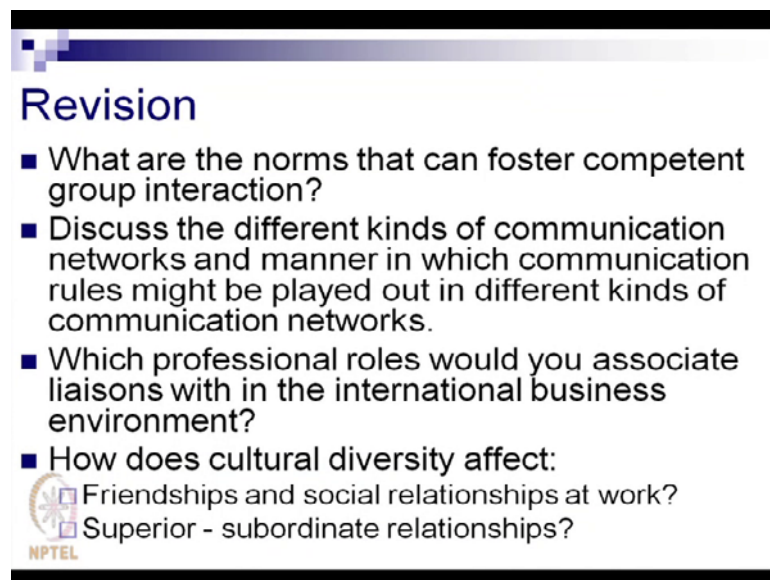


**International Business Communication**  
**Prof. A. Malik**  
**Department of Management**  
**Indian institute of Technology, Kharagpur**

**Lecture - 29**  
**Persuasive Communication**

Welcome back to the class on international business communication. We have talked about different things in the past, we have talked about communication in context, we have talked about the impact of context on communication, we have talked about, how context plays a role in deciding whether communication is effective or not. We have discussed the role of the receiver's context in the interpretation of the message as effective or not. Today, we will talk about persuasive communication, which is more of you know why people agree to do certain things. That is at the very basic level, persuasive communication is knowing why people or having people change the way they do things or having them change from their current state to a different state.

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**Revision**

- What are the norms that can foster competent group interaction?
- Discuss the different kinds of communication networks and manner in which communication rules might be played out in different kinds of communication networks.
- Which professional roles would you associate liaisons with in the international business environment?
- How does cultural diversity affect:
  - Friendships and social relationships at work?
  - Superior - subordinate relationships?

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So, let us go on to revision first as usual; the first thing I would like you to discuss is what are the norms that can foster competent group interaction? I would like you to discuss, how what kinds of norms can be, can help the competent interaction, can facilitate competent interaction in any group or team. The second thing I would like you to discuss is the different kinds of communication networks and the manner in which

communication rules might be played out in different kinds of communication networks. We have talked about the different communication networks, we had talked about the y shaped network, we have talked about the wheel. So, we have talked about different kinds of networks, we have talked about the clicks, we have talked about liaisons and bridges.

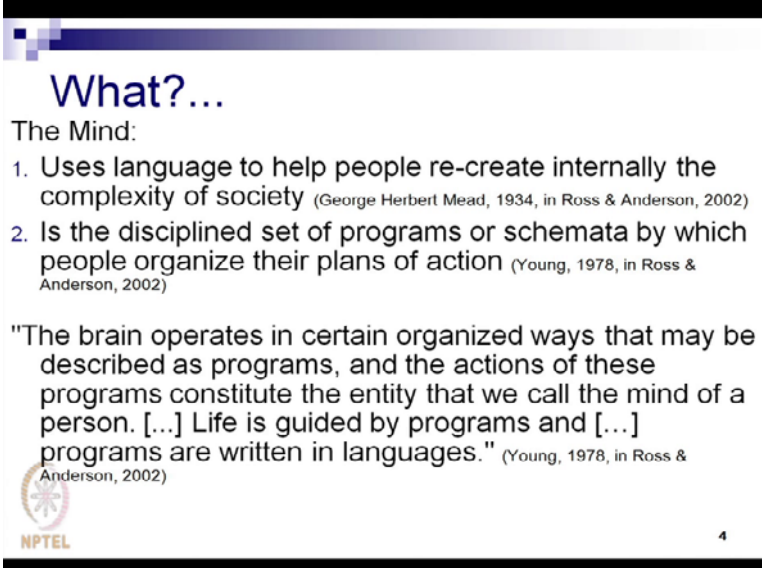
And, I would like you to go back to all of that, and figure out how rules might be differently played out, where would rules change and how would they change in these different kinds of networks. And the next thing I would like you to discuss and revise is which professional roles would you associate with liaisons in the international business environment. Again in the international business environment, what kinds of professional roles would be liaisons? What kinds of professional roles could be considered as liaisons? And which kinds of professional roles might be considered as bridges. And why do you think they are liaisons or bridges. And who do you think are clicks? I mean the word click has a negative connotation.

So, I would like you to discuss; how these things are played out especially in international business. What kind of qualities would somebody who can be called a liaison? Needs to have especially in the context of international business especially in places where? I will give you a hint in situations, where the languages between the interacting countries or the languages of the interacting countries are different. So, think about these things that is a hint and figure out how, what kinds of characteristics or would liaisons need to have. And which specific key peoples or key roles would need to be could be called as liaison. The next thing I would like you to discuss is; how does cultural diversity affect friendships at work? How does it affect social relationships at work?

And, again when we say friendships and social relationships, I am also expecting you to discuss the stresses that are placed on teams and groups. The way friendships are formed the way members are socialized all of that stuff. And the rules that are played out and the manner in which communication rules might be played out in these friendships. And how does it affect superior subordinate relationships. And the communication activities that go on between superiors and subordinates. So, we had trust was one very important such activity feedback was another. How would cultural diversity affect? How trust is established? How would cultural diversity affect how feedback is given and received?

And why do you think these things are affecting cultural diversity is affecting or in what in cultural diversity might be effecting the rules in the settings. Let us move on to after you have done that then, we will move on to changing minds.

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**What?...**

The Mind:

1. Uses language to help people re-create internally the complexity of society (George Herbert Mead, 1934, in Ross & Anderson, 2002)
2. Is the disciplined set of programs or schemata by which people organize their plans of action (Young, 1978, in Ross & Anderson, 2002)

"The brain operates in certain organized ways that may be described as programs, and the actions of these programs constitute the entity that we call the mind of a person. [...] Life is guided by programs and [...] programs are written in languages." (Young, 1978, in Ross & Anderson, 2002)

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Now, what do you mean by a change of mind? The mind, when we say change of mind what we are essentially talking about is; the when we say the mind use uses language to help people recreate internally the complexity of society. Then, we are talking about mind and language. And how a language affects the mind? And this was proposed by George Herbert Mead, a well known anthropologist in 1934. And this has been mentioned in this book by again; I am sorry, the name of the book is not by Ross Anderson, and it is Anderson and Ross. I have made that mistake in the past and I apologize for it. So, this is this book question of communication Anderson and Ross. It is not Ross and Anderson here, it is Anderson and Ross. I will make that correction for the future slides.

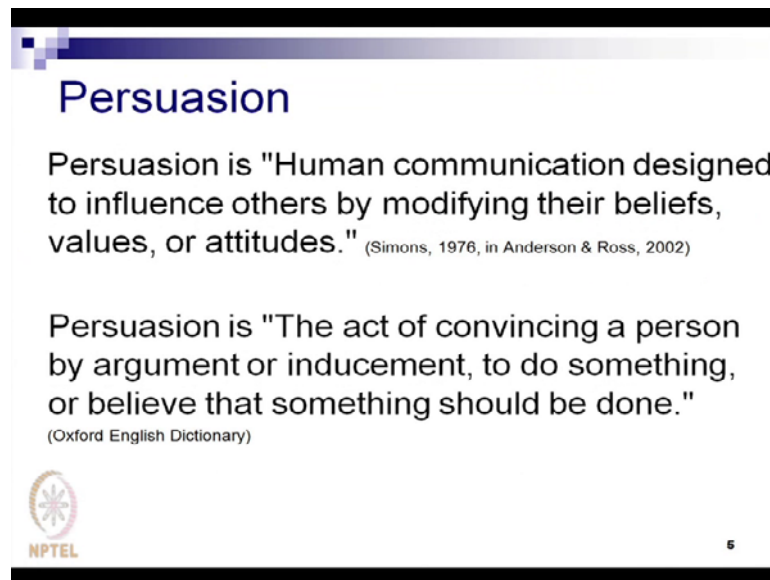
Is the disciplined set of programs or schemata mind is the disciplined set of programs or schemata by which people organize their plans of action? Again, this has been mentioned in this book, but we will not read the book we will focus here. So, again you know this university that are functioning on; what the mind is and what it can do. But at the very basic level, the brain operates in certain organized ways that may be described as programs. And the actions of these programs constitute the entity that we call them mind

of a person. Life is guided by programs. And programs are written in languages and that is really the connection. Let me explain this to you, what happens is; let me say that the brain operates in certain organized ways. Now, what we are essentially saying here is, that the brain is functioning based on the internal and external stimulate has received and it is processing. It is continuously processing the stimuli.

And, it is organizing whatever it is processing. And this organizations happens by way of programs every brain has a specific manner in which it organizes all the keotic information. We all have our unique ways in which we store this information. It is not stored as keas. Imagine what would happen, if you have an organization with a 1000 people. Everybody was doing what they expected they were expected to do. But they were not really and you know everybody was trying to work towards making the organization work. But they were not really classified into different tasks. What would happen? Just take a field, I mean just you know somebody who is stealing a field people are everybody sort of digging into the field. But that can only go on for so long. After that, you have to really specialize the tasks. And give them special tasks and at least remarket there areas.

So, everybody knows what each one is responsible for and what specifies tasks each one is suppose to do. And that is pretty much what the mind does. There are ways according to which the mind organizes the information it gets; it puts all the information into different categories and that is how the mind works. And of course, this is not a class on mind and behavior. So, we would not really go into it. But that is pretty much reconnection between the brain and mind and programs. And how do we come up with these programs. And how do we come up with these classifications? We use language to identify these categories. We use whatever verbal nonverbal images to categories things. But we definitely have a name for each of these categories in our own minds. And that name comes from a language which is a system of symbols again.


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**Persuasion**

Persuasion is "Human communication designed to influence others by modifying their beliefs, values, or attitudes." (Simons, 1976, in Anderson & Ross, 2002)

Persuasion is "The act of convincing a person by argument or inducement, to do something, or believe that something should be done."  
(Oxford English Dictionary)



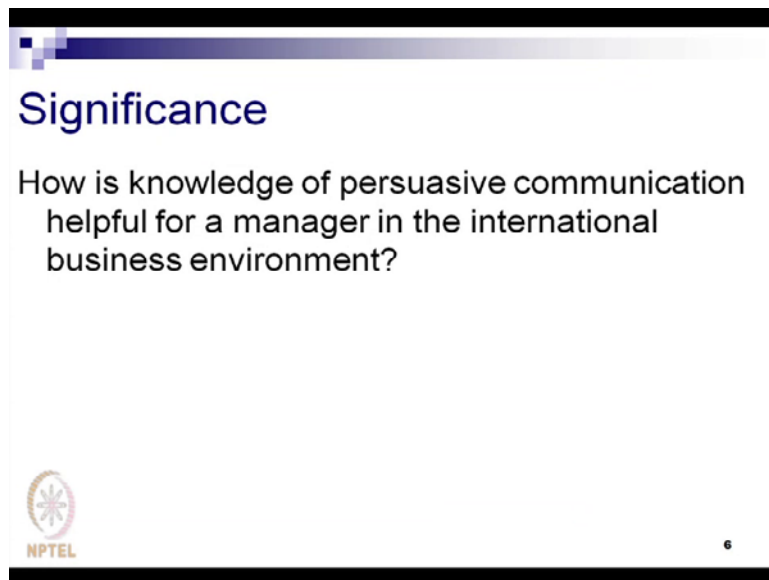
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So, when we talk about persuasion; we say human communication persuasion is human communication designed to influence others by modifying their beliefs values or attitudes. And Persuasion according to oxford English dictionary is the act of convincing a person by argument or inducement to do something or believe that something should be done. Now, let us connect it to the mind. Let us connect it to what we were talking earlier. Our brain has a certain set of program. It has a manner, a specific manner in which it organizes things, a specific manner in which it organizes information, analyzes that information stores that information. When we talk about persuasion; we are essentially talking about changing the way these programs work.


We are essentially talking about modifying the manner in which the something in this programs. You know you instead of going from A to B you go from A to C. Why do not you try that? So, that is what we essentially trying to do. We are essentially trying to tell the targets that they should be moving from A to C instead of A to B. and that is what persuasion is. You change the way or you initiate a change in a manner in which the target person's brain processes and organizes and stores the information. And that is persuasion you know at the very core.

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**Significance**

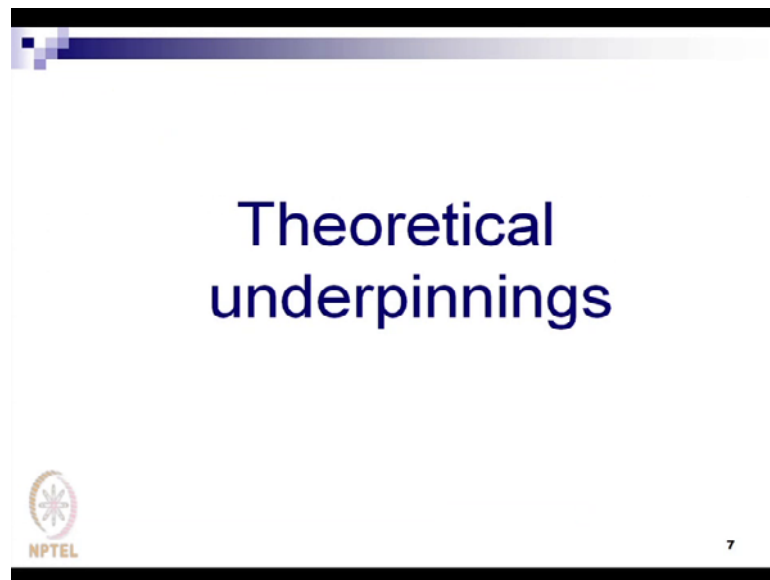
How is knowledge of persuasive communication helpful for a manager in the international business environment?

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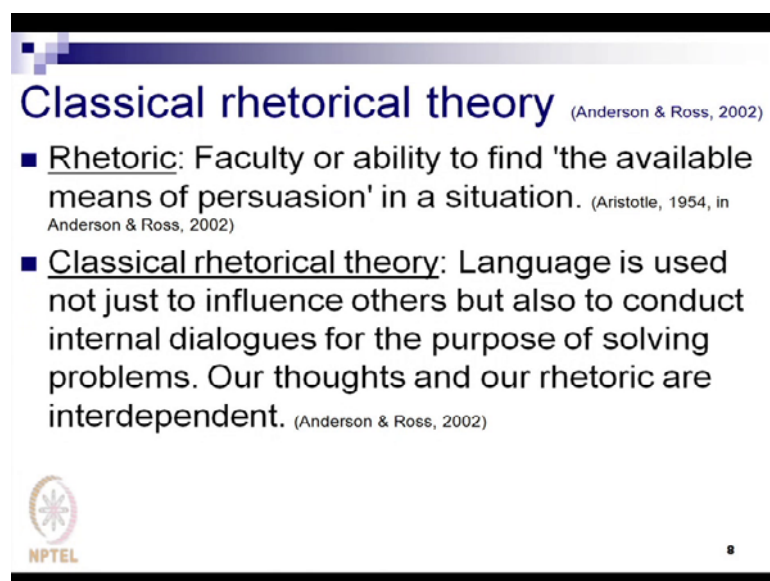
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Now, please discuss amongst yourselves, how in knowledge of persuasive communication is helpful for a manager in the international business environment? I just told you what persuasion is. I am not going to give you the answer to this. I would like you to come up with the answer to these yourselves. You can discuss something right now, or you can start thinking about it. And listen to what I have to say and discuss at the end of the class. According to whoever is coordinating these classes at you are ((Refer Time: 11:10)). Some theoretical underpinnings of persuasive communication again, I am sorry to bore you. But then, this is really essential and will help you understand things at a conceptual level.

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Classical rhetorical theory is the first one that we will talk about. This was given by Aristotle. Many years ago in BCs you know it was, I think 300 to 400 to 300 BC and but when we say Aristotle 1954, we are not talking about Aristotle himself having published these theories. These theories have been translated by people over the years. And the translation that we are referring to was published in 1954 that was this timeline is. Rhetoric is the faculty or ability to find the available means of persuasion in a situation. And that is essentially we are keenness to look for a means of persuasion in a situation are ability to figure out, that something that there is something in this that can help me

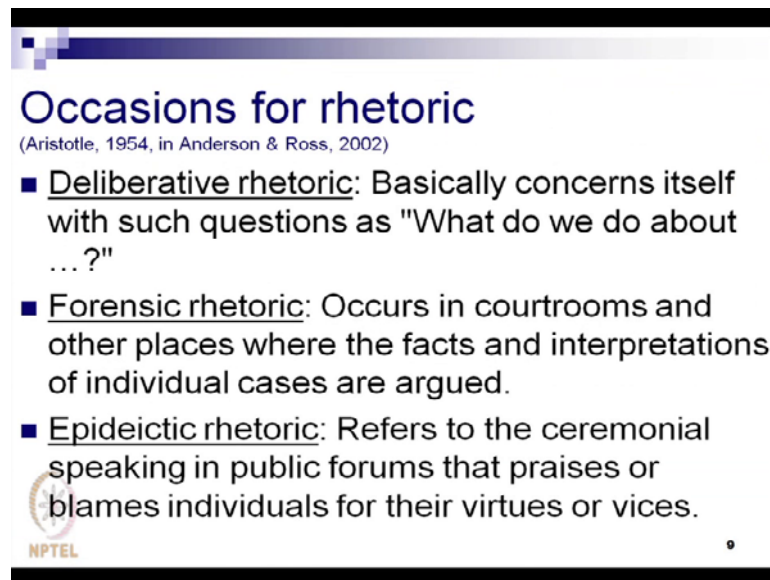
change my mind. And that is rhetoric and you or you take a situation and you find there is something in that situation that can change a person's mind.

Then, you use that to change people's mind so that is rhetoric. Classical rhetorical theory suggests that languages used not just to influence others, but also to conduct internal dialogues for the purpose of solving problems, our thoughts in rhetorical are interdependent. So, let me explain this to you this is been proposed by again this is based on the theory by theories by Aristotle. What this essentially says is; now, if there is a possibility of using some symbols to change somebody's minds, we use language to explore that possibility and to use that possibility to its maximum advantage. And according to classical rhetorical theory, we say that language can not only be used to influence others. It can also be used to conduct a debate within ourselves.

So, that we can explore different possibilities and we can change our own minds. And we can solve problems and we can sort of way the alternatives using languages our own minds. And again for somebody who is I know this is not the PhD class in communication theory. But you should start thinking about these things. What in language might be helping you influence your own intra personal communication? What among what in the specific language that you use can be used to change other people's minds, we will go more into it. So, I will explain this further. What according to this theory our thoughts and our rhetoric? Which means, what we are thinking and what we find in what we are thinking or the persuasive elements of what we are thinking? And what we are thinking are interrelated they are interdependent .That is pretty much what the classical rhetorical theory says.



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**Occasions for rhetoric**  
(Aristotle, 1954, in Anderson & Ross, 2002)

- **Deliberative rhetoric:** Basically concerns itself with such questions as "What do we do about ...?"
- **Forensic rhetoric:** Occurs in courtrooms and other places where the facts and interpretations of individual cases are argued.
- **Epideictic rhetoric:** Refers to the ceremonial speaking in public forums that praises or blames individuals for their virtues or vices.

NPTEL

Occasions for rhetoric; some opportunities where we can use rhetoric, one is deliberative rhetoric. It basically concerns itself with such questions as; what do we do about X? Which means, that when we stimulate a discussion initially it is status code, but when we point out that there is an opportunity for something to be done? People start thinking about it. People start deliberating about it. People start discussing it. And they actually end up changing their minds everything is great. So, let us take an example, when we are trying to sell say cornflakes. So, we say the food I have is great, but what do we do about texture? Now, cornflakes at the nutritive level are very similar to lot of things we normally use.

We have different cereals its maize you could actually boiled corn and have it for breakfast. You could do different things, but boiled corn and boiled wheat has similar textures. So, whether you eating a porridge or boiled corn it is just the soft guise stuff in your mouth. But then, when you are trying to sell cornflakes as an alternative breakfast cereal we say ok great. It has the same kind of nutrition, but what do we do about the texture? Is there something different that we can come up with? And that get people thinking and then they are convinced, that yes there is something different that needs to be done about the textures. So, what do we do? We take this boiled corn, we process it, we bound it, and we flattened it and make it crunchier. So, people get a different texture until a point that our people are with what they have. This is an example of deliberative

rhetoric. Forensic rhetoric is what have occurs in courtrooms and other places where the facts and interpretations of individual cases are argued.

So, what we do is the argued on the basses of facts and interpretation. We take facts and we take the interpretations of those facts and we argue upon the logic behind these interpretations. And that is and uses those interpretations and our own individual logics behind those interpretations to convince people based on facts that are for an in forensic rhetoric. The third one here is Epideictic rhetoric; this refers to the ceremonial speaking in public forums. That praises or blames individuals for their virtues or vices. What we are referring to here is exaggeration of a person's personal qualities. So, we use that to convince people. We just inflict things; we use flowery language, if you remember we had talked about commutations styles in previous lecture. And at that point we had talked about flowery language.

And, what epideictic rhetoric does is; it uses flowery language, it uses exaggerations to convince people. You have something small and you enlarge it. You say so and so took one bribe. So and so succumbed to a bribe somebody went to this particular person's office and offered a bribe of share 1000 rupees which is not very much in this age and the person took it. So, this means that if some, if a person can succumb or a person can accept a bribe of 1000 what is preventing him, from accepting a bribe of 5 lakhs tomorrow. So, this person should not be promoted to the higher ranks, because the opportunities for offering bribe would be very large. You sort of inflated or this person is very bad, how could this person accept a bribe? You know a bribe is a bribe. Weather, its 1 rupee or 1000 rupee or 100000 rupees which is a 1000000 rupees. How could this person accept a bribe? And sort of you know, you just let it all out or you say this person is very nice, this person is been known to be very sincere in our front.

And, it has been known that this person has been putting in has been standing up for what is right this person has never succumbed to taking a bribe. Even when 500000 rupees were offered to him or 500000 rupees means 500000 for our international audiences I am trying to clarify this. 500000 rupees were offered to the person, the person did not take the bribe. So, I am using that I am just inflating this and I am using that to convince people, that this person is very righteous very unrighteous kind of person. And that is epideictic rhetoric I am using an opportunity praising a person for his or her virtue and doing it in public. So, people will listen to me and agree with me ok.

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**Inartistic and artistic persuasive appeals** (Anderson & Ross, 2002)

Inartistic means of persuasion: emphasizes the discovery of the facts of a given case that are largely external to the choices of the individuals concerned. They are simply 'found' in the situation or in the external inducements e.g. oaths & torture (Aristotle, 1954, in Anderson & Ross, 2002)

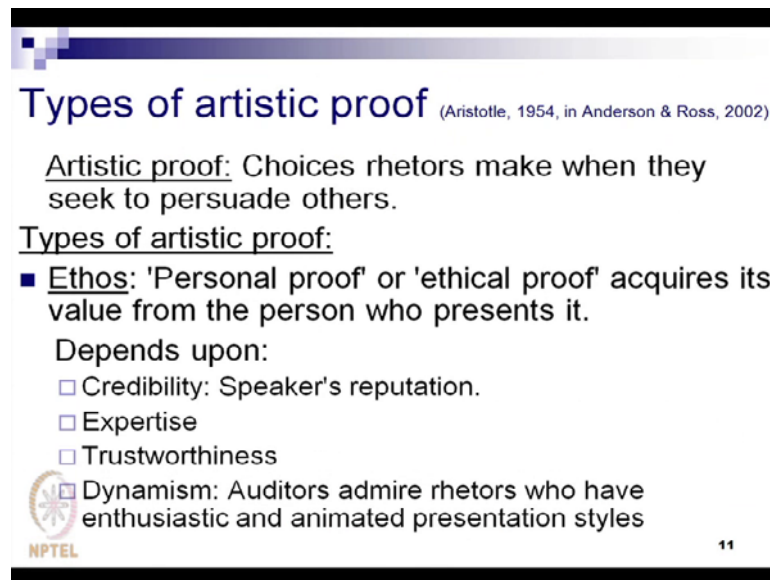
Artistic means of persuasion: Facts must speak for themselves; they must be interpreted and presented creatively in order for them to have an influence on an audience. (Aristotle, 1954, in Anderson & Ross, 2002)

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Inartistic and artistic persuasive appeals; we have different kinds of appeals. Inartistic means of persuasion are; they emphasize the discovery of a given external to the choices of the individuals concerned. They are simply found in the situation or in external inducements. For example, oaths and torture now, these are the more crude means of persuasion, you have taken an oath. So, you have to do this by virtue of this oath you said you would speak the truth and always the truth and never lie or whatever. So, you use that oath and pin everything on to that oath. And that is inartistic means of persuasion or you torture a person into saying something. Artistic means of persuasion are more shuttle facts must speak for themselves they must be interpreted and presented creatively in order for them to have an influence on an audience.

So, you sort of creatively present facts and you say you know these are the 4 or 5 facts. And why do not you figure out for yourselves you organize the facts in such a manner that the listeners are propelled towards deciding in one direction. You do not state the ultimate goal of persuasion upfront. You let the people use I mean you organize the facts in such a manners that the answers come out of those facts on its own. And that is the artistic means of persuasion. So, it is sort of deliberately arranged facts and figures.

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**Types of artistic proof** (Aristotle, 1954, in Anderson & Ross, 2002)


Artistic proof: Choices rhetors make when they seek to persuade others.

Types of artistic proof:

- **Ethos**: 'Personal proof' or 'ethical proof' acquires its value from the person who presents it.

Depends upon:

- Credibility: Speaker's reputation.
- Expertise
- Trustworthiness
- Dynamism: Auditors admire rhetors who have enthusiastic and animated presentation styles

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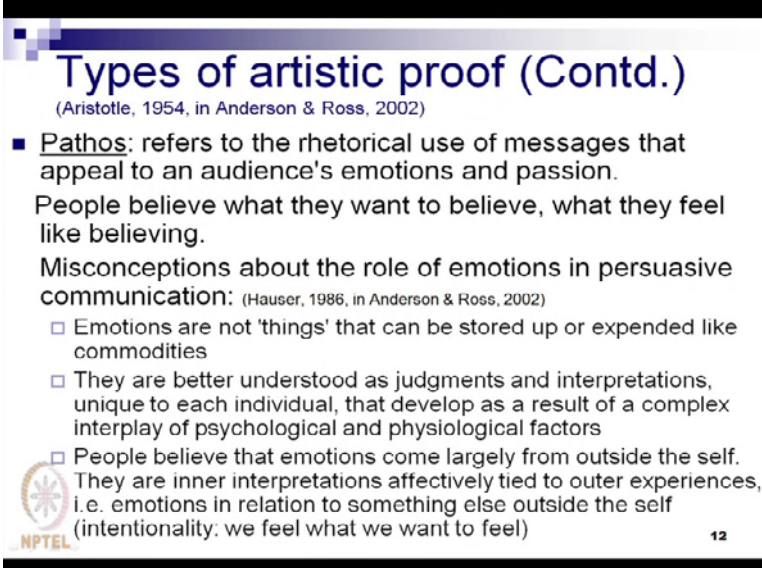
Some types of artistic proof; the first one here is Ethos personal proof or ethical proof which acquires its value. Sorry, artistic proof is a choice rhetors make when they seek to persuade others. They are the choices, they are the things and they are the concepts rhetors. When we say rhetors; these are people who use rhetoric or persuasive communication. So, these are the choices they make or these are the concepts they use to convince others to agree to what they are saying. Types of artistic proof; we have ethos. Ethos is personal proof or ethical proof which acquires its value from the person who presents it, which means it is more about who is talking. So, it is proof about the person now, this is of various types and it depends upon the credibility of the speaker, the speaker reputation which in term depends upon the environment that the speaker is in. Expertise of the speaker trust worthiness and dynamism.

Auditors admire rhetors, who have an enthusiastic and animated presentation styles. Whatever, the case may be they interpretation lies in the hands of the receiver. Here, we say auditors we are not talking about people who go and audit companies. We are talking about peoples who are listening to you. And when we say auditors here auditors admirator's people who are listening admire people who speak with a lot of energy. So, you know the, how would you feel if I was just sitting here. And I was just reading here, artistic proofs choices rhetors make when they seek to persuade others types of artistic proofs ethos personal proof or ethical proof acquires its value from the personal presents it. How do you feel about this? Nothing, but when I actually look at you, I move my

hands, I move my neck, I do this I sort of move my torso. And the energies reflected, my voice goes up and down. You tend to pay more attention and this is what dynamism is. And people who are listening tend to respond better to the speakers who exude energy, who throw out energy into the audience's. Credibility of course, we know speakers reputation.


Expertise again, you indicate your expertise either by telling people that you are expert or by discussing things that is logical to the person and trustworthy of course, it cannot be built in one day. It comes with time, but then, that also influences the Ethos of any appeal any persuasive appeal. So, that contributes to the personal proof, I have been trained in such and such things. I have a reputation for being for saying the right thing and for admitting my mistakes. I am trustworthy you can believe what I am saying. You can believe that whatever I am telling you is the way it should be. And I am saying it with a lot of fervor. And so that contributes to your belief in me, because of my personality and that is Ethos.

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**Types of artistic proof (Contd.)**  
(Aristotle, 1954, in Anderson & Ross, 2002)

- **Pathos:** refers to the rhetorical use of messages that appeal to an audience's emotions and passion.  
People believe what they want to believe, what they feel like believing.  
Misconceptions about the role of emotions in persuasive communication: (Hauser, 1986, in Anderson & Ross, 2002)
  - Emotions are not 'things' that can be stored up or expended like commodities
  - They are better understood as judgments and interpretations, unique to each individual, that develop as a result of a complex interplay of psychological and physiological factors
  - People believe that emotions come largely from outside the self. They are inner interpretations affectively tied to outer experiences, i.e. emotions in relation to something else outside the self (intentionality: we feel what we want to feel)

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The second type of artistic proof here is pathos. Some people call it pathos I am sorry, if I am miss pronouncing it. Pathos refers or pathos refers to the rhetorical use of messages that appeal to an audience's emotions and passion. People believe what they want to believe what they feel like believing. Now, this is the other thing again we are we are again going round about you know everything is rounding persons contexts. You will

believe what you want to believe. I do not believe that child abuse is a big problem, I do not want believe that it can be happen to anyone in my vicinity. Now, if god forbid for something like this happens. And I am sorry, but you know sorry for hurting the sentiments of the atheist. But we do not want such things to happen, we hear about it and we sort of shut our eyes to it or we say unethical academic practices do not take place in institution of higher education .We just do not want to believe that it can happen. And so if somebody tells us; we say no, no, it does not happen. We do not have bad student's attritety.

I am not saying it happens I am just saying that we just close or we shut our eyes to possibilities like this and this is pathos. On the other hand that is negative side. One the other hand, if somebody says that all students attritety are brilliant. I will believe it without batting an eyelid all faculty are brilliant. All faculty attritety Kharagpur are hard working. They produce large volumes of research. All the students' attritety of Kharagpur are brilliant. So, as a faculty attritety Kharagpur I will believe it because I am the part of the system, I know what happens here. And even if I am outside these four walls, just because of the reputation of I I T, I will believe it without batting an eyelid. I am like a it is I I T Kharagpur it has to be true. So, I will believe what I want to believe. And that is it sort of appeals to people's emotions of passion. Yes, we believe that if it is an institute like I I T it has to be this good.

Misconception about the role of emotion and persuasive communication; something is that we believe that. Or, do not sort of something some misconception are; one is emotions are not things that can be stored up or expanded like commodities we think that emotions are things. But they are really nothings that can be stored up or expanded like commodities. They are better understood as judgments interpretations unique to each individual. That develops as a result of a complex interplay of physiological and psychological factors. Now, what is this means that emotions are interpretations. My emotions are my interpretations of how comfortable what something is and how comfortable I feel in that situation.

So, they are unique to each individual and when we say mass emotions that is unfortunately a misconception, but then, we use it. It is use to advantage of people who were trying to persuade people. The other thing here is; people believe that emotion comes largely from outside the self. They are inner interpretations affectively tied to

outer experience. That is emotions in relation to something else outside the self. I feel what I want to feel. We were talking about disqualification the other day. Disqualification is I will not feel what you want me to feel. I will not react in manner which you want me to react. I will not interpret the message in the manners that you want me to interpret it. I will interpret it the way I want to interpret it. You are trying to hurt my feelings; you are trying to get me angry I would not get angry. I will not let it defeat me negatively.

So, that is disqualification this is pretty much what we are saying here, emotions come largely from outside. We say our emotions what I feel is tied to something outside. No, it is tied to what I want to believe about whatever is happening outside. If I do not want to let whatever is happening outside affect me then, I will not be affected by it. And emotions are physiology and psychology I mean they are combination of physiology and psychology. So, these are this is something and these are some of misconceptions that are used at times abused by people who want to persuade others for various reasons to buy things, to vote, to all kinds of things.

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**Types of artistic proof (Contd.)**  
(Aristotle, 1954, in Anderson & Ross, 2002)

- **Logos:** Persuasion should be based on logical arguments and reasons that a rhetor can present to an audience. Information that is presented in a precise order and accompanied by statistical support, examples, and relevant testimony encourages listeners to arrive at a specific conclusion recommended by the rhetor.  
*Syllogism:* Form of logical reasoning that moves from major premise through minor premise to conclusion. e.g. 'A' has a characteristic feature 'x'. 'B' is a subset of 'A'. Hence 'B' will also have the characteristic feature 'x'.
- *Enthymemes:* One of the two premises is implicit. e.g. 'A' has a characteristic feature 'x'. This characteristic feature 'x' manifests itself in some form in 'B'. [Hence, the listeners assume, that 'B' must be a subset of 'A' in order for it to be exhibiting characteristic, 'x'].

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The third type of artistic proof is Logos. Logos means the persuasion should be based on logical arguments and reasons that a rhetor can present to an audience. Information that is presented in a precise order and accompanied by statistical support examples and relevant testimony encourages listeners to arrive at a specific conclusion recommended by the rhetor. So, this is what we say is the right way of doing things. This is logic; if A

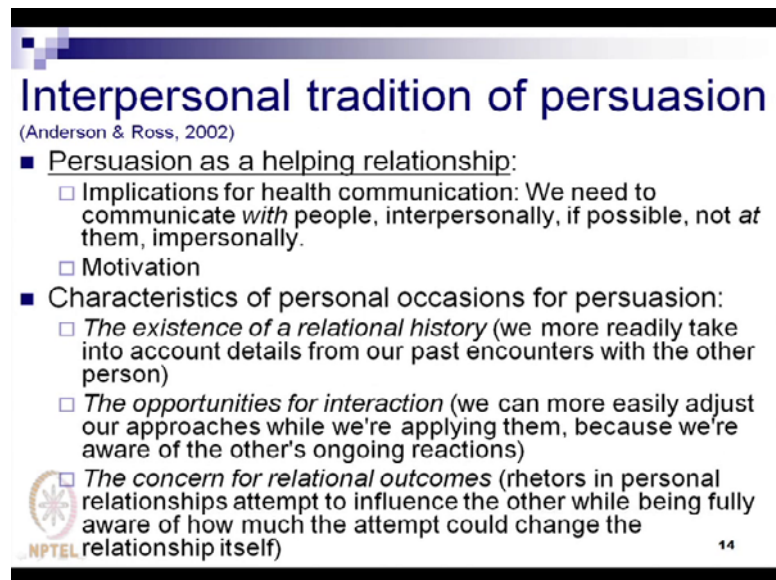
cause B and B causes C I should be able to assume that A causes C. And that is logic I am going to give you some facts that are so clearly linked to each other that you will arrive at the conclusion, that I want you to arrive it. So, that is logos.

Ethos which means I believe you because you are believable. Not because of whatever you are saying. Anything you say is acceptable, because I believe you as a person. Pathos is I believe what you are saying I feel for what you are saying I believe in whatever I want you to believe in. So, whatever you are saying an appeal to my emotions and that is way I will believe in it. And logos mean; that whatever you are saying ties in with my logical thinking. I understand the logic you are portraying to me. So, I am going to believe in whatever you are saying. That is the some of the 3 facts of artists proof that persuasive speakers use to convince others. Now, some types here, syllogism is the form of logical reasoning that moves from major premise through minor premise to conclusion. And this is the inductive reasoning similar to conductive reasoning. For example, A has a characteristic feature X, B is a subset of A, and hence B will also have the characteristic feature X.

So, we will say all horses can run fast, black is a horse and so black can also run fast so that syllogism. We go from larger subsets to a smaller specific detail. The second one here is enthymemes 1 of the 2 premises implicit. For example, A has a characteristic feature X this characteristic feature X manifests itself in some form in B. Hence, the listeners assume the B must be a subset of A in order for it to be exhibiting characteristic. Now, what are we saying here; we say that again taking the previous example all horses can run fast black can also run fast. So, assume we let it for we let the listeners decide that yes, B must be a horse and that is why you know B can run fast. So, B must be a horse, we said all horses can run fast B can run very fast. So, we sort of leave 1 of the assumptions for the listeners to figure out. And that is enthymeme and that is 1 more way of using logic to persuade people.



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**Interpersonal tradition of persuasion**  
(Anderson & Ross, 2002)

- **Persuasion as a helping relationship:**
  - Implications for health communication: We need to communicate *with* people, interpersonally, if possible, not *at* them, impersonally.
  - Motivation
- **Characteristics of personal occasions for persuasion:**
  - *The existence of a relational history* (we more readily take into account details from our past encounters with the other person)
  - *The opportunities for interaction* (we can more easily adjust our approaches while we're applying them, because we're aware of the other's ongoing reactions)
  - *The concern for relational outcomes* (rhetors in personal relationships attempt to influence the other while being fully aware of how much the attempt could change the relationship itself)

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Interpersonal tradition; we were talking about the classical rhetorical tradition of persuasion. Interpersonal tradition of persuasion is where we use persuasion as a helping relationship. Where we say that persuasion actually happens, because of the communications, because of the interactions between the 2 people. It is not because of what we think or, what we feel or, because of the way in which are mind impacts what will feel about things. It is not intrapersonal classical tradition typically focuses on the interpersonal nature of persuasion. I am doing whatever you know I am behaving according to the stimuli data coming to me from the environment. But it is after all the most of the processing happens internally. Here, we take the processing outside ourselves. And we say it is the interpersonal tradition of persuasion; how you know inter personally we can convince people to believe. And whatever we are saying or agree with our request.

So, the first point is persuasion as a helping relationship. Some implications for health communication we need to communicate with people interpersonally. If possible not at them impersonally again most of the research in this direction has been carried out in health communication. Where, doctors were trying to convince patients to take their medicines on time. And patients were not agreeing to it. And then the doctors eventually said that you know they realize they should not be telling patients what to do. They should be convincing patients to take their medication on time to undergo treatment on time to undergo in the manner they were supposed to go undergo treatment in. And so

they do not tell them what to do, they convince them. They say this is why you should be doing this. Do your resources allow you to do something like something in this direction if not I can suggest alternative course so faction. So, it sort of constructed to getting the convincing portion is constructed together by constant feedback from both the directions.

And, that is how persuasion becomes helping relationship. Some characteristic of personal occasions for persuasions; the first 1 here is the existence of relational history. We more readily take into account details from our past encounters with the other person. If I have had a history of interacting with the other person I am more likely to believe them. I have had some interaction, I have been convinced, I have managed to convince the other person at times. So, it will be easier for me to be convinced because of whatever we are talking about. And there is some relation history opportunities for interaction; we can more easily adjust our approaches while they are applying them. Because we are aware of others ongoing reactions these is here we are talking about the constant feedback we are getting from the person we are talking to. If we are in touch, we are having an ongoing interaction with the person it becomes easier for us to help the person to convince the person.

For example, I am trying to convince you through a virtual medium. I am not able to tell you all these things in person. You are not here, I do not know when you will be listening to these lectures could be 6 months from now, could be a year from now, could be 20 years from now. And so I do not have an opportunity to convince you that whatever, I am saying is right. In addition I do not have an opportunity to make any corrections to something may inadvertently saying incorrectly. And that is the difference between real time and virtual communication and even persuasion. I am trying to tell you all these makes sense to me. They may not be making sense to you, but I have no way of convincing you. If you were here, in class you could have asked me questions, but madam, how this play out, but madam how does this play out.

But we do not have that opportunity. So, it is one sided. When we are saying, we are trying to convince a person personally or persuade a person personally, we said that the opportunities for the interaction for the number of times I can talk to you, I can get feedback from you refer. Whatever, I am saying will determine how where I can convince you. Excuse me, the concern for relational outcomes; Rhetors in personal relationships attempt to influence the other. While being fully aware of how much the

attempt could change the relationship itself. Now, again then we are talking to somebody, you know many time we say when you are fighting with somebody, you should after a point you should let the argument go. Why do we say that? Because after a point, the argument starts changing the relationship and you say this is what I am saying is right. And the other person says what I am saying is right. And you both are stuck on your own points.

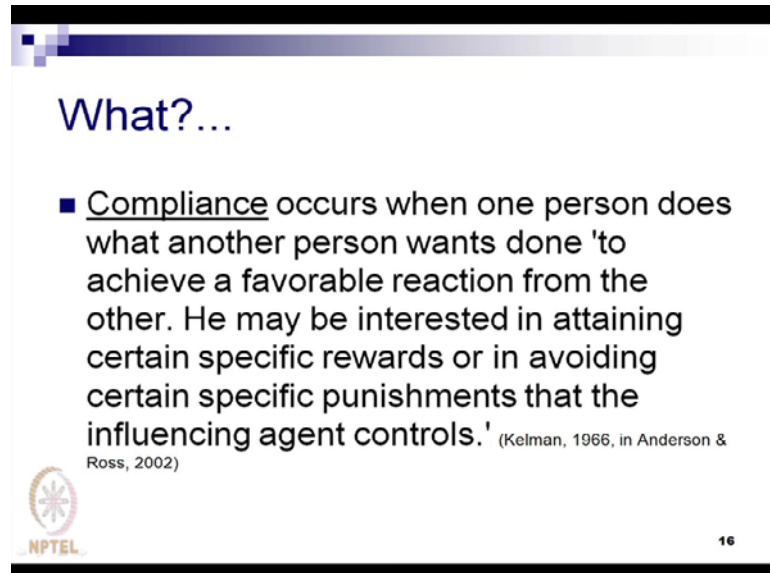
And, there is some sort of disconfirmation from either side starts an you say you know I do not to talk to you. And when the other person says this, immediately one fells oh my god am I going to lose my relationship with this person. Am I going to lose my friendship with this person? Is my boss going to be offended, is my boss going to stop treating me well? And the person says, you know what I have it, I do not want to this to continue. And at that point, the relationships becomes more important and with manner in which we were trying to persuade people changes. Now, when we were together with somebody, how we help the person is determine to a large extend by what we think of that relationship with the person. And what we think of outcome of this persuasion in terms of the relationships we have with that person. And that is what this is all about the concern for relational outcomes. How will this communication affects the relationship I have with this person.

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Compliance we were talking persuasion and compliance are interrelated. So, we will just discuss the difference.

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The slide features a blue header with the text "What?..." in white. Below the header, a blue square bullet point is followed by the definition of compliance. At the bottom left, there is a circular logo with a star and the text "NPTEL". At the bottom right, the number "16" is displayed. The slide is framed by a black border at the top and bottom.

**What?...**

- **Compliance** occurs when one person does what another person wants done 'to achieve a favorable reaction from the other. He may be interested in attaining certain specific rewards or in avoiding certain specific punishments that the influencing agent controls.' (Kelman, 1966, in Anderson & Ross, 2002)

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What is compliance? Compliance occurs when 1 person. I am sorry, let us focus on the slide compliance occurs when one person does what another person wants done to achieve a favorable reaction from other. He may be interested in attending certain specific rewards or in avoiding certain specific rewards or in avoiding certain specific punishments, that the influencing agents control, this by Kelman 1966 in Anderson and Ross. I just love this book; I have been referring this book again and again. So, what we are essentially saying here is, compiles is a form of persuasion in which 1 person does what another person wants done.

You say do this and I say ok that is compliance. I comply with your request, I comply I of course, follow your orders. But I comply with your request. He may be interacted in attending certain specific rewards or in avoiding certain specific punishments that the influencing agent controls. Why do I comply with reward? Why do i comply with a request you make? May be there is some gain at the end of it. In terms of relationship will be closer you will think me as a nice person. If you are my boss you will say he or she is obedient or if I do not listen to what you say there is a stick at the end of it. I will be punished if I do not comply with request.

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**Persuasion**

Compliance + Identification + Internalization = Persuasion  
(Kelman, 1966, in Anderson & Ross, 2002)

Identification: People change behavior & attitudes to conform not only publicly but also privately in order to identify with the persuader in a certain way.

Internalization: Person is influenced and conforms because he or she perceives deeper congruence between personal values and the behavior suggested. (Kelman, 1966, in Anderson & Ross, 2002)

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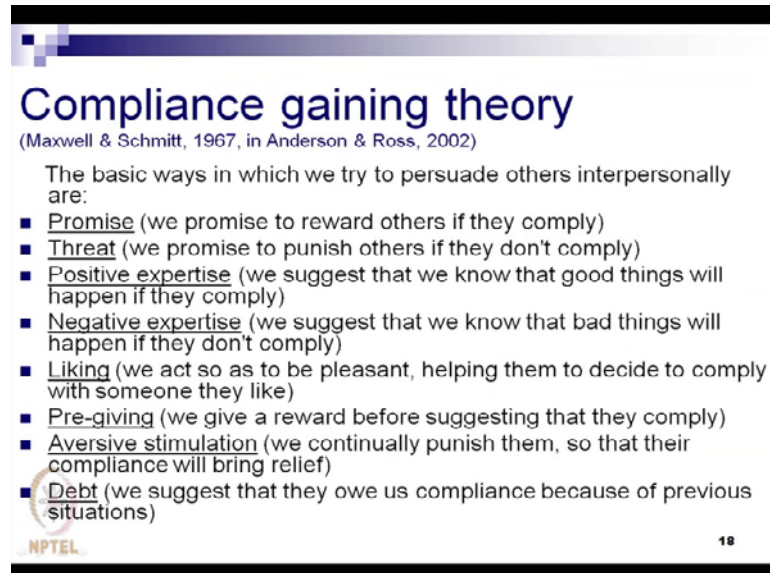
Persuasion is compliance plus identification plus internalization. So, we just discussed compliance identification is people change behavior and attitude to conform not only publicly. But also privately, in order to identify with the persuader in a certain way. Internalization is person is influenced and conforms because he or she perceives deeper congruence between personal values and be behavior suggested. So, compliance is just one part of it. Yes, I agree to do things, but why do I agree to do those things. I agree to do those things because something here, something here in my heart is convinced that something changes.

We were talking about programs for organizing information in the beginning of this lecture. And something sort of clicks either in my heart or in my mind. That you know something is right about the situation, I convince myself something is right. And then it may not always be like that, we will talk about negative persuasion at some point also. But what we are essentially trying to say is, that there is identification we change behaviors and attitude in public and also we do it in private.

After that, public situation is over; I still try in convincing myself. That yes, this is right thing to do. And I perceive a deeper congruence, I perceive a harmony, I perceive a link between what you are suggesting and what I am doing. And that is why I change my behavior and that is when persuasion is complete. When I have internalized the reason

for change and those programs in my brain have changed. The programs that process the information have changed.

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**Compliance gaining theory**  
(Maxwell & Schmitt, 1967, in Anderson & Ross, 2002)

The basic ways in which we try to persuade others interpersonally are:

- **Promise** (we promise to reward others if they comply)
- **Threat** (we promise to punish others if they don't comply)
- **Positive expertise** (we suggest that we know that good things will happen if they comply)
- **Negative expertise** (we suggest that we know that bad things will happen if they don't comply)
- **Liking** (we act so as to be pleasant, helping them to decide to comply with someone they like)
- **Pre-giving** (we give a reward before suggesting that they comply)
- **Aversive stimulation** (we continually punish them, so that their compliance will bring relief)
- **Debt** (we suggest that they owe us compliance because of previous situations)

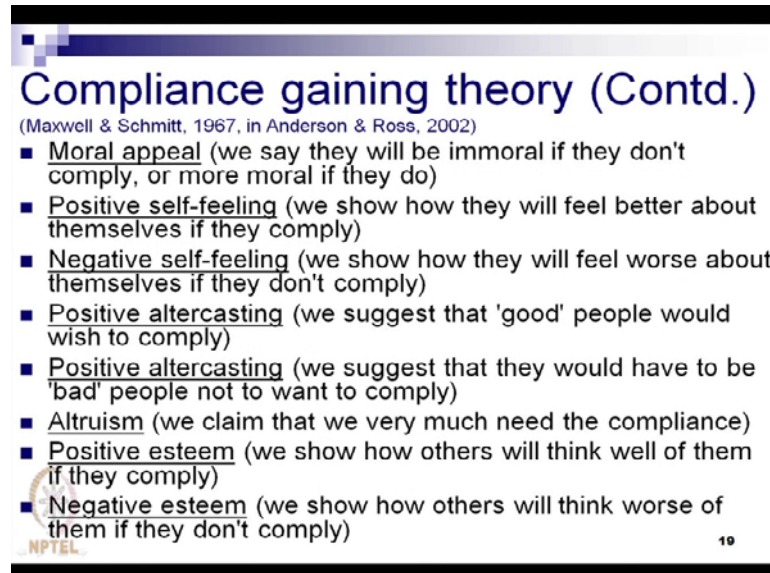
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Compliance gaining theory proposed by Maxwell and Schmitt 1967 again, published in Anderson and Ross in 2002. The basic ways in which we are trying to persuade others interpersonally are promise. We promise to reward others if they comply pretty self-explanatory. So, I will just read it, threat we promise to punish others if they do not comply. Positive expertise we suggest that we know that good things will happen. If they comply negative expertise, we suggest that we know that bad things will happen if they do not comply. So, I know again positive expertise and negative expertise is I know I am an expert. I know enough about this to know that positive or negative things will happen. Liking we act so as to be pleasant helping them decide to comply with someone they like.

Pre-giving is we give a reward before suggesting that they comply again, something an example of this could be a bribe. I am giving you all this show there is a sense of obligation will come to in a few minutes. Aversive stimulation is we continually punish them. So, there compliance will bring relief and that is we suggest the ((Refer Time: 43:31)) compliance because of some previous situation I scratched your back milliners ago. So, you have to help me now. Aversive stimulation is constantly get put them into

very difficult situations you keep sort of hammering it. And then definably given in they say I have had enough of this negativity and they gave in ok.

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**Compliance gaining theory (Contd.)**  
(Maxwell & Schmitt, 1967, in Anderson & Ross, 2002)

- **Moral appeal** (we say they will be immoral if they don't comply, or more moral if they do)
- **Positive self-feeling** (we show how they will feel better about themselves if they comply)
- **Negative self-feeling** (we show how they will feel worse about themselves if they don't comply)
- **Positive altercasting** (we suggest that 'good' people would wish to comply)
- **Negative altercasting** (we suggest that they would have to be 'bad' people not to want to comply)
- **Altruism** (we claim that we very much need the compliance)
- **Positive esteem** (we show how others will think well of them if they comply)
- **Negative esteem** (we show how others will think worse of them if they don't comply)

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Some more here, Moral appeal we say that they will be immoral if they do not comply or more moral if they do. Positive self feeling is we show how they will feel better about themselves, if they comply. So, you will feel good if you agree to do this. Negative self feeling, moral appeal there are differences here, moral appeal is this is good this is right and that is why you should be doing this. Positive self feeling is you will feel good about this would not you feel good if you help a child in need.

Yes, it is right, but will you also not feel good about it, will you also not feel good if you invite these disadvantaged children to yours home months and months and give them food. Negative self feeling is we show how they feel worse about themselves if they do not comply. You will say how will you live with yourself? If you do not help these children, how do you live it yourself? If you drive past this slum every day, how do you live with yourself? Your kids are sitting there and throwing food on the floor and look at these children they do not have 2 square meals in a day.

So, how do you live with yourself? That is negative feeling. Positive alter casting we suggest that good people would wish to comply, altruism we claim that we very much need the compliance. Altruism is helping people going out and helping people in need. And we say I really need your help, I cannot do without your help I cannot function

without help. So, I appeal to your inner needs to be helpful. Positive esteem we show how others will think well of them if they comply. And negative esteem we show how others will think worse of them if they do not comply. We do this with people who are very much concerned about what others will think of them. Whether, it is right or wrong it is different, but what people in your circle think about you. What will people in your close network think about you, if you do not do this? Now, many of these things are overlapping and Maxwell and Schmitt realized that.

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**Compliance gaining theory (Contd.)**  
(Maxwell & Schmitt, 1967, in Anderson & Ross, 2002)

Previous list later categorized into:

- Rewarding activity
- Punishing activity
- Expertise
- Activation of impersonal commitments
- Activation of personal commitments

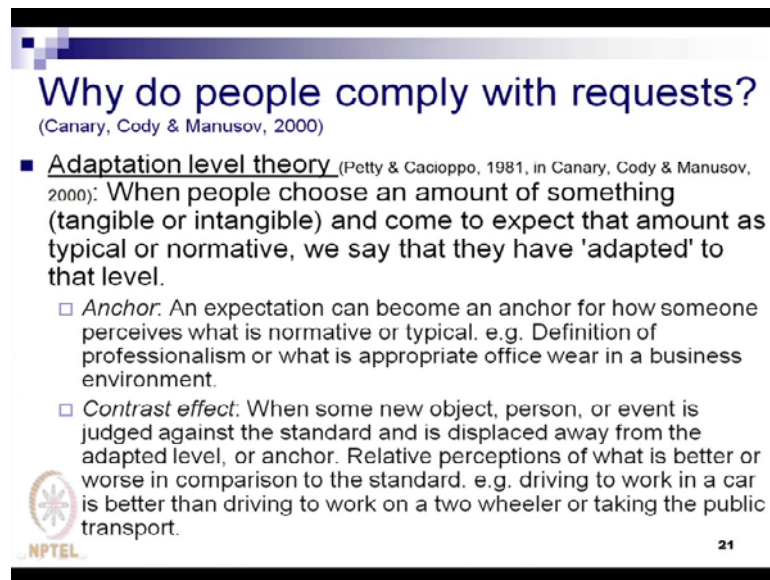
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So, they came up with some categories and I will let you figure out which of this going to the rewarding activity, which of this going to punishing activities, which of this going to expertise activation of impersonal commitments and activation of personal commitments. That is your homework figure out how these connect. But these are 5 categories into which the previous 16 points go into ok.




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**Why do people comply with requests?**  
(Canary, Cody & Manusov, 2000)

- **Adaptation level theory** (Petty & Cacioppo, 1981, in Canary, Cody & Manusov, 2000): When people choose an amount of something (tangible or intangible) and come to expect that amount as typical or normative, we say that they have 'adapted' to that level.
  - *Anchor*: An expectation can become an anchor for how someone perceives what is normative or typical. e.g. Definition of professionalism or what is appropriate office wear in a business environment.
  - *Contrast effect*: When some new object, person, or event is judged against the standard and is displaced away from the adapted level, or anchor. Relative perceptions of what is better or worse in comparison to the standard. e.g. driving to work in a car is better than driving to work on a two wheeler or taking the public transport.

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Why do people comply with requests? The first one is how do we persuade people. We persuade people by different methods. Why do people agree to being persuaded and that is what we will talk about. The first one here is; adaption level theory which was proposed by petty and Cacioppo. I hope I am pronouncing the name right in 1981, it has been published or it has been mentioned in this book by canary Cody and Manusov. I will show you this book, another book that I have been referring to quite a bit this is the book the book that I have been referring to intrapersonal communication second edition by Canary, Daniel J Canary Michael j Cody and Valerie L Manusov. And again I am sure later edition of this book are available. If you can find them please go through this book it is very helpful for understanding interpersonal communication. Why do people comply with requests? Adaption level theory is when people choose of an amount something, tangible or intangible feelings or physical things. And come to expect that amount as typical or normative.

We say they have adapted to that level. So, give you an example, we say that ok. You know black I may be fond of very bright colors, but I see everybody around me wearing black color. So, I say black is a very professional color and in relation to black I feel that say the color of this bottle is very bright. And so if I wore clothes of this color you would think that you know I am being very unprofessional. And so that is again compared to black maybe I use to wear clothes of that color at some point. But I come to believe that black is my color then, everything else is compared to black that is 1 example. Anchor

again 2 types of adoptions we make. We either anchor things or we believe things due to the anchor effect or we can help people comply or we comply requests due to the contrast effect.

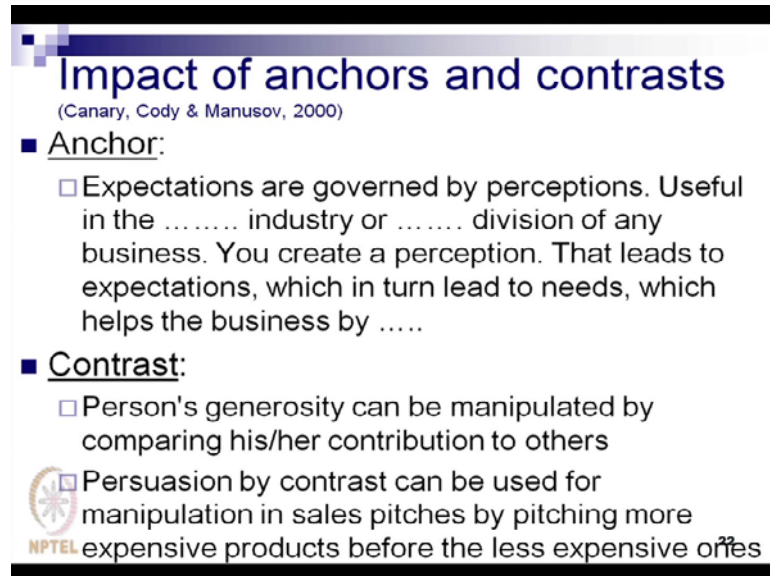
Anchor effect is an expectation can become an anchor for how someone perceives what is normative or typical. For example, the definition of professionalism or what is appropriate office wear in business and environment. Now, I am at an institute where we are usually casually dressed we focused more on what we teach and how we teach them how we are dressed. So, you know once in a while it is a saree, once in while it is jeans, once in a while this or that. But we focus less a lot less on how we dress up and go to office. So, somebody who is coming from a multinational company to this place will say oh my god you see teachers in jeans? And we say what I say in class is much more than the color of my clothes and stuff. And then again this is you are comparing to whatever you have seen. So, these definitions are socially constructed and I believe, I say black is professional.

So, somebody who is dressed in black will be considered more professional than the professional who is not dressed in black. And contrast effect is you say I will not be like this. I do not want to be like this. So, you sort of up make an appeal to the contrary. When some new object person or event is judged against this standard and it is displaced away from the adapted level or anchors that is the contrast effect. Relative perception of what is better or worse in comparison to the standard. For example, driving to work in a car is better than driving to work on a 2 wheeler or taking the public transport. And you say you know what, when you are trying to sell a car to an executive you say you wore using a scooter. But that time you were at a much lower level. And look at everybody else. So, there is a contrast effect, you do not fit into this category, you must do something different to be recognized just somebody different.

So, you know again taking the example of this clothes, if you are trying to sell bright clothes to professionals you will say everybody wears black. You know right from frontline managers to middle level executives everybody wears black .But you are above and beyond that, why cannot you dress up in simpler in bright colors you cross that. So, there is a contrast effect. And you try in convince people when you are talking about anchoring, you say you fit into this category everybody in this category is doing this. So,

you must also do this. And that is appeal by similarity here appeal by dissimilarity that is pretty much what these things are.

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**Impact of anchors and contrasts**  
(Canary, Cody & Manusov, 2000)

- **Anchor:**
  - Expectations are governed by perceptions. Useful in the ..... industry or ..... division of any business. You create a perception. That leads to expectations, which in turn lead to needs, which helps the business by .....
- **Contrast:**
  - Person's generosity can be manipulated by comparing his/her contribution to others
  - Persuasion by contrast can be used for manipulation in sales pitches by pitching more expensive products before the less expensive ones

NPTEL

Impact of anchors and contrast; anchors leads to expectations that are governed by perceptions. And I will let you figure this out and I will give you lot of tests today, which industry would this be useful in? This would be useful in the dash industry or dash division of any business. You feel this blanks in you create a perception that leads to expectations which in term leads to needs which helps the business by doing something that you will be doing. And I want you to feel in these blanks and figure out what am I talking about. And you know this will help you gain entry into or get a perspective about the industry that uses persuasion as its base. Contrast persons generosity can be manipulated by comparing him or her contribution to others persuasion by contrast can also be used by manipulation in sales pitches, by pitching more expensive products before the less expensive ones.


And what happens is when we talk about generosity; you are asking people for funds. You will say so and so has bought a phone worth or so and so has contributed. You know we are all contributing 1000 rupees. So, why do not you go ahead and contribute 1000 rupees also, that is the minimum we expect from you and. So, that is something that you do. And you say if you contribute less than that would not you be considered less generous than others.

Then, another situation that has been given in this book is persuasion by contrast can be used for manipulation in sells pitches. So, you show somebody this very expensive model of a telephone. And you say you know this is there and then you show them a less expensive model which is still beyond your range. But you say you know what this is cheaper. So, this is what pretty much sales do, they will first put very high prices on things and then they will say 40 percent off. And so even with 40 percent off it is still out of your reach. If you had gone to buy that product that price originally you would not have probably bought it. But at that point you say its fine you know at least it is cheaper.

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**Why do people comply with requests?**  
(Contd.) (Canary, Cody & Manusov, 2000)

- **Reciprocity principle** (Cialdini, 1994, in Canary, Cody & Manusov, 2000):  
One should be more willing to comply with a request from someone who has previously provided a favor or concession.
  - Obligation
  - **Reciprocal concessions** (Cialdini, 1994, in Canary, Cody & Manusov, 2000): We feel obligated to comply with a request if the asker has made a concession to us.
  - **Door in the face tactic:** People say no to the first request and the door is shut in the solicitor's face. After rejection, the solicitor concedes, prompting the target to concede. (Canary, Cody & Manusov, 2000)

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So, creating wrong perceptions; reciprocity is another reason why people comply with requests you scratch my back and I will scratch yours. One should be more willing to comply with a request from someone who has previously provided a favor or concession. Self-explanatory, this creates an obligation there could be reciprocal conceptions also, we feel obligated to comply with a request. If the asker has made concession to ask in the past they say I have given you this much discount i have done this for you. So, why do not you come back or we are obligated to somebody because of some social issue or some social requirement. So, that is why we comply with requests. Now, one implication of this is the door in the phase tactic. People say no to the first request and the door is shut in the solicitor phase after rejection and the solicitor concedes you promote the target to concede.

So, what you do is, you make the first request is very large. And when you are going for sales and all, you say please agree to by these at 7000 rupees. You say what nonsense 7000 for this particular vacuum cleaner and I can get a similar one at 5000. So, they shut the door in office. And then you knock again and you say if they are selling it to you for 5000 rupees, I will sell you this particular model for 4000 and 500 rupees. And you say that is something worth considering. So, and plus they will perceive that you have jumped you have come down by 2500 rupees. And you will say my god you are going to make that concession? You are going to bring that cost down by one third. So, that I can buy this product and you will say yes I will do that for you are such an important customer and then they are like ok. If you are willing to come down one third may be I will consider your request.

So, you have got what you wanted. As oppose to you are knocking on the door and saying you known what I am selling for 4500 rupees will you buy it? And they will say what nonsense, the other brand is more popular it is more branded I do not mind spending more 500 rupees for such a well known company. But when you bring your price down you say we are better than them. Why do not you try give us chance we will offer it to you at a price a price that is 500 rupees less than them. So, you stand to gain you like it you can buy some more. So, that is what you do.

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### Guidelines in the effective use of the door-in-the-face tactic (Canary, Cody & Manusov, 2000)

- Rejection of the first request by the target person
- Perception that the second request is smaller than the first one, and the solicitor is conceding to a smaller request (e.g. sales)
- Perception that the first request is not preposterous, i.e. the target person should have a reason for denying it and shouldn't read too much into its size
- Reasonable size of the first request so as to not evoke resentment or result in loss of credibility of solicitor
- Solicitation of the first and second request by the same solicitor

Some guidelines in the effective use of the door in the face tactic; the first one here would be rejection of the first request by the target person. Perception that the second request is smaller than the first one and the solicitor is conceding to a smaller request. Again, the first request should be rejected; the second request should be clearly smaller than the first one. And the solicitor it should be clear to the person who to the target person that the solicitor is actually doing this by taking a hit himself. Perception that the first request is not preposterous that mean, that the target person should have a reason for denying it. And should not read too much into it is size. For example, if you are trying to sell things for say 5000 rupees and you ask 15000 rupees for it. And the person you are targeting clearly knows that it is not worth 15000 rupees.

So, they shut the door in your face. And you are like why is the person offering it to me for 15000 rupees. What is going on? For they start reading too much into it. And that is not good. So, that is making a preposterous request you do not want people reading too much into what you are offering. Reasonable size of the first request so as to not evoke resentment or result in loss of credibility of the solicitor.

Again, it should not be too big so that people stop believing you. It should not evoke a negative response and you know you should not ask sale if you are trying to sell something for 4500 rupees. You should not try to sell it for 10000 rupees. And you will say the person will say are you kidding me? Are you out of your mind? I do not believe you or whatever; you know how a person with your caliber could think of this. So, or solicitation of the first and second request needs to be done by the same solicitor. Because people see you, your body language and the focus on the person, how much is this person willing to come down from here that is all.

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**Why do people comply with requests?**  
(Contd.) (Canary, Cody & Manusov, 2000)

- **The commitment principle** (Cialdini, 1994 in Canary, Cody & Manusov, '00):  
The more committed a person is to a group organization or cause, the more likely the person is to comply with requests to aid or assist that group, organization, or cause
  - *Foot-in-the-door Tactic*: The solicitor makes a small request to crack the door open so as to eventually get it open all the way.
  - *Lowball Tactic*:
    - Someone makes a request that is low or small, and you actively & freely agree to it
    - After you are committed to it, you discover that the deal was not as good as you thought it was

e.g. reports regarding sales of diamonds online by a popular company

NPTEL

We have time for today. I will just take you to the questions, I have some more stuffs for you. But we will talk about it in the next class.

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**Discuss**

- Discuss persuasion, motivation, compliance, and change of mind, and the interplay among these, in the context of international business.
- How would diversity impact the reasons why people comply with requests?
- Discuss the ethical implications of the tactics used to convince people to comply with requests.

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I would like you to discuss; the, what we have for your homework. Discuss persuasion, motivation, compliance and change a mind and the interplay among these, in the context in the international business. Please discuss amongst yourself, how diversity would impact the reasons? Why people comply with requests? And discuss the ethical

implications of the tactics used to convince people to comply with requests. And we will talk about the rest next time.

Thank you.