Lecture - 36
Moving to another Culture

Welcome back to the class on international business communication. We are nearing the end of our course. At this point, we had the 35 classes on different aspect of communication. Today we will be discussing movement to another culture which is really where whatever we have talked about start becoming applicable. So, let us get in to it some revision first.

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Revision

- What is culture?
- How does communication play a part in the evolution of culture and vice versa?
- What are the barriers to intercultural communication?
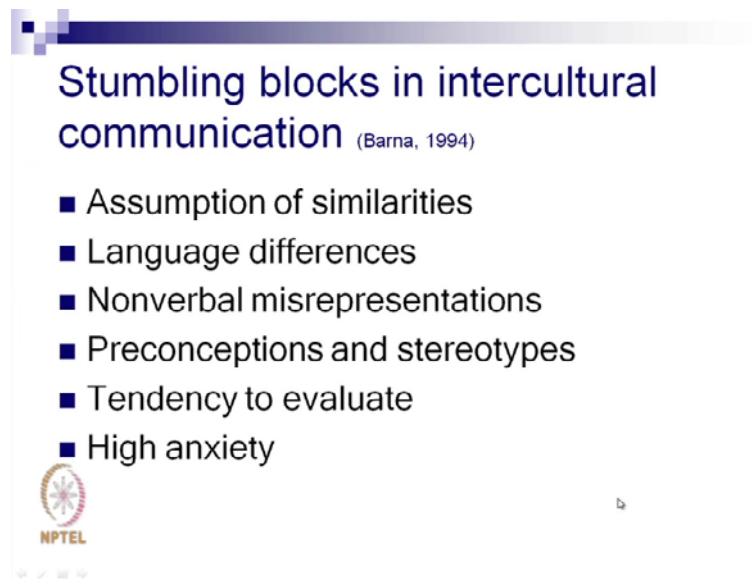- Does technology play a part in the evolution of culture? If yes, how so?

What is culture? We have discussed all these great deal. Please, discuss amongst yourselves; how communication plays a part in the evolution of culture and vice versa. Does communication affects, how culture evolves, one does culture evolves. Do you think culture evolves; if yes, then how does culture evolve? And what role does communication have in the evolution of culture. And how does culture in turn determine how you communicate. So, please discuss this interplay in your class before you move on to the next part of this lecture.

What are the barriers to intercultural communication? How, what can prevent the effective, effectiveness of communication interculturally, does technology play a part in

the evolution of culture? If yes, how so? We have also discussed the role of technology in communication, little bit; I mean I have just given you these leads to follow up on. And I will be giving you whole bunch of references that you can look through, and find out more about on the internet. So, please discuss all these things amongst yourselves. And then do a little bit of revision I have brought some slide from the previous classes that we had. So, first we will look at those slides and then we will discuss some more.

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We discussed some stumbling blocks to intercultural communication. We discussed the assumption of similarity as one of the stumbling blocks. We discussed language differences; especially, in cultures where the language is different. Now, if the language is the same, still we will face some sort of problem in intercultural communication. We have non-verbal misrepresentation, preconceptions and stereotypes; we have buoys that we are, that are in inherent in our prescription of a culture. We have we have a tendency to evaluate people and this is these are the stumbling blocks in, even in normal communication. We may also have high anxiety especially when we deal with people from another culture. And these can be some of the problem in intercultural communication and eventually adaptation, a cultural regional; explain the meanings of these different terms to you in a few minutes, ok.

Reasons for these stumbling blocks

- We can never know the state of mind (the attitudes, feelings and thoughts) of other people.
- We depend on signals, which are frequently ambiguous, to inform us about the wishes and attitudes of other people.
- We use our own coding system to decipher these signals.
- The way we decode the signals we receive depends on our own state of mind at the time, and may be biased.

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Reason for these stumbling blocks, we discussed all this. These are the slides from previous lecture. So, please pass on the slide and discuss it amongst yourselves; if you have not revised these already. We depend on signal, which have frequently ambiguous; we can never know the status of mind of other people. We can only hope to predict, what other people are thinking and where they are coming from. We use our own coding system to decide for the signals that we get from the environment and the way we decode the signals we received, depends on our own state of mind at that point of time. What am I feeling? Am I feeling peppy? So, I am going to you know; especially, for signals that have multiple interpretations, especially for signal that can be interpreted both positively and negatively, that can be interpretive give you a meaning, that is comfortable or uncomfortable.

We could have some stumbling, you know, we could face problem in accurately understanding the signals coming to ((Refer Time: 04:17)). We have also discussed the role of intention in perceiving the signals coming to us from environments. I, at mind as a receiver, I will have some idea I will try and figure out what the person sending the signal intended. Was it to hurt me, was it to give you, give me piece of information. You know; so I will interpret those signals on my own, I will give you an example.

In a high context culture, it is considered more appropriate; we have discussed contextuality of culture. In high contexts culture, it is consider more appropriate to focus

on the interpersonal relationships rather than the goal at hand. Now, we have a concept of space, we have a concept of privacy; in low contexts culture is concept of much more pronounced, than in high context cultures. So, what will happen is that in a high context culture, everybody's business is everybody's business. It is considered impolite to tell people to mind their own business. So, if you are having a common gathering and somebody tries to come in, in a high contexts culture; it is very difficult to tell people that look it is not your, this gathering has or whatever this official meeting as not being that is not dealing with something that you may be concerned with. Even though it is being held in a common place; it is not something where, it is not something like you will be concerned with or something like will affect your work.

So, please back off. So, that is something that you cannot say to person in a high context culture; because people will interpret wrongly. Whereas, in a low context culture it is assumed, that unless you are invited to a meeting, even if it is a public place; you will not go. So, in the office you have common gathering areas, everybody can go there. They are meant for everybody's use. But if you see a group of people sitting together engaged in some sort of discussions, it is not considered appropriate; especially, in a low context culture to just button to this Brazing you are a part of that organization just is any other; it is consider, it is not consider appropriate for you Brazing to the in that common place just because you belong there.

Whereas, in a high context culture it is consider for you to walk in. The problems that is create in the official environment are; that if you are really focus on what you are doing and people in that environment or trying to segregate their personal and professional business. And somebody's tells a person to somebody's just informed the person. You know, you see one of your colleagues walking towards the common area. And you just informed them that look a meeting is going on. And the person says, what is it about and you either do not tell them or you tell them then the person says so. It does not concern, may you will say no it does not concern you.

And, that is the end of it. Now, the person could interpret this message in 2 ways. 1 the person could say does not concern me, I do not need to be there even though the meeting is happen in a commonplace. Or, 2; if the person is really focusing on the relationships and on the ideas of entitlement; this person will say, well why am I being left out? Why am I being prevented from this common area? May be this person deliberating trying to

hurt me by, telling me that a meeting is being conducted. So, entire intention of the centre of the message is transmitted or is perceived by the receiver depending on his or her own context. What here she is may be thinking? And that will determine or what here she may have experience in the past.

And, that will determine the flow of communication in that organization or between those 2 people. This person who is telling this colleague not to work into that area, will probably does not probably have any intention of hurting the person failings. But the other person at the other end feels hurt. So, you are just saying that is look is not your business; this is the concept privacy personal space. Even though, it is office even though, it is the common area it is not your business please would not come here.

So, anyway this is 1 example of a miss interpretation. And again an example of how we decode signals we received? Based on our own state of mind, some sources of different something that makes us different from other ways. Religion, ideology, nationality, ethnicity, appearance, personal artifacts, body structure, behavior style, genders, sexual identities, age, family constellation, social economic shatters, educational qualification and system. Again, I you need discussed this earlier on; there is a different perception about a special in India about the ICSE board and the state board and the central board of secondary education.

So, you know depending on, where the person says; the person graduated from? Or, the board the person refers to be foreman opinion about them private school versus public school, private universities versus state universities or government universities. Indian institutes of technology versus other engineering college. And again in some of these things there is some merit to discussion. But again, we form of biases based on the system of education or, the evaluating agency or the examining agency. Professional and personal experiences are there; person who has never lived abroad, tell you, gives you these 20 tips on living abroad. Collect all this information from the internet. And collect all this things and tell you this is how you should live abroad. Or, I we should do things in says you know am not a Bengali.

But if somebody, if I was to give somebody a list of tips on what Bengalis typically do or, what happened traditionally in Bengali systems of Bengali officers or, traditionally own Bengali officers; when I never gone into a Bengali office myself. It will not be

consider appropriate. But again, when you know depending on as supposed to it will not be consider not appropriate. I tradable as a person from Bengal who was work in a traditionally Bengali environment, telling you about what happens in traditional Bengali professional environment.

So, all these things make a difference occupation or perception about different occupations. We all assume that everybody in the armed forces is fit and healthy and never having any health problems, maybe not. Yes, supposed to be fit, because of their job. We assume that, you know all doctors are smarter than everybody else on the planet. Maybe there are other professional who are smarter than doctor. Again, nothing again as I am just trying to compare to, you know perceptions about to different areas. Or, we say that this set of people only deals with numbers. And the other set of people only with human being only with human resources. So, there are not as technically oriented I will just set of people.

And, again these are some of the differences we have; that create barriers for us in our communication. What happens when we move to in another culture? Now, taking all that are I have just said. Keep in all this in your mind, let us discussed what we has to discussed today, which is movement to another culture. Migrant group; when we move to another culture we are talking about migrating not really migrating in the legal sense, but just moment. And we have voluntary migration and we have involuntary migration. Migration, because you want to go or migration because you are forced to go out.

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So, we have 2 types of migrant group; 2 types of voluntary Migrate group. We have the sojourners these are the travelers move into a new cultural contexts for limited period of time and for a specific purpose. The students could be sojourners, the travelers could be sojourners, the people who visit there are all of these people could be club into this categories. On the other hand, we have migrants. Individual who leaves the primary cultural contexts in which they were raised and moves to a new cultural contexts for an extended period of time, usually a lifetime. So, these people are considered to be migrants. And again there are various legal definitions; I am not a lawyer, I cannot give you those definitions. Then, I cannot claim that whatever, I am saying here is legally correct. I am just telling you the common perceptions of these 2 types of movement into another culture. Voluntary moment; the other types is the involuntary moment, we could have refugees these people who have being forced out of their homes to go and live in another country.

We have people from the troubled areas in the world. We have the United States and other western nations have been ever well coming of refuse from different countries. So, we have people from Afghanistan, who are there for a ((Refer Time: 14:04)). We have people from the African countries that are in the united state for a ((Refer Time: 14:09)). I have had friend from both of these regions. Are there, and the way they adjust, the way they communicate with in the whole country. And the way adjusts to a whole country very different from the way the people who go there voluntarily. I mean these people

these are people who are happy in their own homes and they are by forced. If we talk about India the Tibet settlement in Dharamshala is a perfect example of involuntary movement into another culture. And especially the earlier migrants or the people you know, the people who are born here are much more comfortable with the local culture. But the people who are forced out of debate, who filed from debate, who have been first going settle down in dharamshala or, they have a different style of communicating.

And, we will refer to this example as we go on into this lecture. The other type of forced migration is human trafficking. This is illegal, but it happening. It happens a lot people are given some thought of temptation to you know, these are there are these agent to give people temptation or who tempt people. And they say I will help you get settled in the Middle East or, I will help you get settled in the United Nation, United Kingdom. Or, I will help you to get settled in some western country. Give me this much of money, give me of passport. Once they have passport, they do not return the passport. They just spoil amount to trust they will shift into the place. And we read these reports of and on, I cannot of my knowledge about this is based on what I have read in the news and heard in the news. The other, so human trafficking happens for work; very low paid work, lots of hard work is very low pay.

The other type of human trafficking happens for sexual purposes. We have a whole bunch of you know, many incidence; where women are as sent to different countries. You know, they are kidnapped and they are sent the third type of human trafficking can happen. When little children are adopted, they are sold to family is who want to adopted kids. These are all unfortunate incidents happen in the world. This is involuntary, those children, those women, those men do not want to be separated from their homes. But they are used for each purpose by illegal agents and through illegal practices. So, they have a different style of communication in the host country. They have a different style of play adaptation with the new culture. And all these as a bearing on and we come across general population. Let me go there voluntarily, may come across people who go there involuntarily. And the interactions can be quite a complex at that point. Especially, if a person from the host countries also involved.

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So, anyway, these are some of these scenarios that I am exposing you to, when you move to different culture you may end up coming across many of these things.
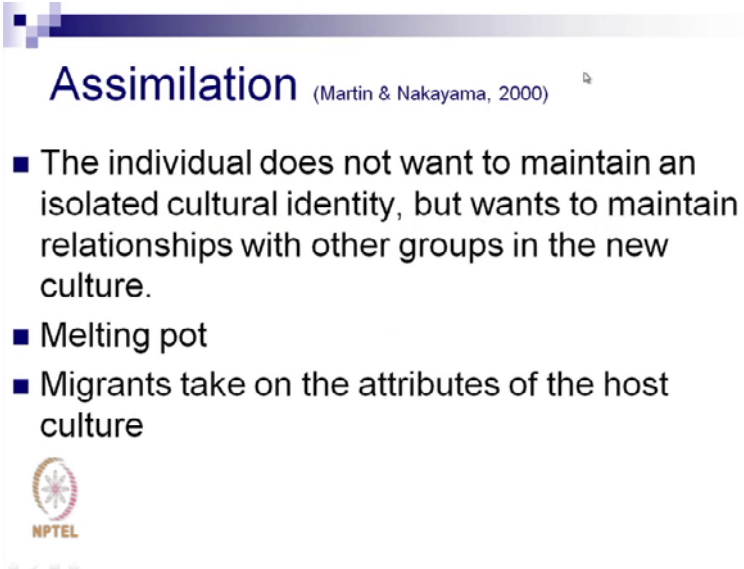
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Migrant host relationships; how do we form relationships in and through communication with the host of the country we visit or the culture we visit. Now, I am talking about country since, we are discussing international business communication. But in a country like India most of the communication is intercultural. And it is very difficult again emphasizing on the diversity of our country. We have the countries administered in 18

officially recognized languages. And there are over 1500 officially map dilates in the country. And when we say languages; we mean languages their own script, histories everything. So, moving from a north India to Bengal was the big transaction for me.

And, I am sure many of you listen to these lecture, face similar things. Similarly, people from southern India come to northern India and they face a lot of especially, they never traveled. They come down and shuttle down. And there is lots of, lots and lots of issues that come up. You know misinterpretation happen. So, this is also migration, interstate migration which is very similar to international migration. International migration in this case has a lot of legal issues that has to it, which are minimal in the case of interstate migration within the same country, but things do happen.

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Assimilation is one way by which the migrants form relationships with their host. In assimilation the individual does not want to maintain an isolated cultural identity, but wants to maintain relationships with other groups the new culture. So, it is like a melting pot kind of behavior, migraines take on the attribute of the host culture. And this is pretty much what the United States as always when about. They say that, they are melting pot. The cosmopolitan area in New Delhi or you know cosmopolitan area is in India I mean, New Delhi, Bombay, Bangalore, Hyderabad, Ahmadabad all of these places are also is coming up, this lesser known cities is also coming up pretty well. So, it is more of melting pot; where everybody brings whatever they have ensured of start taking on

whatever is going on that culture. So, this is one way by which we form relationships. The other relationships that we may form and again, the sounds, a little problematic; I am sorry, about the noise in the Corridor and can we pause for the second place.

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The other type of relationship we form with people from the host culture is separation, where migrants willingly choose to retain their original culture. And at the same time avoid interaction with other groups. In this case; what happen is that, when we move to new culture, we are so either we are shy to interact with the new culture or we are somehow we feel apprehensive. Or, there is a sense of hegemony; which means, we feel that our culture is most superior we are more ethnocentric. So, excuse me, we say we are not as comfortable interacting with the new culture. Or, we still have a boundary, we interact with them. Excuse me, as much as necessary.

But we are not; we do not really integrate with the new culture. And that is called as separation. Now, separation may also be forced upon the migrants by the host culture. It is usually in the case of involuntary migration. That this happens many times people who are involuntarily forced out of found. Many times when they go to a new culture, the new cultural is also apprehensive about how or why they have been forced into this new place and there could be a crunch for resources and people feel that a resources have been taken away. So, they sort of push them out of their zone ok.
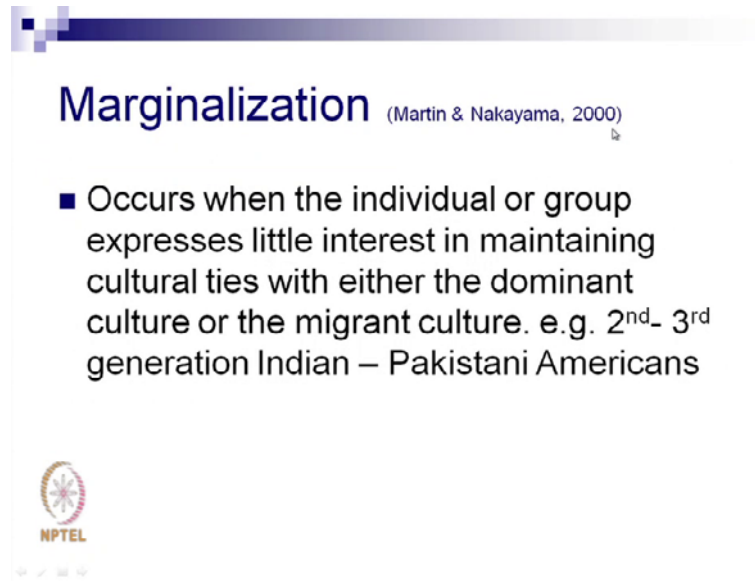
Integration is another way by which we integrate with a new culture. By which we form relationships with the new culture. It happens when the migrant have an interest in maintaining their original culture and also in maintaining daily interaction with other groups. For example, Punjabis celebrating Lodi and Durgapuja, at the same time in west Bengal; Lodi is our festival that we, it is the celebration of spring harvests. And in addition to that the very typically Punjabi festival I am sorry, winter harvests. And Durgapuja is a very typically Bengali festival between Punjabi's comes to Bengal. They will celebrate Durgapuja in equal fervor and vice-versa. When Bengali is go to Punjab there will celebrate Lodi day part spreading the local function they also celebrate their own. So, this is integration this is how we are formed relationships with the host culture vocalized.
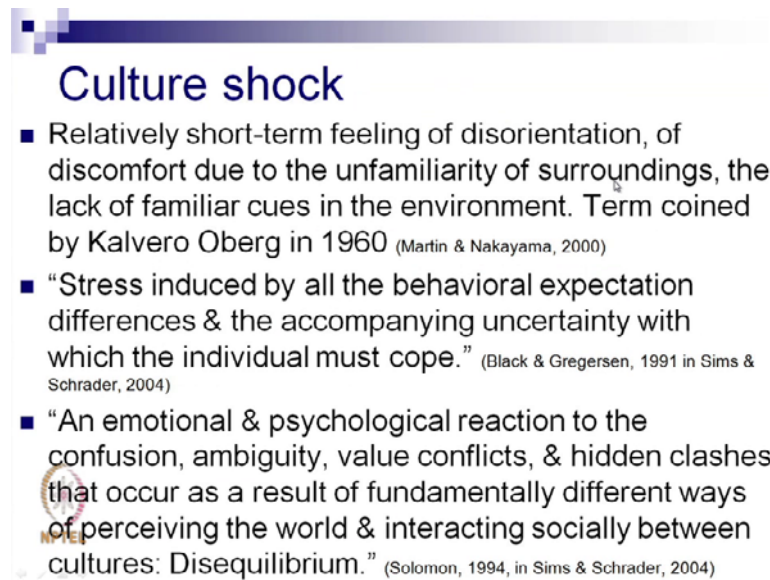
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Marginalization occurs when the individual or group expresses little interest in maintaining cultural ties with either the dominant culture or the migrant culture. And this is where the term confused migrant has come from. You know or, I can give you slang word that use I do not subscribe to it, but then I heard this we use ABCD American-born confused Desai.

Again, I heard this and this is probably what is referred to that we are not sure. When we go to a new culture especially, second and third generation migrants from very traditional migrant families feel disconnected from their own culture. Because they are not or from their parent culture, because they have not in tough with the culture; at the same time their families are so traditional, that they have not really encouraged their integrated, their integration with the host culture. So, it is like you know push to one side and people are confused, does where they belong? Neither here nor there. And that is why I said second or third generation Indian, Pakistani, Americans is an example especially from very traditional families.
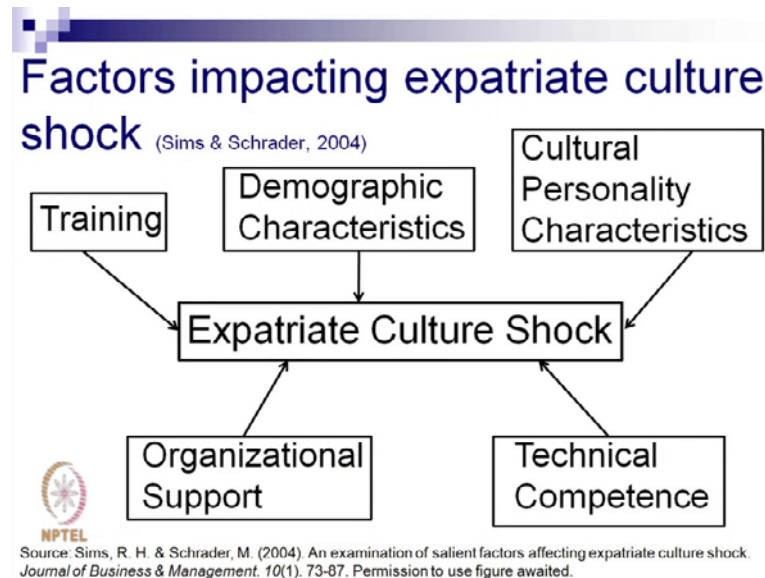
Culture shock

- Relatively short-term feeling of disorientation, of discomfort due to the unfamiliarity of surroundings, the lack of familiar cues in the environment. Term coined by Kalvero Oberg in 1960 (Martin & Nakayama, 2000)
- "Stress induced by all the behavioral expectation differences & the accompanying uncertainty with which the individual must cope." (Black & Gregersen, 1991 in Sims & Schrader, 2004)
- "An emotional & psychological reaction to the confusion, ambiguity, value conflicts, & hidden clashes that occur as a result of fundamentally different ways of perceiving the world & interacting socially between cultures: Disequilibrium." (Solomon, 1994, in Sims & Schrader, 2004)

Culture shock; culture shock is a relatively short am feeling of disorientation of discomfort due to the unfamiliarity of surroundings. The lack of familiar cues in environment and it is a term that was coined by Oberg in 1960. It is mentioned in this book Martin and Nakayama that I have referred to quite of these classes. It is thus induced, it is a temporary phenomenon. But it what we are culture shock really refers to is the physical and emotional stress that is induced by all the behavioral expectation differences. And the accompany uncertainty with which the individual must cope. Whatever, is happening in the individual environment puts a lot of stress and you thought of you know you feel that being hit. It is really a level or a qualitative measure of the difference between your culture, the culture that you are coming from and a culture that you are going to. It is the shock, it something like hits you. It is literally like you know being jolted from in a different reality.

It is an emotional and psychological reaction to the confusion, ambiguity, value conflict, and hidden clashes. That occurs as a result of fundamentally different ways of perceiving the world. And interacting socially between cultures; it is disequilibrium. And when we say essentially this is disequilibrium; this is mentioned by Solomon 1994 in a paper by Sims and Schrader. That was published in 2004 I will give the reference, in the list of references. So, this is what it really is, it is a sense of disequilibrium. Oh my god, I am so different; oh my god this is the level of difference that exists between who I am or who I have taught I was and who I am think I am going to be. And that is really the shock that

is really the intensity of the shock. You know, where you think you are and where you thing you need to go in terms of integrating yourself and differences and all of that cures.

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Factors impacting expatriate culture shock (Sims & Schrader, 2004)

Source: Sims, R. H. & Schrader, M. (2004). An examination of salient factors affecting expatriate culture shock. Journal of Business & Management. 10(1). 73-87. Permission to use figure awaited.

Some factors that affect expatriates culture shock, another word expatriates in other words; that is used to refer to people going out of their home culture moving into another country. This is again from the paper expatriate culture shock depends upon the training you had in dealing with culture shock. And I made it a part; I made all this part of the relationships that we form with the host culture because the culture shock is an essential part of that process, where we are trying to adjust to the new culture. Training how much to be know about the new culture, how much have been trained about the new culture, what have been we thought if you going to western country is you had knowledge restricted to see in the movies or is your knowledge coming from elsewhere.

I will give you reverse example, many westerners who come to India expect to see elephants on the streets, elephants and camels on the streets and snake camels sitting on the roadside and lots of lots of poverty. And so that is what they are coming to see. Now, again when they come to New Delhi they land in this plush you know, airport and that looks is comparable to any other world class airport anywhere else in the world. And they walk out and they have these air condition cars that take them, through the street of coarse that a more crowded. But you go on the ring road and then you are taken to the

fancy hotel and it is we will take you a mall and walk into one mall and you feel as of your in any other western country and you say my god.

So, you know that confusion can also be another type of culture shock. But what have you been trained to see and what have you been, what are you really experiencing? Or, many times people will tell you that you find all the facilities there, you come there, and you come to a smaller town. Where you know there are pot rose in the road and things are different. What we expect to see in a western country is everything is moving smoothly the lots of cleanliness. And then see the rundown areas of the western country. And we feel oh my god this is just like India and what is the difference. So, training is the big factor. Demographic characteristics again, what you; the differences between the demographic characteristics of the host country and what we have brought with you or what you think you have brought with you.

Cultural and personality characteristics again, depending on what the culture is like what he personality of people is like we have talked about the contextuality of cultures. We have talked about high and low context cultures. I am not going to excuse me, discuss that very much here. Just give you a little bit of revision, high context cultures are those cultures; that plays a lot of emphasis on the relationships between people. They say that if you maintain equilibrium within the context. If you maintain equilibrium among the people in that context, you will be you will achieve the goal. That will help you build your resources build your strength to moving the direction of the goal. So, you have to be very comfortable about the maintaining equilibrium within you are context. On the other hand, low context culture says that; if you, if everybody does the work that have been a sign to them.

If you individually achieve the goal that you are expected to achieve, everything else will fall into place. So, relationships are important, but not as important as the achievement of the goal. And most of the culture have a mix of both, some culture are highly low contextual, some bit of high context some humans after all. Some cultures have more of high context in less of low context in them. These are some of the factors; the organizational support is another one. 2 more factors that influence expatriate culture shock are; 1 is the organizational support. How much will support do you have some more organization? How much of support is your organization giving you in terms of your adjustment? Are they expecting you to perform up to 100 percent that they would

like? Many times you may be jet lagged, if you moving to a country where the time differences 10 to 12 hours it may take your body to physically adjust to that environment. You know you need to get you to a lot of things. We will see we have time today; I will discuss some of those things today. Otherwise, we will take happen the next culture.

But it is pretty much adjustment to a new way of life completely time difference. You know, your body has a clock of it is own so that is one. Then, the food, the environment, the weather, the people, the place you are bed becomes a big deal. You know, does not sound very important, but it is a big deal. Your own pillows unless you are carrying everything you use to. The glass that you have your water from at night, you know yours sleep ritual, all of these things, you are wake up ritual. What you do? You know, when wake up; you are coffeepot, you know, I mean, what kind of coffee or tea you like have. Whether, you will get the same kind of tea or coffee. Whether, you will get same kind of food over there whether, you will be able to find house help hospitals this and that. So, how much of support do you have from the organization plus the family ties, if you are lucky, will be able to take your family along.

Many times what happens is, even if you going outside the country for work, you go on your own and then you settle things down then you call your family. But then, you start missing them. That have a bearing on how you communicate with people and how you look at relationships both personal and professional. So, moving to a new place itself is a problem. And moving to a new place where you do not where the culture is different. Moving across the border is a lot of is a lot more complex and moving to a new place within the same culture. So, that support will have a daring on the amount of on the level of shock on the intensity of shock you experience in that culture. The other one is technical competence. Again, you know how competence are you dealing with the technical aspect of the new culture.

How they use technology in the day to day life, how comfortable are you with the use of that technology. In some places in the more advanced culture, may be will lot more technology. Whereas, if you are coming from e culture that is totally dependent on electronic technology to a place. That still depends on handwritten notes and handwritten documents and handwritten stuff. And people take in things from one place to another. Then, it will become more difficult for you. So, that is technical competence and your
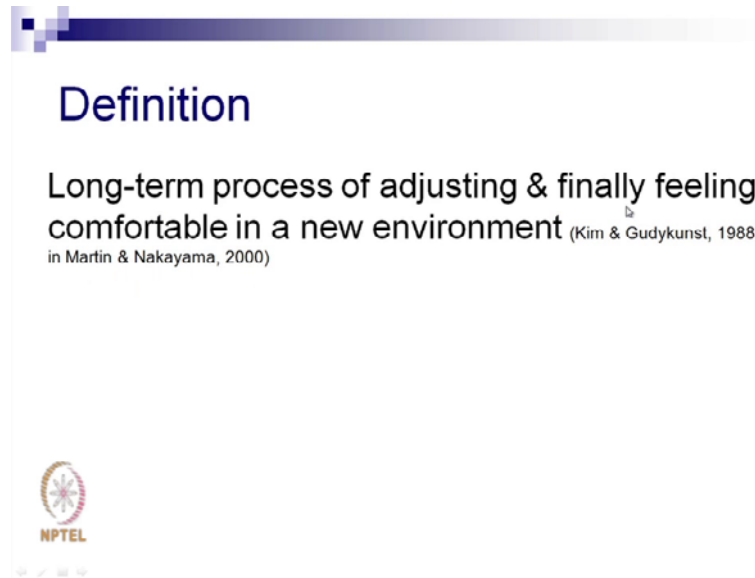
ability to adjust to these differences and you are ability to learn from these differences and to learn a newer ways of dealing with these differences will determine the intensity of culture shock you experience. This is again from this paper and I have a request for permeation to use this figure. So, we will see ((Refer Time: 34:42)).

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Cultural adaptation

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Cultural adaptation is another way by which we form relationships with the host culture. Again, culture shock put that in there, because that is of very important aspect of interaction with a new culture. The other the manner with in which we communicate of form relationships with the host culture is the adaptation.

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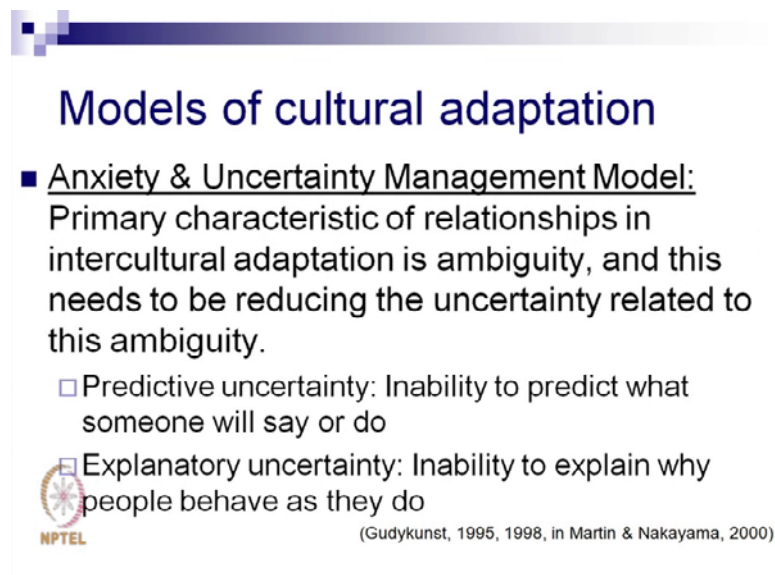
Definition

Long-term process of adjusting & finally feeling comfortable in a new environment (Kim & Gudykunst, 1988, in Martin & Nakayama, 2000)

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The definition of culture adaptation is the long-term process of adjusting and finally, feeling comfortable in a new environment. You adjust, you accommodate, you assimilate and then finally, you start feelings like a part of that environment.

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Models of cultural adaptation

- Anxiety & Uncertainty Management Model: Primary characteristic of relationships in intercultural adaptation is ambiguity, and this needs to be reducing the uncertainty related to this ambiguity.
  - Predictive uncertainty: Inability to predict what someone will say or do
  - Explanatory uncertainty: Inability to explain why people behave as they do

  (Gudykunst, 1995, 1998, in Martin & Nakayama, 2000)

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Some models of cultural adaptation; the first one is anxiety and uncertainty management model. We discussed little bit of this earlier on, but we will do this again. If a primary characteristic according to this model the primary characteristics of relationships in intercultural adaptation is ambiguity. And these need to be reduced, using the uncertainty

needs to be reduce I am sorry about the language, I will correct this right now. The established by reducing the relationships needs to be established. This needs to be reduce sorry, by reducing sorry about that. So, the biggest problem we have in a new culture is ambiguity. Different interpretation, there are things that kind of more than one interpretation, we my interpretation of something is very different from the way the host culture will interpreted. I am not sure, how things will be interpreted. So, the reeducation of this ambiguity happens by reducing the uncertainty in environment.

Why am I not sure? Let me find out. I asked people and then, I find out more. There are 2 types of uncertainty. 1 the predictive uncertainty which is inability to predict what someone will say or do. The other is the explanatory uncertainty in it is ability to explain why people behave as they do. 1 is what will people say to why will people say things differently, why will they say something differently or, why will they behave in the manner that they are behaving and these 2 types of uncertainty feed into our notion of uncertainty. And our ability to manage this in uncertainty will in turn help us adapt better to a new situation.

And, that is how we adapt; we reduce this uncertainty we feel like, we can predict people, we can predict their behavior, we can predict their reasons for their behaviors. And that you start internalizing those things. And you start behaving the way, you think they behave. The reason do you are behavior or all so similar to the reasons of the host countries for their behavior. They can predict you are behavior, you can predict their behavior and things become more smooth.
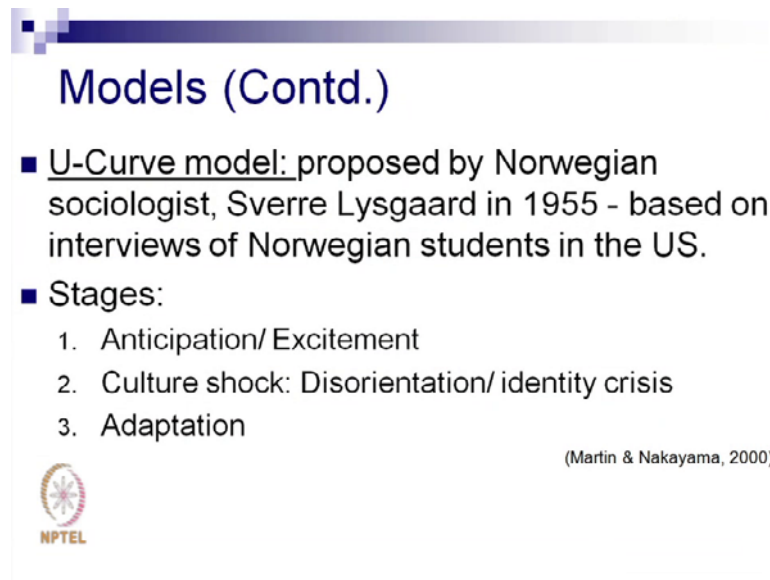
Most effective communicators are those who are able to manage anxiety and predict and explain other behaviors with confidence. And who have a solid self-concept and self esteem. We were talking about identity; this is why we were talking about identity? I know who I am. I know who I am and I know I am uncomfortable in my own skin. I am confident and I am comfortable about who I am. Flexible attitudes and behaviors; so we have a tolerance. According to this theory the most effective communicators are those who know who they are comfortable in their own skin, who are tolerant of ambiguity and differences and I have flexible in their behaviors. I am not stuck than how I do things. As long as whatever, I am doing a stung without any compromising on my basic values system or complex and fixable in their categorization of others. You avoid still able to look for similarity without really stereotyping people. And that those people really most effective communicators ok.

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The other model here is the U-curve model which we proposed by Norwegian sociologist, Lysgaard in 1955 is based on interviews of Norwegian students in the United States. The stages according to this U-curve model, the stages in adaptation are anticipation or excitement. I am excited I want to know everything can about the new culture. And suddenly when I know of these things, it hits me my god, this is how we are different so experience culture shock. Where do I stand? This orientation there I identity crisis and so you are like oh my god I am different from these people so many levels first. Excuses me, I am trying to get lot of information.

Then, suddenly the differences between information I have got and what I need and what I knew about myself and my country. And where I am coming from they suddenly come and there was a clash. They are like oh my god boom, you know and you stuck and you do not know what is going on and then suddenly I realized this is what to throughout this is what I need to keep. So, there is a mutual give-and-take there is some gain there is some loss and then you adopt. And this is called the U-curve model which is proposed which was proposed in by 1955, this is mentioned in the book by Martin and Nakayama.

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The other model is the Transition model which was proposed by Bennett in 1998. According to this model all adults go through a transition, in any new situation all adults go through a transition culture shock and adaptation. When they move from one phase of life to another, you move from being a schoolchild to be a teen ager in college you experience transition. You move from being student and undergraduate student to be a masters level student you will experience a transition. You move from being master level student somebody in the workforce's experience a transition. And they say that, Bennett says that intercultural adaptation very similar to this kind of transition. You know all these transition can be clubbed and they all happen in the same manner. This transition involves loss and gains you loss a little bit of what u had in the previous live that you living behind or that you moving on from.

And, you gain some aspects or some attributes after new life that you entering into. It could be achieved through height approach which means you through yourself in this situation and you learn. Through yourself in the water and learn to swim, you get in the situation you learn you succeed. Bigger culture shock much more difficult in the beginning, but integrate a lot better. Flight approach; you delay assimilation, you delay adaptation, you keep holding on to your values and beliefs and ideas and perceptions is and perceptions and about your old culture. And then finally, there was no option and then suddenly you resign to this new culture. The flex approach they say is the best which is the combination of fight and short periods of flight.

So, you get into a new culture, when it becomes too difficult to handle you go back to your old culture or you go back home or you meet people who you are really comfortable with, comeback either physically fly back or at least stay in touch and sort bring those things into your interaction. And it is a combination of being in the situation taking some risk scatting a little bit hurt and also keeping whatever, you know best or following or doing know best. And slowly integrating this takes longer than the fight approach. But it is still more comfortable than the flight approach which is much more painful ok.

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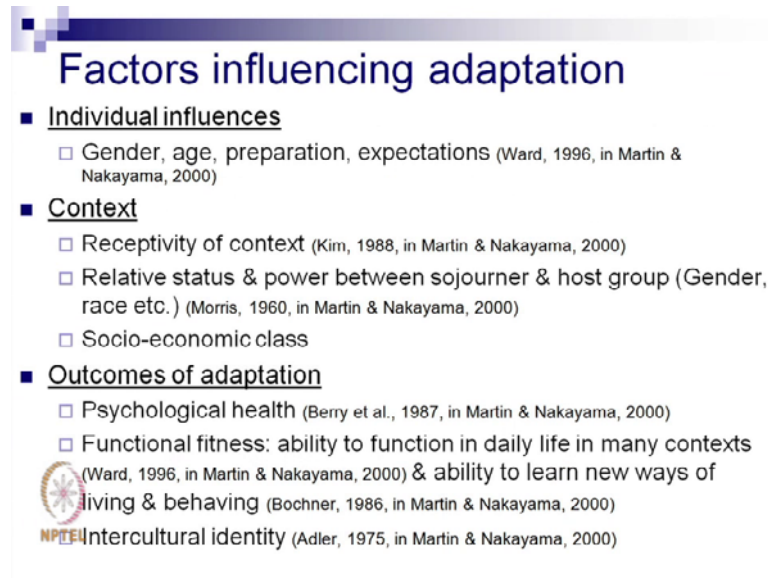
Communication system model is what really applies to the roll of communication in international adaptation. It was developed by Kim and it has been proposed in or it is been mentioned in this book by Martine and Nakayama. I forgot to add that here; I am going to do that right away. And according to this intercultural adaptation involves stress, it involves adjustment and then it involves growth in the new culture. According to this model a high volume of communication in an attempt to fit in results in more culture shock, but better adaptations. So, there is more problems involved, but the adaptation is much better ok.

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Factors influencing and adaptation; the first set of factor is the individual influences you are gender, age, preparation for the new life expectation from the new place all influence your adaptation. The second factor that is influence your adaptation to a new culture is context which is the receptivity of the context. How well coming you think, that the new context is to what you bring to the context. The relative status and power between sojourner and the host group, gender race etcetera.
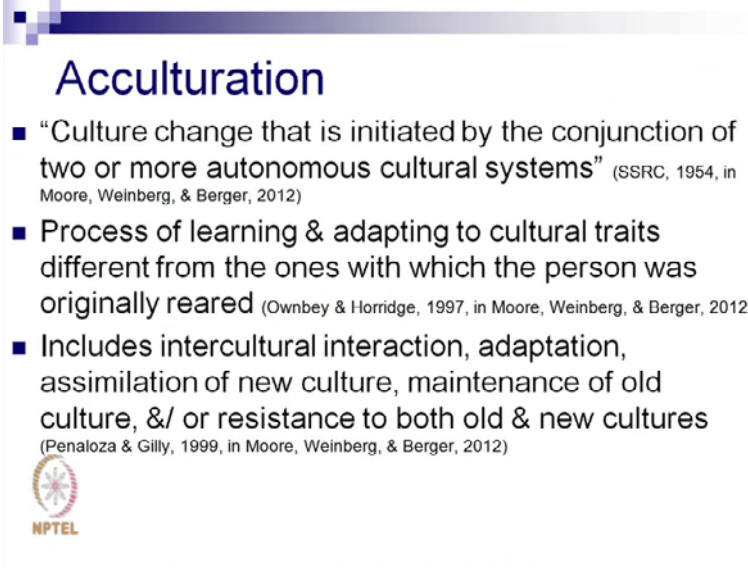
So, you know where do you see yourself? Are they excepting of you, where do you thing? You fit in by virtue of the differences in your race or gender socio economic class is another unexpected in context. So, you know if you are coming from very socially economically well of background to a place that is not so well-off. Either people will reject you or you will perceive that they are trying to get maximum benefit out of you. On the other hand if you are not you know you may be having that background.

But when you go in to a new context, your socio economic status is not a up the mark with the rest of the environment. You could feel patronized, that can become very uncomfortable. Outcomes of adaptation are another factor that influences your adaptation psychological health is one aspect here. Psychological health means; what you are feeling, how comfortable you feel with yourself, how comfortable you feel with dealing with these new things. Functional fitness, which is the ability to function daily life in many contexts and the inability to learn new ways of living and behaving, we feel we

know everything. We feel we know yes, if I fall sick in West Bengal I know that you know where the hospital is, where the post office is. How I need to talk to the to my boss, to the bosses boss, to the attendants in the office, to my students that is fine. But what happens when I go a new environment, all these things change.

So, how fast how open am I learning these new systems. Do I impose what I know or do I sustain figure why things happen by they are and take on those things. Inter cultural identity; again, who do I think I am? Not, like you know who hell do you think you are? Not in that tone is what I am trying to say is; where do I see myself fitting in the new context. I may be very having, very high professionals status where I am coming from. But when I go into new system, I need to prove that to people where do I see myself fitting in; how do people react to my own perceptions of where I fit in. All of these constitutes, your inter cultural identity. Am I part of this system, am I an outsider, am I an insider, am I on fringe, am I doing. You know, how I am trying fitting might the process that useful also have bearing on what people think and my identity over there.
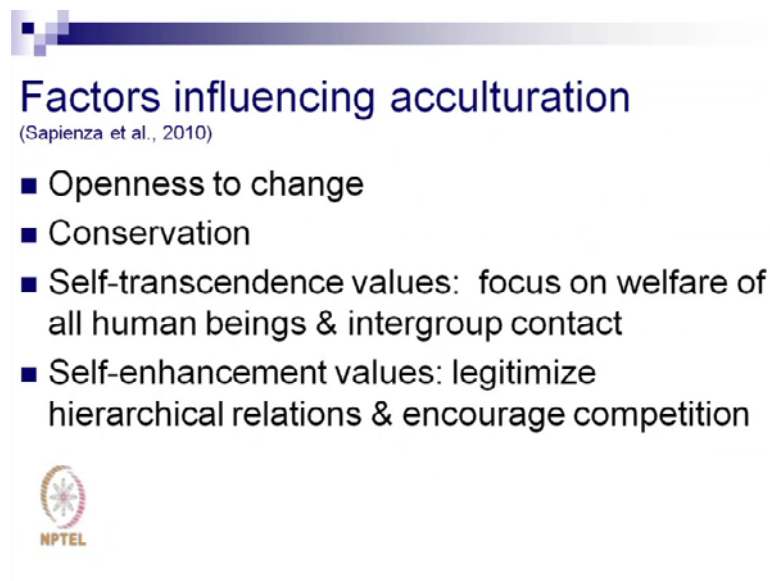
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Acculturation is another way by which we establish our relationships with the new culture. Acculturation is a culture change that is initiated by the congestion of 2 or more autonomous cultural systems. It is a process of learning and adapting to cultural traits. Different from the ones with which the person was originally reared. So, it is different, it is a process where, we try and adopt to cultural trades that are different from once that

we were, we grew up with. It includes intercultural adaptation. It includes intercultural interaction, you start talking to people, you adapt, you assimilate the new culture you maintain the old culture, you take in the new things. But you still sort of you know hold on what you know again, have some bit of that and or resistance to both new and old cultures. There some bit of resistance Americanized, but not that Americanized. I will go up to this point and that is the time when my old style culture or the values of the old culture will start keeping it.

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Factors that influencing acculturation one is openness to change. Conservation means how much you want to hold on your old values or culture self transcendent values you focus on the welfare of all human beings and intergroup contact that is the other one. Self enhancement values which is more related to legitimizing hierarchical relations and encouragement of competition. So, that is another issue here. Now, we will first cover intercultural on maybe we can cover intercultural communication and tourism. Really, quickly we are running short of time so I am going to give some details here. Some reasons why we move out tourism work extra will talk about tourism and a lot of these things apply to work also.

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Basic concepts (Martin & Nakayama, 2005)
- Tourists: visitors to another region
  - History buffs
  - Food lovers
  - Nature seekers
  - Culture seekers
  - Nomads
- Hosts: residents of the tourist region

Some basic concepts we have tourist people will who visit other regions for various reasons and we have hosts, which are the residents of the tourist regions. The attitudes of hosts towards tourists could be of 2 types. We could have or you know we could have ((Refer Time: 49:39)) which is the host avoid contact with tourist for various reasons. Or we could have there could be resistant to tourist intrusions.

They might want to maintain their boundaries they will interact with you, but they, may want to maintain their boundaries or revitalization and adaptation which is these set of hosts that thrive on interaction with outsiders with tourists. For example, the local people in the touristy places of Himachal Pradesh, Jammu and Kashmir their livelihood depend on tourist more than, welcoming of these tourist and they show them around. I am giving example of 2 states. I am sure pretty much every state everyplace you will have that.

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Characteristics of tourist-host encounters; they are transitory and short-term; they are limited by time constraints. There is an unbalanced nature of interaction between tourist and host culture. So, one group of people has more money, the other one needs that money. And so it is more of a hierarchical issue.

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Some communication challenges in tourism contexts are; the first one is social norms and expectations. And I am saying that is into tourism, but this also applies to defect, when you go to the new places start living there so all these things applicable there also.

The first challenge is your understanding and perception social norms and expectations. And the first part here is comportment. This is a real word comportment on the street your personal demeanor; what you wear, how behave with people, that tone of your voice, the volume of your voice, behavior with others, known, not known, you know you may want to hug your friends in public, that may not be considered appropriate in some cultures. Or, in other cultures that may be the norm and you are not comfortable touching others, even if they are very close friend's etcetera.

Shopping again, touching merchandise and trying on clothing big issue in any place. You go to a new place and it becomes a big issue. You know some cultures will allow you to touch things. They say as long as you do not break it we do not care if you touch things. Trying on clothing yes, I mean it is UN hygienic, but we all do it when we go to cultures that encourage it. Because we do not want to spend so much money and buy something that we do not look nice and you know that does not fit us as well. Bargaining again some cultures encourage it, some do not return policies are different in different cultures. So, I am giving you all these tips.

So, that you become aware that these things exist. And so that sort of you know tune yourself to looking differences in these areas. Languages as an another one, Culture shock we already discussed. Social and political contexts; what the world things of you and what the word thinks of you context that you are coming from and what you think. And where does your culture fit in as for as social and political environment is concerned. So, all these things form a part of the challenges the tourists phrase and of course, immigrants of any nature face when we go to a new culture.

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Some tips on effective intercultural tourism; learn as much about the host culture as possible. Learning a few local word to start with please, thank you, I do not understand your language at the very least. These are the helpful words. So, learn these local words learn about the local customs especially issues that might affect your communication and quality of experience in the new culture. Observe; through local television, through newspapers, a magazine, behavior of people in the public places like the market, railway stations, bus stands etcetera park etcetera. You know just see how people behaving at different situation.

And then you should get the hang of how you should be behaving. And practiced saying flexible and tolerating and ubiquity this is something that I tell all my students. Learn to accept difference as difference without necessarily classifying it, as good or bad better or worse etcetera. It takes a lot of time and effort; I have been trying to do it for the past 15 years it. I still lack in it many times, but again this is something that really comes in handy in. But you to this point where you actually start doing it your life becomes, much more easy.

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Communication challenges in intercultural business encounters
(Martin & Nakayama, 2005)
- Work related values:
  - Individualism vs. collectivism
  - Work & material gain
- Quality vs. efficiency
  - Product vs. process
  - Task vs. relationship priority
- Language: mono vs. bi- vs. multilingualism
  - Speak the language that your subordinate/ customer feels comfortable with
  - Use simple words

Intercultural communication and business; now, we are really coming to our main topic. Communication challenges in intercultural business encounters; the first challenge here is work-related values. Individualism versus collectivism, work and material gain and I mean we have talked about hand low-cost cultures. What do we focus on? The environment in the office relationship with co-workers or your own individual achievement of goals and whether it is the quality of work or the amount of money you get for that work. Quality versus efficiency is the other one; where you have, you know in product versus process. It is whether product is more important or processes more important. Task versus relationship priority is another one; what is more important is the task at hand is more important or is the relationship you have with your colleagues is more important. Language versus in language you have; mono-ling will people you will bi-ling will people you have multi-ling will people.

So, you know how to interact with them? How they your interaction with them feeds into what you want to achieve out of interactions with them, will have a bearing on your efficiency at work, will have on bearing ultimately have you are perceived tat work, and whether you end up staying in that country for work or not. Speak the language that your subordinate or customers feel comfortable with as learn that language and speak it. You know try at least and use simple words. These are the some tips that you can use their ok.

Challenges (Contd.) (Martin & Nakayama, 2005)
- Communication styles
  - Direct vs. indirect
  - Honesty vs. Harmony
- Business etiquette
- Diversity, prejudice, & discrimination: Role of affirmative action (formal policy for non-discrimination & inclusivity)
- Zoning (Du-Babock & Babock, 1996):
  - Expat to expat: New to new & new to seasoned
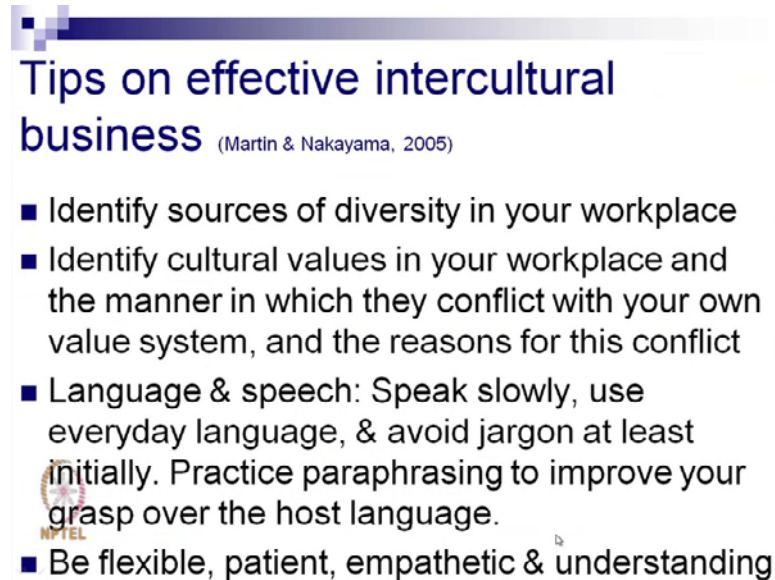 - Expat to host
  - Host to host

Some more challenges communication styles, some cultures encourage direct styles, and some cultures encourage indirect styles. We talked about this I request you to please go back to your notes figure out which, falls where honesty versus harmony. Again, you know where you be should be on honest add the expense of hurting others, where should you I am not saying this honest. But where should you open your mouth and we should you not open your mouth is again an issue.

You know, how much should, you say when should you say things business etiquette again, cannot stress on this enough. What is considered appropriate? What is not considered appropriate? Will depend on the culture you are in. This class is not about teaching you ethicist. So, I am not going to give any tips. Think about start by thinking about the of contextuality of that culture. And then a lot of things should become evident to you. Diversity prejudice and discrimination; the role of affirmative action which is for people who do not know affirmative action is formal policy for nondiscrimination and inclusivity.

Zoning again, you know your communication with, if as an expatriate with another expatriate will be different from your communication with a host will be different from the communication; that happens between messianic changes that happened between 2 members of the host country. Your communication with the new expatriate versus seasoned expatriates will be different. And so you need to be a careful of these things

and figure out what will we be, what you know what style what mode of communication will be appropriate with.
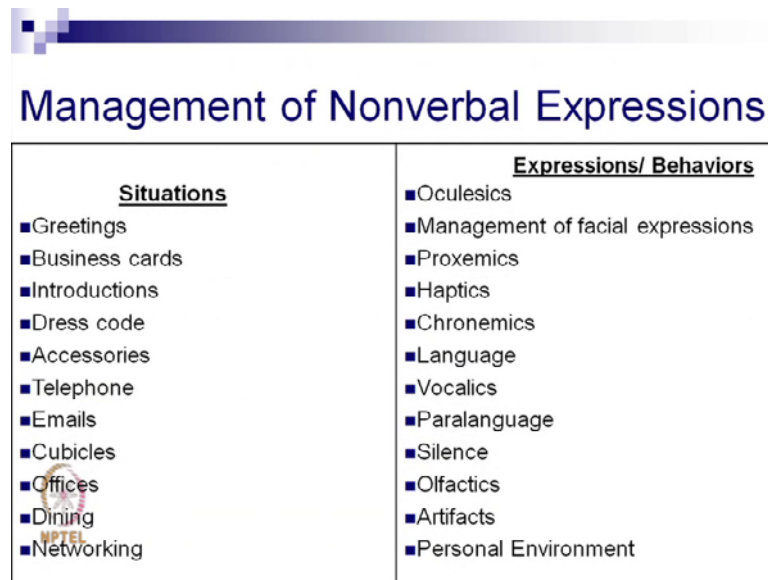
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Tips on effective intercultural business (Martin & Nakayama, 2005)

- Identify sources of diversity in your workplace
- Identify cultural values in your workplace and the manner in which they conflict with your own value system, and the reasons for this conflict
- Language & speech: Speak slowly, use everyday language, & avoid jargon at least initially. Practice paraphrasing to improve your grasp over the host language.
- Be flexible, patient, empathetic & understanding

Tips on effective intercultural business; this is pretty much taking us to the end of this class and identify sources of diversity in your workplace. Identify cultural values in your workplace. And the manner in which the conflict with your own value system, as far as language concern, speak slowly. Use everyday language; avoid jargon at least initially or in places where you are not sure whether the people will understand or not. Practice paraphrasing improves your own language skills in that in the language of host culture. Be flexible patient and understanding and empathetic try and put yourself in the shoes of the other person.

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Management of Nonverbal Expressions

Situations	Expressions/ Behaviors
■Greetings	■Oculesics
■Business cards	■Management of facial expressions
■Introductions	■Proxemics
■Dress code	■Haptics
■Accessories	■Chronemics
■Telephone	■Language
■Emails	■Vocalics
■Cubicles	■Paralanguage
■Offices	■Silence
■Dining	■Olfactics
■Networking	■Artifacts
	■Personal Environment

Management of non-verbal expressions based on the situations; find yourself in again a revision of what we did earlier. So, the column on the right talks about your expressions, the column on the left talks about different situations. So, manage these in light of these different situations.

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Implications of nonverbal behavior in the workplace (Canary, Cody and Manusov, 2002)

■ Identity management
■ Impression formation
■ Conversation management
■ Emotional expression
■ Relational messages
■ Deception

The implication of non-verbal behavior; this is what do in the work place manage identity, manage impression, manage conversation, manage your emotional expression, manage your relations and do not receive. These are some of the things that we do. And

again all this depends on the perceptions about all of these thinks depend on the culture you find yourself in. And this can create conflict you know all kind of issues, but these are things that are really important in any intercultural environment.

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Tips for intercultural adjustment especially abroad

- Be aware – Read, Listen and Watch
- Look for examples of behavior wherever possible
- Document EVERYTHING
- Adopt the most formal approach and move to the less formal depending upon the feedback
- Accept difference as difference without necessarily classifying situations and people as good or bad, better or worse etc.
- Follow the rules down to the last tee

Some tips for and intercultural adjustment especially abroad and this is what something I learned during my stay abroad. And this is something I thought I should pass on to you. Be aware read, listen and watch. Be very, very careful about what you see and just absorbed everything. Look for example, for behavior wherever possible documents everything as far as possible. Document whatever you can especially in professional environment it always helps to keep records. So, document everything looks for an examples of behavior without opening your mouth and saying this is rite this is wrong.

Adopt the most formal approach and this is one technique that works for me, it may work for you also. Adopt the most formal most high context approach and move to the less formal depending on the feedback. Except difference as difference without necessarily classifying things is good or bad better word or etcetera. And follow the rules to the last ((Refer Time: 59:29)). And this term comes calls from where it is a boring game for people who do not know it. and once you commit to a game the decorum demands that sort of you know you follow through till the last the of the game. That is what you should do follow the rules, follow the law of the land from matter. How difficult it may see and you will be all right and will talk some more next time.

Thank you.