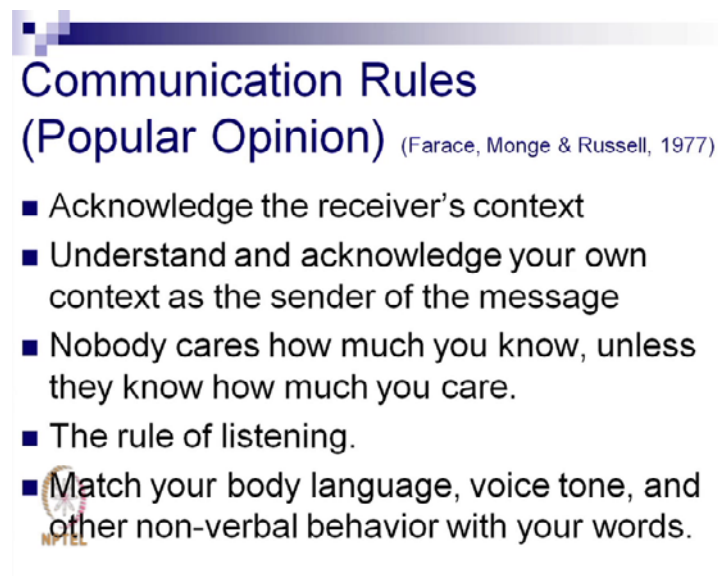
(Farace, Monge & Russell, 1977)

- **Agreement:** The similarity between how a manager describes a communication rule and the way the subordinate describes the same rule.
- **Understanding:** Agreement when it is not evaluative.
- **Accuracy:** Based on the prediction or estimate of the other's view of a communication rule, versus the actual description of the rule given by the other.



Agreement is the similarity between how a manager describes a communication rule and the way the subordinate describes the same rule, we are we on the same level are we on the same platform are not. And accuracy is the actual one is being in agreement I know what you are saying you know what I am saying, but are we right about it.

(Refer Slide Time: 51:56)




Communication Rules (Popular Opinion) (Farace, Monge & Russell, 1977)

- Acknowledge the receiver's context
- Understand and acknowledge your own context as the sender of the message
- Nobody cares how much you know, unless they know how much you care.
- The rule of listening.
- Match your body language, voice tone, and other non-verbal behavior with your words.

So, that is and we do not have time for the model today, but now I have given you, who coined this I have given you information on, who coined the model and I would urge you to look it up yourselves and figure out details yourselves. Some popular opinion about how communication rules should be exercised acknowledge the receivers context, understand and acknowledge your own context as a sender of the message nobody cares how much you know, unless they know how much you care.


I should have that bonding I should know that you are concerned about how I feel, and in that if I know about that we can always negotiate the rules. There is a rule of listening, when you should listen, when you should stop talking, when you start talking, so all of those things need to be negotiated, match your body language voice tone and other nonverbal behavior with your words.

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Communication Rules (Popular Opinion) (Contd.)(Farace, Monge & Russell, 1977)

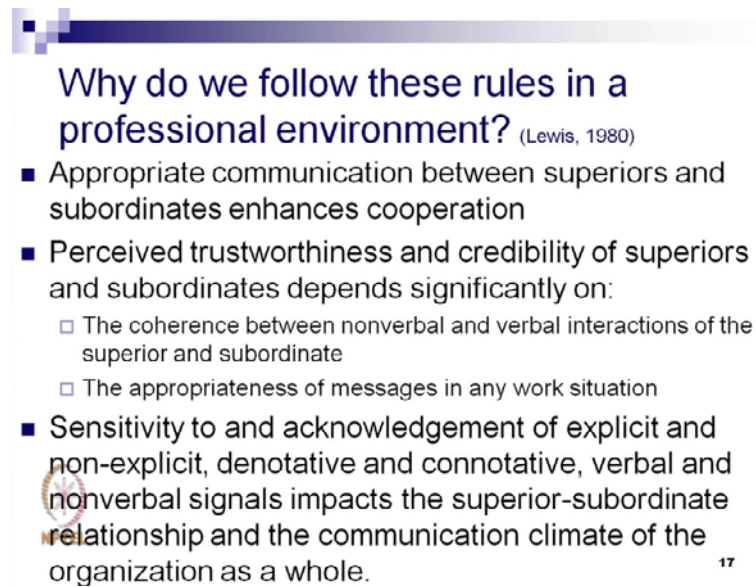
- Keep your communication pure and simple. Do not contaminate it with sarcasm, witticisms, or put downs.
- Repeat and review. Tell them first what you are going to tell them, then tell them, and then tell them what you just told them.
- Check. Ensure the accuracy and comprehension of your message.
- Walk your talk. Match your actions with your words.



Keep your communication pure and simple again these are some tips, I am sure this list is not exhaustive you can add whatever you feel needs to be added to this list. Do not contaminated with sarcasm witticism or put downs, do not point fingers at others, do not be nasty to others do not be negative repeat and review, when you are negotiating rules. Especially, if you want rules to be very, very strictly followed check and ensure the accuracy and comprehension of your message especially if it is a critical message and walk your talk match your actions with your words.

Ensure, that there is a coherence between your intension, what you say and how you said and by how we mean to nonverbal messages that are exchanged the manner. In which these messages the order of these messages, the manner and which sees messages are exchanged all of that forms a part of the how you share your communication or how you share your messages with people who are actually going to be able to do something about that.

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Why do we follow these rules in a professional environment? (Lewis, 1980)

- Appropriate communication between superiors and subordinates enhances cooperation
- Perceived trustworthiness and credibility of superiors and subordinates depends significantly on:
 - The coherence between nonverbal and verbal interactions of the superior and subordinate
 - The appropriateness of messages in any work situation
- Sensitivity to and acknowledgement of explicit and non-explicit, denotative and connotative, verbal and nonverbal signals impacts the superior-subordinate relationship and the communication climate of the organization as a whole.

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Why do we follow these rules in a professional environment, we had discussed these things, we briefly touched upon these things in the lecture on nonverbal communication, and I am just trying to adapt all this, because all this matters a lot in a professional situation. So, expanding I am taking the liberty of expanding, the pi here appropriate communication between superiors and subordinates enhances cooperation, if the how is worked out if that rules.

If the manager, superior and subordinate are on the same platform they are in agreement about what is rules mean, how they should be followed then cooperation becomes easier. So, I should know what you want me to do in a particular situation are you comfortable with me receiving phone calls are not, and once I get that feedback from you I can modify my behavior in such a manner, so that you are comfortable.

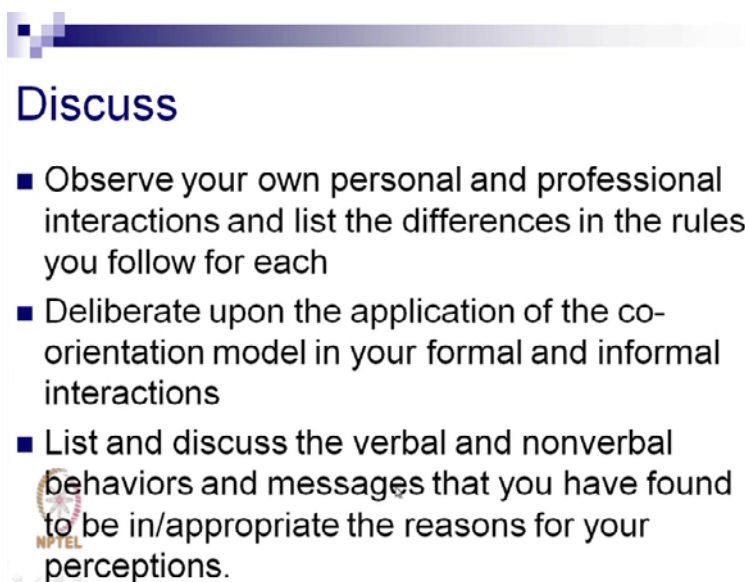
And that sort of helps us cooperate with each other perceived trustworthiness and credibility of superiors and subordinates depends significantly, on the coherence between nonverbal and verbal interactions of the superior and subordinate. They need to be in consumption, they need to be coherent, they need to be on the same level, and the appropriateness of messages in any work situation, so what is considered right, it is not what is right.

Everything, depends on the (Refer Time: 55:25) appropriateness of my messages depends on your ability or your perception of what I am sending to you. It depends on

the on your perception of the fitness, how well fit how well does it gel with or connect with what is really going on, that is the appropriateness of messages. And your and my perception depends on what I understand of the situation, and how well I think what you send me or the message you have coined fits in where the whatever I am expecting or with the situation that is meant to fit in.

Sensitivity to and acknowledgement of explicit and non-explicit denotative, and connotative verbal and nonverbal signals impacts the superior subordinate relationship, and the communication climate of the whole organization, you have this in place you got everything.

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Discuss

- Observe your own personal and professional interactions and list the differences in the rules you follow for each
- Deliberate upon the application of the co-orientation model in your formal and informal interactions
- List and discuss the verbal and nonverbal behaviors and messages that you have found to be in/appropriate the reasons for your perceptions.

And now, let us discuss something's before we end today's lecture; I would like you to observe your own personal and professional interactions, and list the difference in the rules you follow for each. Figure out your where you interact with people and you know how you negotiate these rules, I have just given you the topics, they are pretty self explanatory you can links some of in class with the video clip that you just saw.

And find out where you follow what kind of rule, and how you negotiate these rules unless the differences in the rules, you follow for each of your interactions depending on your relationship with the receiver of the messages you send out. Deliberate upon the application of the co-orientation model in your formal and informal interactions after you had a chance to review it. I am sorry, I dint get a chance to touch upon it much, but I

urge to read up more about this, and see whether it fits in and list in discuss the verbal and nonverbal behaviors and messages.

That you have found to be appropriate or in appropriate and the reasons for your perceptions regarding the appropriateness of these messages, figure out why you think some messages are appropriate or inappropriate in different situations. What makes them appropriate what makes them in appropriate, and you discuss these things and today's lecture. And the message that I want you to send out through the today's lecture, and what I wanted to teach you about communication rules in this class will become very, very clear to you wish you all the best.

Thank you.