

**International Business Communication**  
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**Lecture - 21**  
**Relational Communication**

Welcome back to the class on International Business Communication. Today we will talk about we will talking about different things, we have talked about modes of communication, we have talked about the channel, we have talked about types of communication. Today we will talk about relational communication. We started with inter personal communication in 2 sessions ago. And, again you know like I told you earlier I told you several times inter these different stage of communication are really not sequential they are constantly happening each other; we covered a little bit in inter personal communication in the work place.

Today we will start with relational communication which is slightly different in the sense that is not over arching. Now, when we talk about inter personal communication is something we do on daily basis. And the aspects that we discuss last time specifically delta with superior-subordinate communication, which is an essential part of any job, which is essential part of any professional activity that is relationship that you mean to have whether you like it or not.

So, the dynamic in such a relationship are very different. Now, when we talked about relational communications, we are specifically talking about communication that we have the option of not having with the other person; this is the kinds of relationships to found the in and through the manner in which we communicate with our players, with our coworkers, with our team mates and some of it are compulsory. But how we decide where we are, how we decided which direction the relationship goes in, how we decide, what we expect from each other varies from situation to situation and person to person.

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## Revision

- Reflect on your own experiences as a newcomer in a professional situation.
- How did you learn your way around?
- Which socialization techniques did your superiors use to induct you into the organization?
- Which socialization technique did you feel most comfortable with and why?
- How did intercultural/ personality/ socio-economic/ experiential/ educational/ gender similarities/ differences aid in or prevent your socialization and assimilation in a new organization (school, college, workplace etc.)

So, let us get into it; as usual the first part is revision I would really like you to reflect on your own experiences as a new comer in professional situation, what happen to first time you went into situation? What really happened? So, discuss those experiences and then tell me how you discuss amongst yourself, how you learn your way around? Work with the new plane what kind of the signal you sent out in to the environment? What did you? Who helped you? Who did not help you? Who you feel comfortable around? Who you did not feel comfortable around? All of that how did you learn to? How did you become deal with the newness of the situation that you find yourself in.

And, we have been discuss some socialize techniques in professional environments. So, which kind of socialization technique were you superiors use to induct you in to the organization how did we help you to become the part of the organization; which socialization technique did you feel most comfortable with and why? And, how did inter culture, personality, socioeconomic, experiential, educational gender similarities and differences or prevent your socialization and assimilation in a new organization. And, new organization could be anything school, college, work place etc.

So, how did these differences and similarity help you or prevent your socialization and assimilation in this new organization. Now, this is very, very important we are talking about international business communication; which is what most of you I hope will be doing the world is small if you are not doing it already the world is small; we are

constantly attracting with appears living on different parts of the planet. And, that is why this whole training whole sensitivity to the differences and similarities in our environment becomes very, very important ok.

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## What constitutes human relationships?

(FIRO Theory, : Schutz, 1966, in Ross & Anderson, 2002)

- *Inclusion* into the other person's personal sphere, which gives us a sense of belonging.
- *Control* of our own life and our ability to influence people we connect to.
- *Affection* towards others and the desire to be loved by others.

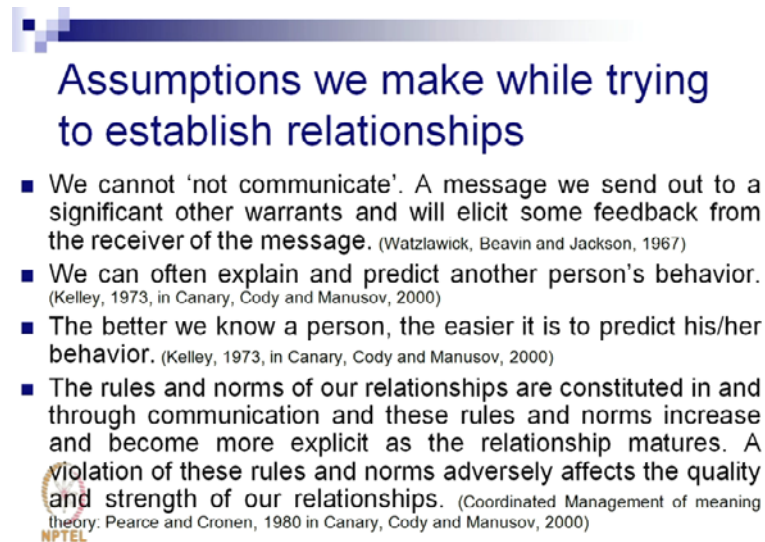


Now, let us come to relational communication; what constitutes in relationship when we talk about relationships and again we will discuss this theory in greater detail. But I thought it will be useful to mention some part or the main postulate of the theory and we will discuss it later. Any relationship, any human relationship includes conclusion inclusion; inclusion means becoming a part of the other persons personal fear which is the sense of belonging; I belong to a team, I belong to the office, I am the part of the office, I am faculty with IIT, I was a student at home science college Chandigarh. So, you must know all those things I am included, I am Indian, I am women it is inclusion to that group; control our own life and our ability to influence to people we connect to.

So, how much control do I have? How much autonomy do I have by virtual of being in this relationship, were does my limit end? And, somebody else start how much control do I have over those limits? How much I can do my within my own sphere? And, that defines human relationship affection towards the other hand desires loved by others. Now, you say how does it apply in a professional situation. In a professional situation this would translate into being liked by others I like people that I work with and I like to be liked by the people I work with. So, that is the affection it that does not necessarily

have to be warmed, it does not necessarily have to be hugging and gossiping and chatting over the cup of tea. But just a fact that people who spend it 10, 12 hours of your day with like being around you and you like being around them. So, this is what a human any human relationship means ok.

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**Assumptions we make while trying to establish relationships**

- We cannot 'not communicate'. A message we send out to a significant other warrants and will elicit some feedback from the receiver of the message. (Watzlawick, Beavin and Jackson, 1967)
- We can often explain and predict another person's behavior. (Kelley, 1973, in Canary, Cody and Manusov, 2000)
- The better we know a person, the easier it is to predict his/her behavior. (Kelley, 1973, in Canary, Cody and Manusov, 2000)
- The rules and norms of our relationships are constituted in and through communication and these rules and norms increase and become more explicit as the relationship matures. A violation of these rules and norms adversely affects the quality and strength of our relationships. (Coordinated Management of meaning theory: Pearce and Cronen, 1980 in Canary, Cody and Manusov, 2000)

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Some assumptions we make while trying to establish relationships. And, again this is come up from different theories the first one we will discuss some of these in these slides that follow; the first assumption we make is we cannot communicate. And, of course when I talk about the presentations and how design presentations you say our own slides are so badly made the reason is that I put on; so much information of these type just to give you an idea, just to make things clear.

So, I am sorry for the information overload on the slides. But any way we cannot not communicate is a assumption we make while try to established relationships; which means that a message we send out to a significant other to the person we are directed, to a person we are facing warrants and will elicit some feedback from the receiver of the message. If you are in my environment and unless you are desperately, deliberately trying to avoid me; if I say something under normal circumstances you will respond either by saying please do not disturb me I am busy or you say. So, I am busy please do not disturb me or you will say yes what is it or you be to be.

But any message we send out to the significant will warrant and elicit; I mean I will expect you to communicate I expect to you to give me some feedback if I am talking to you. And, by large in most situations you will give me some sort of feedback either positive or negative that is the first assumption we make while trying to establish with relationships. And, of course the feedback is negative or neutral then we do not go any further than this. The second assumption is we can often explain and predict another persons behavior; which means if I am establishing a relationship I know I do not randomly pick out to form out the relationship with; I identify somebody I find somebody in the environment there is lot of thing, lot of people in the environment.

And, I decide that I must go and talk to this person something from the environment sense me a stimulus that helps me to establish some sort of at least pensive the a reason for common ground, a reason for any further exchange of information, a reason for any further interaction. So, once I have that then I feel that depending based on what I know about the situation, based on what I know about in the sense, based on what I know about students in a new college, based on other people, based on other seniors; I should be able to predict how this person will react if I talk to them.

For example, you go to a new office, you go to new college you see somebody with grey hair holding books in hand walking down the corridor. So, what do you do one the person senior in it? So, the person will not say hello to you first. But if you say hello the person will respond because the person is mature enough. The second thing is person is white hair carrying the sack of books you are in college most probably the person is the professor; so you will say good morning sir or good morning mam.

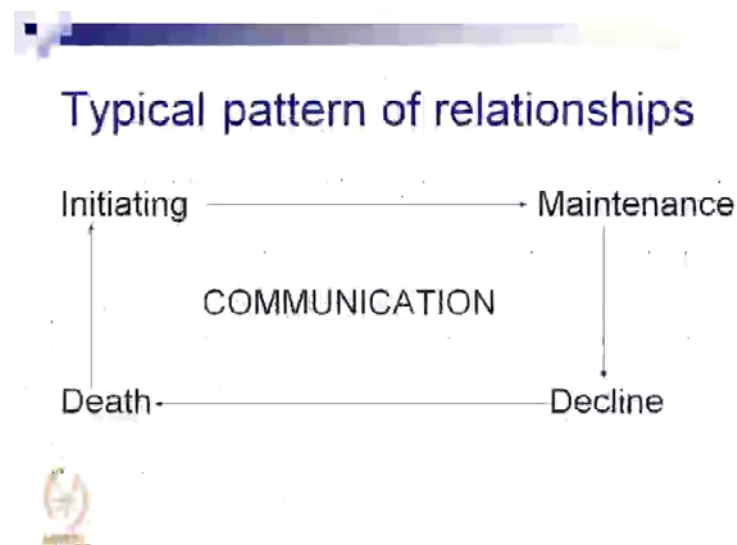
And, you expect that since you are new; obviously, it probably must be a time new students are coming in or in a college where there are 100 of students; many times to professor do not remember the name of each and every student they have thought. But still if it is a new face whatever the case may be young star in a pair of jeans and a T-shirt means that it is the student or anyone who say hello to you just respond by saying hello or you walk up to person and say good morning sir and a person looks at you and does this; which means I am acknowledged you I am thinking of something please do not disturb me or the person will say good morning. If the person walks by without even acknowledging what will you think either the person is deaf does not heard you or you will think that the person is too smoothie or stubbiest or arrogant.

Same thing in your work environment formally dress people walking up and down the corridor what you do you do not go. And, stand at attention every time person walks by people are busy they do not have the times for formality. So, what will you do you just smile hi and what do you expect in returns hi or a smile and the nod very basic thing which means they have to communicate. And, you can predict another person behavior unless the person you know closely the person will at least nod. The better we know the person easier it is to predict his or her behavior.

Now. looking at the professional situation once again; you are walking down the corridor somebody walk pass to you, your boss. And, you say good morning sir and you know the boss is very particular about deadlines. So, you are expecting the boss to ask you about how your work is going or whether you finished particular piece of work or not. If it is a friend at work you are expecting you could be expecting the person to ask you about your personal life how are you, how are your wife and kids, how are your husband and kids, how was the training program that you are involved in or what time should we get together for lunch or a cup of tea or a smoke. So, all of those things is depending upon how closely know person, how involve in our relationship you feel that you can predict his or her behavior.

The rules and norms of the relationships are constituted in and through communication. And, these rules and norms increased and become more explicate as the relationship mature. A violation of these rules and norms adversely affects the quality and strength of our relationships. I want you mould over this, I want you to think about this in light of what we discussed about these. And, how you know after the first time you have gone through the motions; you have become aware of different rules how this satisfaction with the rules keeps feeding into the further re definition of rules. And, the in different situation and that is pretty much what this is about. And, we will discuss more and keep prefer in the slides to come.

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Typical pattern of relationships; we have the initiating face or the initial face or the starting face where we identify a person we want to establish the relationship with we start communicating with the person. And, based on the feedback from the person the relationship is formed then it is maintained. And, then it becomes to involve it starts declining it may die. And, depending on the lessons we have learnt; we initiate future relationship. And, what is this all based on? What this class all about communicating how do we know the relationship as started, how do we know the relationship is moving on, how do we know that the relationship is growing, how do we know that the relationship is stable, how do we know it started declining decaying. And, how do we know that it is died; everything revolves around communication, everything revolves around the quality and the quantity of interaction we have ok.

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## Theories explaining various stages of relationships

- Berger and Calabrese
- DeVito
- Knapp and Vangelisti
- Chen's model
- Elders in the family and at work
- And many more ...



Theories explaining various stages of relationship; various theory specially inter cultural. In a inter cultural scenario there is theory Berger and Calabrese, there is one De Vito, there is Knapp and Vangelisti, there is Chens model. And, I mention this with the last one I mentioned here is elders in the family and at work; we talked about of contextuality of cultures. We will discuss something that is called ethno methodology believe me all this theory have come out of normal life; some of us have tried to study what normal life is all about. And, then we discuss define normal and then we come up with rules. And, how do we know these rules address? How does the child learn to speak? How does the child know what is right and what is wrong? It is the elders in the family it is the significant others in the environment that are constantly giving you input there are constantly helping you regulate your behavior.

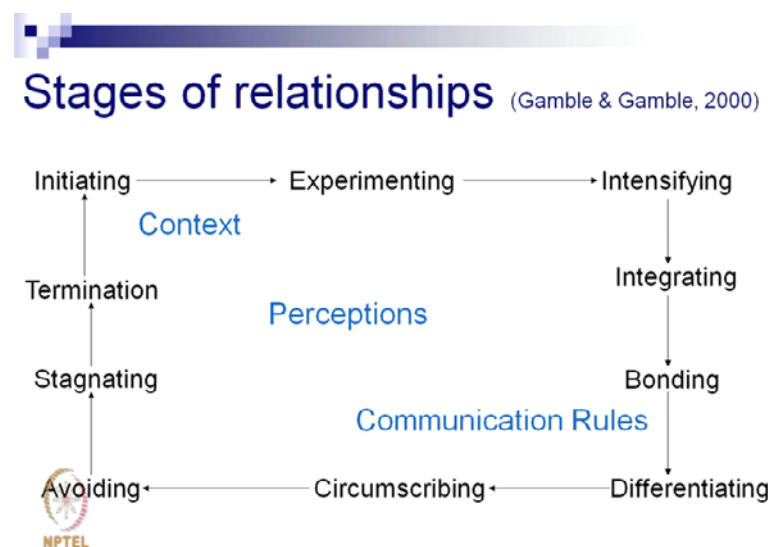
So, I am sorry if some senior theorists disagree. But I come from the culture where we respect our environment. And, I am not saying other culture do not; we feel that we do not exists without the environment that here the part of. And, I feel it is my responsibility as an academician, as a researcher to give credit to people that I learned form. And, to educate my students about these things in their environment; everything cannot be explained by theory for 2 reasons; one no social scientist can take the claim to having studied each and every theory that exist.



2; no social scientist can tell you for sure how many theories exist in the social science and how many more are coming up. Because human communication, human behavior are constantly involving. And, we are constantly learning based on from what we learnt from culture, based on what we been thought by elders, based on what we have thought by our teacher and parents and family and friends and what we learn on our own this position and what we eat feel about our environments. So, all this things come together all we are learning and all this is effecting how we form our relationship. And, based on how we communicate, based on the signals we are sending into the environment; no researcher, no behavioral scientists can claim to predict any once behavior 100 percent there is always a margin of error.

And, I really like to focus on that 5 to 10 percent margin of error that exists; why are things constantly revolving because change is always going on. And, that is why I say elders in the family at work they are giving you a peace of mind which I believe has lot of merit. In addition to this theories due regard to the people who spend the life studying communication I am one of them, but again is lots more outside the per view what we have studied.

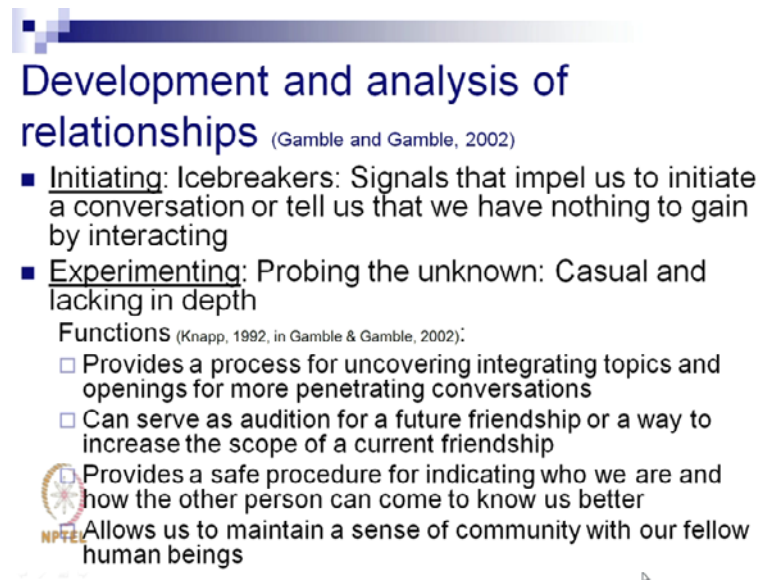
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Again some stages of relationships as an Gamble and Gamble; first one is initiating which we talked about last time. This second stages experimenting and intensifying integrating, bonding, differentiating, circumscribing, avoiding, stagnating and

termination. All of this revolves is communicated is affected a contexts, all of this is based on precessions; all of this is communicated in and through the rules by which we communicate.

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**Development and analysis of relationships** (Gamble and Gamble, 2002)

- **Initiating:** Icebreakers: Signals that impel us to initiate a conversation or tell us that we have nothing to gain by interacting
- **Experimenting:** Probing the unknown: Casual and lacking in depth
  - Functions (Knapp, 1992, in Gamble & Gamble, 2002):
    - Provides a process for uncovering integrating topics and openings for more penetrating conversations
    - Can serve as audition for a future friendship or a way to increase the scope of a current friendship
    - Provides a safe procedure for indicating who we are and how the other person can come to know us better
    - Allows us to maintain a sense of community with our fellow human beings

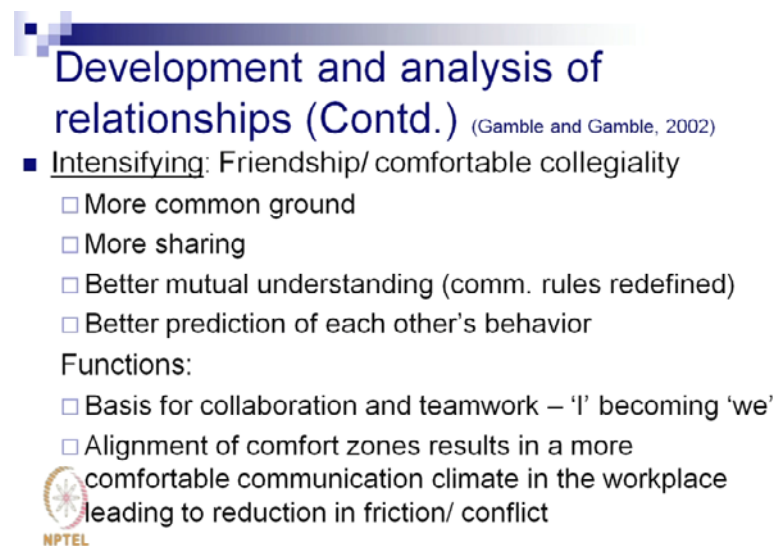
Let us go through the stages one by one. Development and analyses of relationships as proposed by gamble and gamble again; all of this is based on number of theories that have been prefer gamble and gamble in their book titled communication works. So, this is from there; the first stages is initiating which is the icebreakers we signal that impel us to initiate a conversation or tell us that we have nothing to gain by interacting; what we see in our environment? What we send out? How we decide whether to start with relationship? How to start the relationship? All of these...

And, we dealt with significant part with in the previous session on interpersonal communication. The second stages is experimenting you send out signals; signals are taken, signals are accepted positive feedback comes we start profiling the unknown; again the quality of conversations is casual and lacking it death. The main functions of the stage as proposed by Knapp in 1992 and gamble and gamble 2002 are the one the experimenting stage provides a process for uncovering integrating topics. And, opening for more penetrating gives us an idea of what more we can talk about, what are the possible avenues for establishing a common comfort zone.

The second here is second function here is that it can serve as audition for a future friendship or a way to increase scope of a current friendship again widening the comfort zone possible avenues for widening the common comfort zone; establishing or widening the already existing the comfort zone. It provides the same procedure for indicating who we are and how the other person can come to know us better. So, what do you do introduction I am so and so this is what I like, this is what I do not like. And, this is the stage where there is maximum feedback, maximum redefinition of rules just let out in the open the concept taping not redefinition. But maximum definition rules we establish some ground rule for our communication.

It allows us to maintain sense of community with our fellow human beings. And, sending out signal you are responding to me; we are moving towards a establishing relationship we are not there yet, we are just finding out whether there is enough meet in the conversation in the interaction to establish a relationship. Again, please look at this philosophically, please look at this conceptually. And, then see how you can apply it to our personal and more importantly professional situations ok.

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**Development and analysis of relationships (Contd.)** (Gamble and Gamble, 2002)

- **Intensifying: Friendship/ comfortable collegiality**
  - More common ground
  - More sharing
  - Better mutual understanding (comm. rules redefined)
  - Better prediction of each other's behavior

Functions:

- Basis for collaboration and teamwork – 'I' becoming 'we'
- Alignment of comfort zones results in a more comfortable communication climate in the workplace leading to reduction in friction/ conflict



The third stage is intensifying it is marked by friendship and comfortable collegiality; we become ,friends we start talking lot more with each other we start understanding each other, we feel that on the same platform. So, there is more common ground, there is more sharing, better mutual understanding and the communication rules are redefined.

Because we are both the party involved in the interaction are committed to building in the relationship. So, we redefined the rules this is what I feel comfortable with, this is what I do not feel comfortable with. And, we sort move on from them; there is better I am not saying absolute but slightly better prediction of each others behavior.

The functions of the stage are that it is a basis for collaboration and teamwork I start becoming we; we are not there at. But realizing that there is possibility of we in the future; there is alignment of comfort zone that is result in the more comfortable communication climate in the workplace leading to reduction in friction or conflicts. So, this is where everybody is happy this is the honeymoon phase you must call it this is the place where this is the stage where everything is rosy and everything is great ok.

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### Development and analysis of relationships (Contd.) (Gamble and Gamble, 2002)

- Integrating: Unification: Fusion of 'I' and 'I' into 'We'  
Functions:
  - Perception by both members as a team
  - Perceived inclusion into each other's (professional) circles
  - Synchronous professional behaviors
- Bonding: Announcement of commitment to each other  
e.g. mergers or contracts
  - Enhanced co-dependence
  - Possibility of communication rules being redefined leading to increase in strain on relationship

Functions:

- 'We' is formalized indicating mutual professional commitments – now both are tied to the relationship and significant others know about it ...

The next stage here is integrating which is unification; this is the stage at which the fusion of I and I into we starts begins you have not declared yet. But both of you feel committed to each other enough to start thinking about us as We. It could be the formation of professional friendships; it could be the informal discussion about of the formation of a team; if given a chance I would like to have A, B and C in my team. So, that is the integrating phase; I know my priority, I made my selections from the pool of the people available given a chance these are the people I would like to have in my team.

Let us see what happen; the function of the stage is the first one is perception of both members as a team. I like you, you like me; we will jell well together. Let us start


looking for opportunities to build this collaborative atmosphere. The second function here is perceived collusion in to each others professional circles. So, if there is the meeting, if there is an opportunity I hope and believe that you will tell me about it and I will reciprocal in to favor. So, professional behavior again I will watch your back and you watch mine when we are in vulnerable situation; we are sitting in the meeting let us ensure that we do not point fingers at each other we will be sort of be in the same side if a discussion or a debit. So, that is the integrating thing; this is the stage start noticing that you are getting closer are your on the same side of the table.

The next stage is bonding; bonding is the announcement of commitment to each others environment. And, that the example of this is merges or contacts this is where or formalization of teams. And, in this stage we have the team as forming made; the it is return down on the paper everything is formalized, everything is sort of announced, everybody knows what they happening is acutely happening. So, there is enhance co depend; there is the possibility of communication rules being redefined leading to an increase in the strain on relationship. So, now the function is We is formalized indicating mutual professional commitment we are both tied; till the integrating stage they also way out. Yes, we have together we have our own individualize life is.

And, let us see we are still talking about now we struck to each other; we have decided to write paper together, we have sent in a paper is abstract has been expected we actually have to sit and write it now. We actually have to decide who will go for conference and who will not; we have to decide who which one of us will be taking the lead or which one of us will be the first author in writing the white paper then in the organization we have to do it; no way out we decide to merge the companies together. So, we have to bring people to the table or we have initiated a contract we have taken the advance. So, both parties have something at stake; many times there are illegal issue involved.

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## Development and analysis of relationships (Contd.) (Gamble and Gamble, 2002)

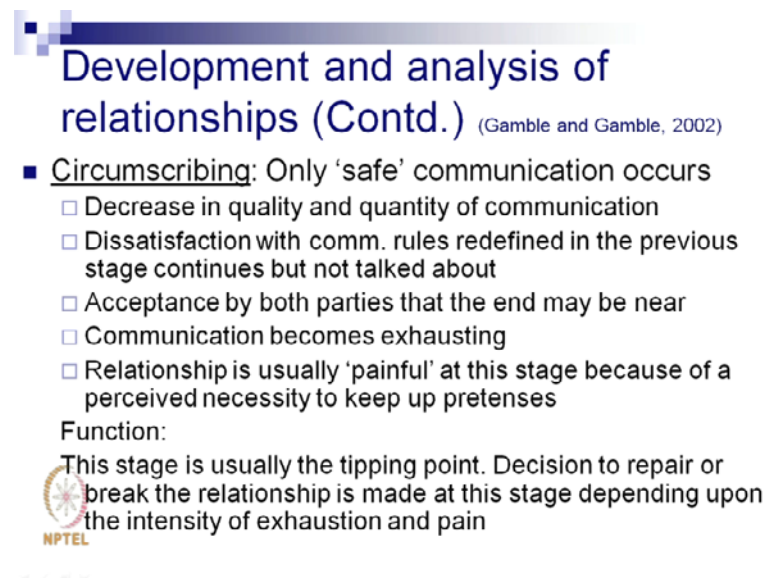
- Differentiating: 'We' breaking up into an 'I' and an 'I'
    - Emphasis on how both are a team and still are very different from each other
    - Comfort zones start growing away from each other
    - Comm rules redefined yet again primarily due to the redefinition of satisfaction of either party with existing rules
-  Function  
Signals uncoupling/ trouble in the relationship

And, this is where the strain begins. Differentiating because of this strain that is imposed on the relationship the, we starts breaking into an I. This is the stage at which the We sort of starts moving apart; it is getting too much there is too much involvement there is just too much going on between the 2 ones. So, let us spilt up or you do not decide to split up. But you start feeling the need your own personal space in the organization in the relationship; there is emprise on the both, on the team that the great team that both are in. But also there is this needs start cropping up define yourself outside of the team what is my contribution? Yes, we both are working together, we have are commitments, we are doing things together. But where does all these end, where do I get some time to breath or people know me as part of this organization what is my identity outside of this team.

So, that is where the differentiating begins because of the stress place. The comfort zone start growing away from each other, the communication rules are redefined yet again if I merrily due to the redefinition of the satisfaction of either party with the existing rules. Before this everything was hunky dory everybody was happy. And, I am comfortable with what you do with, you say you are comfortable with what I do and say. But at this stage what happens is we start redefining things; we are like ok I have added it is just too much. So, I need some space I would like to have some flexibility with these rules. And, it should be ok with you and I will recapture the favor.

So, the level of satisfaction is redefined. The function is that it signals coupling or troubling the relationship; when you start talking outside the team, when you start the discussing the team outside the team, yes, I am part of the team. But this is what I can do in addition to what the team is doing that is when the starts coming up ok.

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**Development and analysis of relationships (Contd.)** (Gamble and Gamble, 2002)

- **Circumscribing:** Only 'safe' communication occurs
  - Decrease in quality and quantity of communication
  - Dissatisfaction with comm. rules redefined in the previous stage continues but not talked about
  - Acceptance by both parties that the end may be near
  - Communication becomes exhausting
  - Relationship is usually 'painful' at this stage because of a perceived necessity to keep up pretenses

Function:  
This stage is usually the tipping point. Decision to repair or break the relationship is made at this stage depending upon the intensity of exhaustion and pain

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The next stage is circumscribing; you started growing the part, you realized that the connection cannot be as strong has you thought might be; only safe communication starts occurring which means that there is decrease in the quality and quantity of communication. We realized that we are beginning to irritate each other with what we are saying, with how much we are saying. So, we start reducing that because the amount of negative feedback from the other interaction starts increasing. And, that is when we start reducing the quality and the quantity of communication; this satisfaction with communication rules is redefined yet again. And, the satisfaction of communication rules is that the rule is redefined and then the dissatisfaction increases. And, we both start feeling that both the parties are feeling that we are not satisfied with the rules.

But we do not talk about; we acknowledged that there is a problem. It starts surfacing very time we are taking to each other acceptances by both parties that the end may be near; the end is not near yet. But we start when we start reducing the quantity of communication we start realizing that the end may be near communication with each other becomes exhausting draining; you start feeling the pressure you do not like a boss,

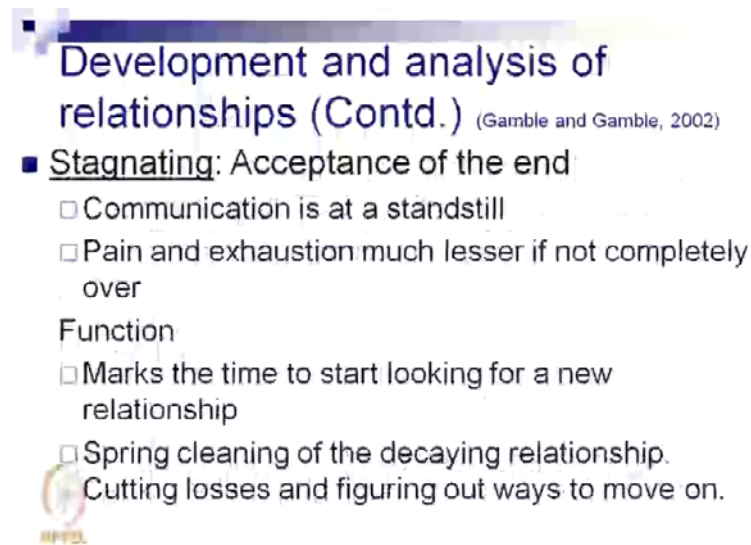
boss calls for a meeting every meeting there is negative environment the minute an announcement for a meeting comes up; you start having the head ache come out of the meeting. And, you need smoke, you need a cup of tea, you need to gossip with your friends about it, you need to call up your parents. It becomes I mean you go home and you need to take a nap before you can do anything concentration after this interaction.

So, the communication becomes emotionally and physically draining; relationship becomes painful at this stage. Because of a preserve necessity to keep up pretensive; at this stage we do not want to let our parents know, we do not want to let the significant other in the environment know that there is the problem with the communication. We do not want people around us to see that we are both, the team is broking up, the team is disintegrating. So, we try and keep up pretensive, we try and talk to people, we try and in front of others we are the perfect couple. If I may say so in the professional environment we are best of friends, we are still the best and we still have the best superior subordinate relationship.

But in part of our both the parties know that this is not going anywhere the end is probably near. The function of this stage is that the stage is usually is the tipping point; depending on the level of involvement of either party in the relationship, depending on the stakes each party has in the relationship, depending on what each party stands to lose. If the relationship ends depending on the level of emotional involvement at times on the relationship; the party is can either choose for discussing and repair the relationship or end it. Because completely it depends on intensity extortion and pain experiencing and then they see cost benefit analyses. And, then they see whether it is really worthwhile to spent time and effort in repairing the relationship or not; this is where it actually starts one actually decides. So, ok...



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**Development and analysis of relationships (Contd.)** (Gamble and Gamble, 2002)

- **Stagnating: Acceptance of the end**
  - Communication is at a standstill
  - Pain and exhaustion much lesser if not completely over
  - Function
    - Marks the time to start looking for a new relationship
    - Spring cleaning of the decaying relationship. Cutting losses and figuring out ways to move on.

The next stage is stagnating; this is the acceptance at the end communication comes to stand still the discomfort each of the party becomes visible to the people in the environment; the pain and abortion are much lesser if not completely over it is decided. If we are decided to end the relationship near like ok I am done I have, I had enough of pain I know I cannot change the situation; the other person know that they cannot change the situation it is all ending. So, let just leave it there; the function is it marks the time to start looking for a new relationship cutting losses and move on.

So, even though you do not announce it; it starts becoming obvious to you, you start taking steps to move on the pain is gone you have accepted what is their gone start looking for have a new avenues, start looking for other team to be involve in, start looking for other opportunity at work start, may be; start looking for new job without telling anyone. This stage also marks a spring cleaning phase of the decaying relationship this just has the sprinkling in your Diwali or at Christmas or at New year or at the end of the academic year; which is what we teachers and professors do session ends in march what we do; we spend a week cleaning out of our offices compiling record filing away everything or carving things just before you go off, just before we begin our new semester or a new academic session.

So, it is sprinkling relationship has ended it is decaying, you are filing things, you making the list of things you lost, you making the list of things, you stand to gain from

the relationship this is the time when you start. This is the time to squeeze out maximum benefit from whatever left that looses and figuring out spaces move on. But you have not announced this is the stagnating phase but it is sort of dead in your heart.

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## Development and analysis of relationships (Gamble and Gamble, 2002)

- Avoiding: The disconnect becomes obvious to significant others
  - Unpleasantness creeps in
  - Active attempts to avoid interacting with each other
  - Forced interaction usually leads to aggression against each other that is usually expressed in public as a defence mechanism to warn each other and significant others to not force this interaction

Function:



Active and expressed conflict. Should be avoided as far as possible. Usually serves to create basis for termination of relationship.

The next stage is avoiding; the disconnect become obvious to significant other it is very very pronounced unpleasantness creeps in; we start being nasty to each other, we start feeling negative to each other till the previous stage; we know that relationship is ending if the relationship does not end or the cost of maintaining the relationship rise for whatever reason the discomfort with situation leads to lot of un pleasantness. And, active attempts to avoid interacting with each other begin; the person is coming from the front we take the other root. I get the call from the person on my cell phone I put the person on the ignore list the person tries to talk to me I say please send me an e-mail let put this on record.

So, we there are active attempts to avoid interacting with each other, wishing each other we stop looking at each other. And, this is the stage where everybody start noticing oh my god there is major problem; what happens these are the 2 best buddies what happen these 2 organization were doing so well with each other. So, the cost of maintaining that pretends becomes very high. Force interaction at this stage for whatever the reason 2 colleague were not getting to each other work part of the same thing are forced to sit on

the meeting boss raise to help to prepare the relationship bad idea I am sorry but is really a bad idea.

Force this 2 people to sit across the table and work out the differences start shouting at each other; it is too late may be the intension is coming too late; it may be I could have stepped in earlier. And then dwelt with it; what happens is at this stage when they have already gone through the pain, they have already sprinkling, they decade relationship or they were the remnants of the decade relationship. At that stage when they are both convinced that the relationship is over; if they are forced to sit across the table it leads to aggression against the each other that is usually expressed in public as a defense mechanism to want each other.

And, the people around them do not force this interaction ever again. If you put me in the same room as this is collogue we just end up shouting at each other. If you ask us to work together on project they will be ego clashes, if you ask us to advise this same student on the same committee either this person will not show up or I will not show up or this co student will have to run from pillar to pole because we both not agreeing on anything. So, the agree with the aggression becomes more pronounced. And, so that let us people know that you know this is the point where nobody can do anything.

The function of this stage is active and expressed conflict; we discussed more by the positive and negative effects of conflict. But at this point all I can say is that avoiding is the stage that should be avoided at all cost, because this usually serve to create a basis for the termination of the relationship. So, it is conflicts, it is the end; to the relationship has ended. Because of the negativity associated with it should be avoided. And, if it is not avoided and if it is so pronounced it gives a chance to the people involved in this relationship to sort of start getting the legal procedure together start putting things down to paper, you start leaving a trail of clues that can be added, and sort of used to terminate; to legally terminate the relationship ok.

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## Development and analysis of relationships (Contd.) (Gamble and Gamble, 2002)

### ■ Termination: End

- ☐ Pleasant/ unpleasant
- ☐ Cordial/ bitter
- ☐ Short/ long drawn

Function:

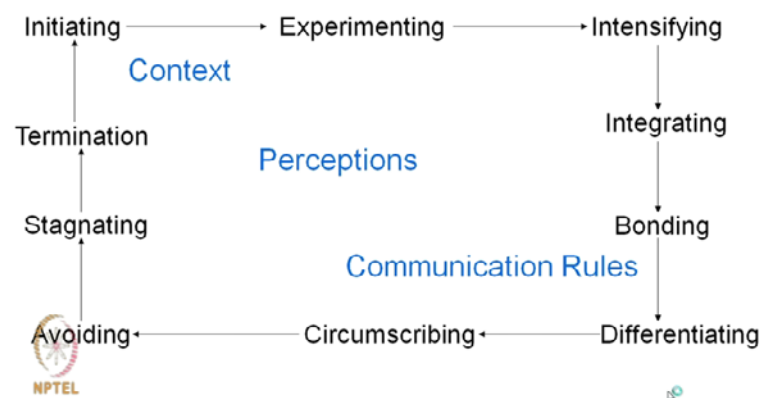
Time to wind up, close the file, archive, and move on



And, then the last stage of the relationship of any relationship is really determination as the name suggests. It is the end it could be pleasant or unpleasant, it could be cordial or bitter, it could be short or long drawn. It just depends on how the relationship has progressed and taking you back to these slides.

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## Stages of relationships (Gamble & Gamble, 2000)



It has been seen that a relationship can be repaired up to the circumscribing stage. So, if you really think that the relationship is worth anything please start recognizing the signs over here; make sure that the bonding is not too tight, make

sure that the sign that it become sensitive to the signs of the relationship to what is going on in the relationship. At the differentiating stage here which is where the people start talking their individuality give to credit make you really worthwhile for the people to be bonded to each other.

So that relationship sort of goes back from here many relationships stabilize at the experimenting stage which is where we say we have quietness. So, many you have the hello, hi kind of conversation; many relationships stabilize at the indentifying stage we are good friends. But let us keep our work in our personal life space integrating yes every time we have the team let us form the team. But let just there be no professional commitments will help as in when I can you help me as in when you can we the good friends we understanding each other.

But let there will be a no professional commitments because the familiarity breeds contempt. And, that is what bonding is all about familiarity breeding contempt here that is leading to differentiation and that is leading to circumscribing. If a senior person in the department, if a human manager really wants to repair any relationship this is the stage at which it should be done. After this if you try and enter avoiding or stagnating stage then sorry; the avoiding should acquire be up here. These 2 are this stagnating should be down below and avoiding should be up here. And, sorry for the mess up avoiding is the last stage anyway.

So, that is what really happens when relationship start stagnating there is really no point. But you can save the relationship till the circumscribing point or may be even stagnating stage it is really not worthy; avoiding will definitely lead to termination all right. And, the function of any relationship is to wind up, to close the file, to make the list of lesson we have learned from these relationships and to movement. And, that is pretty much what termination serve us to do; it is the end moving on you are taking the lessons it is adding whatever it is happening this past stages is going to influence; how you deal with your relationships in future also. So, that is what this whole cycle of relationships is all about ok.

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## Theoretical explanations

### ■ Social Exchange Theory

(Blau, 1964; Homans, 1961; Thibaut & Kelley, 1959, in Ross & Anderson, 2002)

- Presumes that people communicate by trying to achieve relational *profit* by producing more
  - *Rewards*: Outcomes desired by communicators, than
  - *Costs*: What communicators must forgo in order to achieve goals
- Depends on an expectation of *Reciprocity* (I scratch your back and you scratch mine ☺) in maintaining relationships
- Assumes that people evaluate potential relationships for their exchange potential by employing:
  - *Comparison levels*: Inner standard set by the individual that indicates an acceptable level of satisfaction in a relationship or a situation on the basis of various forms of social judgment or past experience
  - *Comparison level for alternatives*: Comparison of the rewards and costs of your existing relationship with the anticipated R and C that you would receive if you ended the relationship



Theoretical explanations boring stuff this is going to continue in the next class as well. So, I am going to do whatever I can till the time is up. And, then we will continue in the next session all right. First theory I would like to talk about here it is the social exchange theory it presume that people communicate. But trying to achieve profit means; what you gain by producing more revolts out comes by communicator; than the cost one incurs in the communication. So, what the cost for what the communicator must for go in order to achieve goals.

Social exchange theory also states that the content the quantity and quality of communication depends on expectation of reciprocity in maintaining relationships. And, what is that reciprocity; I scratch your back and you scratch mine; social exchange theory proposes that the quality of our relationship how we established relationship? What stage we are at in the relationship? When the lot on the reciprocity. It also assumes that people evaluate potential relationships for the exchange potential by employing the comparison levels which are the inner stand set by the individuals that indicate acceptable satisfaction in a relationship or a situation on the basis various forms of social judgment or past experiences. What does this mean; I decide how satisfied I am in a relationship or a situation based on the social judgments on past experiences I had in similar situations; should I be expecting this, should I not be expecting this from this particular relationship.

I go to a new school everybody is in uniform there is 1 tailor stitches uniform we same way there is 1 shop that sells the cloth; I do not know how many schools do that But we were in the school; we were not permitted to get the cloth for our uniform from any other shop expect this one just to maintain uniformity in the school. We were told that we could either wear the sweater that was sold by this shop or plain handed sweaters plain and plain absolutely no designs. And, that was give the chance to people who were not manage on their own.

The wool have to be brought from this 1 particular shop that was the big universal color everybody wearing handmade sweaters. And, the same color of wool nothing fancy; we could not wear different types of shoe; the shoe had to be bought 1 particular shop of course we had one Bata whatever only this one shop; where it design a boots we cannot carried the design of boots. We could not carry fancy pencil boxes and these days I mean of course people working environment is different. So, what happens is when we say comparison levels my satisfaction in the school, my satisfaction with interaction with other in the school revolved around what people told me about their back grounds. And, discussions of such type were absolutely prohibited.

But people bring out certain things you know my mom gives me this when I go home yes, I am wearing the uniform similar to yours. But when I go home this is the kind of car my dad drives and this is the these are the things mom does for my birth day and all of those things. Now, when you move on to college the definitions change; more flexibility with what you wear, what you talk about, what you discuss, what you refer to, even that depends on your social economic status. So, in school we had the same book everybody was studying the same book, everything was uniform; you go to college some people can afford to buy more books, some people by second hand book, some people use handmade notes, some people can afford to get more things photo copy. So, your expectations we do not except the same level of uniformity.

You go to work the difference is socio economic differences are highlighted; you go to work the languages people speak are different up to college, up to the lower levels of college there could be some instances on communication in a particular language people are constantly telling you to act profession, to behave profession there is some uniformity in the class room when you go to work no uniformity. In fact, your differences serve to, serve as bench marks to for your progress. So, based on your past

experience, based on which school you went to, what you learnt, what kind of books you refer to, what you, what language you speak, what accent you use, in which language you speak; determine how high you rise again results.

But how are those results decided; how is your ability to produce those results decided a person who studied the English I am sorry, I am bringing this may be politically incorrect. But this is very, very important a person who had the opportunity to start learning English in starting from nursery onwards. And, had the opportunity to go to good private and public schools convent school would have a better grace on English. And, would have a better chance at forming the better first impression on clients on deal with; as appose to the person who especially international clients as suppose to a person who did not have the opportunity to go to a school where speaking in English, Were writing in English, grammatically correct English was emphases upon. It is not a persons fault, it is not the parents fault; it depends on what they could afford, where they were living, what opportunity they jobs offers them, army officer, high socio economic status.

But still the they live in different places and the quality of education the children are expose to are so diverse. And, again the confidence depends on how people deal with it again this 1 area; other people, social workers or people working in the interior regions do not have access to such services. So, I am not saying speaking in English is good or bad; all I am saying is that it have become such a necessity in the international business environment that all these things will determine differences that you have with each other, will determine the differences that you have with each other, will determined how high you rise in your professional environments.


I am going back to the comparison levels this is what I was talking about. So, let us go back to the slide and see we have these inner set by based on our past experiences. So, this is what we mean when we get a culture shock in the environment; you come from a school where the uniform is stress upon everybody was doing the exact same thing very strict discipline; you go the college people are doing different things teachers are not so strict. And, suddenly you will get a big shock in sought of some jolted into reality; even then good college the overall discipline is emphasis you move on move to a job where your differences decide hoe high you rise. So, suddenly you are pushed into a very different kind of environment. And, you get this big shock you jolted into you are like



everything I learnt about uniformity, everything that I learnt about professionalism it suddenly does not exist we draw the comparisons with our past experiences.


The next base for evaluation of potential relationships with is the comparison levels for alternatives. And, this means this is the comparison of the rewards and costs of your existing relationship; with the anticipated rewards and costs that you would receive if you ended the relationship. So, you compare things. And, we will talk about more this when we discuss negotiation. But in addition to comparing the level based on past experiences we start comparing the level for alternatives also; what happens if I do not fit in? What will happen how much I will have to stand? How much will I stand to gain? This is the social exchange theory. And, this is how we form our relationships, how we decide whether to form our relationship with somebody else this is, how we decide whether to move forward in the relationship what I stand to gain; if I take the relationship to the next level we will pause here.

(Refer Slide Time: 52:15)



## Theoretical explanations

- American pragmatism (Dewey, 1927, 1934, in Ross & Anderson, 2002).  
Social contact helps define our individuality and yet keeps us influenced by others
- FIRO (Fundamental Interpersonal Relations Orientation) Theory (Schutz, 1966, in Ross & Anderson, 2002). identifies the following as significant factors affecting the formation of relationships:
  - *Inclusion*: Remaining connected with others
  - *Control*: Ability and desire to make a difference in social situations; not necessarily manipulative
    - Machiavellianism: Interpersonal willingness to manipulate others for personal gain
  - *Affection*: Interpersonal warmth and satisfying relations



Because we are running out of time I do not think that I have a time to discuss we will talk American pragmatism and then we will take a short break; American pragmatism is the social contact that helps us to define our individuality and yet keeps us influenced by others. Now, according to this theory this was proposed by John Dewey in 1927 and it is found in 1937 it is been covered wrote in a book by Ross and Anderson published in 2002. According to this theory I exist because I am a part of the environment. And, my

individual differences are highlighted my uniqueness is unique. Because of this comparison of the significant others in my environment; I cannot consider you unique I cannot take the certain character. And, how people know I am unique only that see the differences that I bring to the table as compare to the other people in the environments so the uniqueness will comes up.

But still because these differences are coming up I stay connected to the environment this difference is come up the surface as differences only because my connection with the environment. So, I am unique I still a part of the environment. And, that ultimately decide how we treat the difference, how we treat the uniqueness, how we treat our relationship with our environment; ultimately define how we establish our relationships where we draw the line between forming a relationship and ending it; where we draw the line how we define the communication rules will be determined by how much a part thing we are our environment.

The next theory is FIRO of fundamental interpersonal relationship orientation theory that was proposed by Schultz 1966 has been mention in Ross and Anderson. It identifies the following as significant factors affecting the formation of relationships this is what we talked about. The first thing is inclusion; remaining connected with others how connected do I think I want to remain with others in the environment. Control ability and desire to make a different in social situation not necessarily manipulative. But how much my contributing and how much autonomy do I have I over that contribution. Machiavellianism is the interpersonal willingness to manipulate others for personal gain this is a form of control. But ultimately decides the shapes that our relationship may take and affection is the interpersonal warmth and satisfying relations.

This theory will takes in some time. So, I will just brief through to the last slide at this point; we will discuss the rest of the theory next class. For now, I would like you to revise each of the theories discussed today just 2 or 3 social exchange theory and pragmatism and FIRO theory. And, look for example, in your daily lives that helps you understand these theories. I also want you divide your class into diverse groups for example, urban and rural or state wise or business and services backgrounds. And, discussed the application of each of these 3 theory on your individual preferences for the formation of interpersonal relationships in a professional background, in a professional

environment, sorry; based on your own backgrounds and the reason for these preferences.

And, other thing that I am not mention is on the slide is I would like you to think about different stages of relationship talked about I hope to covered much more. But so and laptop in explaining things I was able to I will give you one more task. I would like you to discuss amongst yourself what kind of course, things I can decide where you think and how you for your interpersonal relationships? How you define each stage of relationship? What functions does each of these stages and in your personal and professional in relationships in light your similarity and differences; what happens to each of these stages when you are interacting with a person with the similar culture and background vie-we-vie. You interacting person with different culture or background. We will stop here and we continue in the next class.

Thank you.