

**Organizational Behaviour - II**  
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**Lecture – 49**  
**Interpersonal Behaviour Across Cultures**

Welcome to the lecture sessions on team behaviours and organizational culture. Today's lecture session is based on interpersonal behaviours across cultures.

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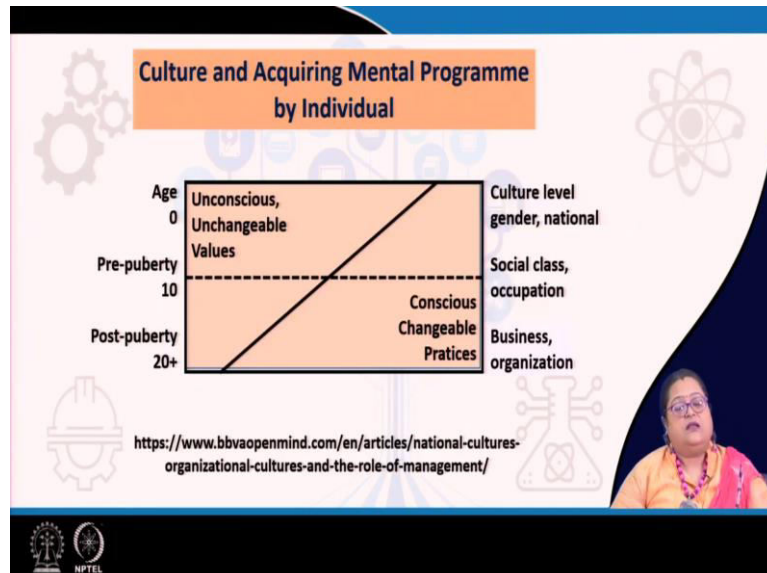
This part of the lecture session will be held on interpersonal behaviours across cultures.

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There are remarkable findings that individuals in group and the group behaviours vary across cultures. There are important areas of interpersonal behaviours like leadership, multicultural teams' negotiations and communications.

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How does culture affect the mental program of the individual? We can see from here, like the individual progresses from age 0 to pre-puberty to post-puberty. What do we find over here? Like there is an unconscious layer which is there the line at the below it is there and it gradually the gets reduced the base remains but becomes more conscious what with the progression of edge, the cultural level gender, national, the social class, occupation and business organization.

These goes on adding like more information, more values, more norms to the individual's mind and they take up a larger space. So, post-puberty level when the person enters this age from pre-puberty to the post-puberty if we can see a conscious changeable practice which the person gets into from by balancing between what the culture tells and like what his or her own logic tells, rationality tells and they it becomes more conscious of the changeable practices.

But when you see like the person is at a younger age, it is more at the unconscious level of the unchangeable values. During these stage like till pre-puberty the culture goes on giving its feedback. But at that stage of course, the person is not cognitively mature enough to understand like, what should I select, what should I abide by? How do I for my own personal value systems?

But moving like from 10 years onwards as the person reaches the age of 20, the person accept something consciously and those are some of the changeable practices also like he or she can understand what is the absolute path and what is the relative part of the value system.

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The slide features a title box at the top: "Culture and Acquiring Mental Programme by Individual". Below it is a yellow box containing three bullet points:

- Humans are born incompletely programmed; during first ten years of our lives we possess an amazing capacity for absorbing complex, diffuse and implicit mental programmes.
- With the onset of puberty our ways of learning become more explicit and focused. We acquire mental programmes from our family, school, neighbourhood and society.
- On the right hand side of diagram, it shows which culture do we acquire at what period

In the bottom right corner, there is a small video feed of a woman with glasses and a pink necklace. The slide also includes a gear icon on the left and an atom icon on the right. At the bottom left, there are logos for IIT Bombay and NPTEL.

So, what we can see over here is that humans are born incompletely programmed. During first 10 years of our lives, he poses an amazing capacity for absorbing complex diffuse and implicit mental programs. With the onset of puberty, our ways of learning become more explicit and focused. We acquire mental programs from our families, schools, neighborhood and society.

On the right-hand side of the diagram, it shows which culture do we acquire in what period of time like for first is the family then is the schools that like when you enter your puberty and after that it at the post-puberty stage, it is the business organizations.

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**Leadership Across Cultures**

The international leaders need to have unique qualities to become successful in global context. They should possess individual and social competencies (Nancy, J., and Bartholomew, S.) like-

- Self-awareness
- Self-regulation
- Motivation
- Empathy and
- Social skills

The slide features a blue header, a yellow text box, and a video inset of a woman in a pink and orange sari. Decorative icons include gears, a hard hat, and a network diagram. The NPTEL logo is at the bottom left.

Leadership across cultures, the international leaders need to have unique qualities to become successful in global context. They should possess individual and social competencies, like, self awareness, self regulation, motivation, empathy and social skills. So, these were already this in while discussing the concepts on leadership, here we are bringing those concepts back again for the power of like for the need of recapitulation again.

And so that we can contextualize in the discussion that is going on now in terms of global context what are the leadership qualities required.

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**Leadership in the International Context**

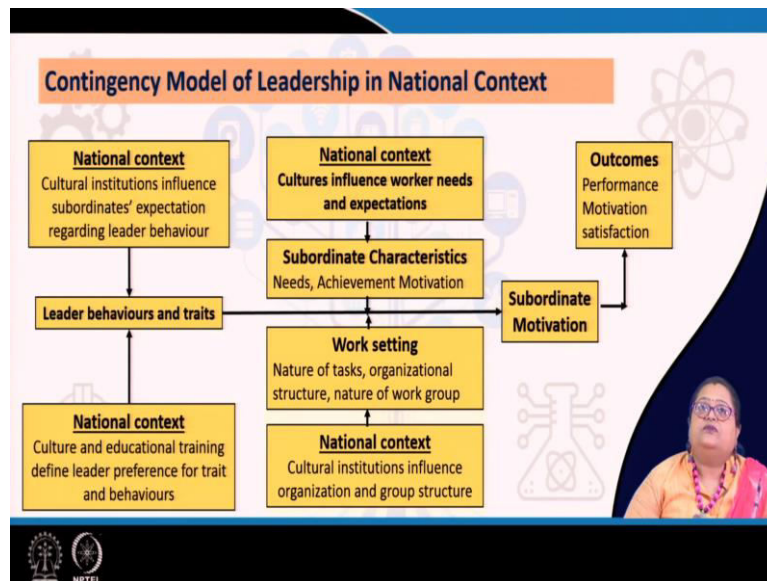
In the international context, leadership needs to be situational. In the multinational companies managers/leaders required to have style of functioning that fit the different situations. That adjustment should be made in response to the cultural and institutional context of the multinational companies' locations.

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In the international context leadership needs to be situational, in the multinational companies, managers or leaders required to have a style of functioning that fits the different situations

that adjust when should meet in response to the cultural and institutional context of the multinational companies' locations.

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What is the contingency model of leadership in national context? In national context, cultural institutions influence subordinates' expectation regarding leader behaviours that influences leader behaviours and traits. In the national context, culture and educational training define leaders' preference for traits and behaviours, which also affect the leader behaviours and traits.

In the national context, the cultures influence worker needs and expectations which have an effect on the subordinate characteristics in terms of needs, achievement and work motivation. Also, the in the national context, the cultural institutions influence organizational and group structure, which also affects the work setting that is the nature of tasks organizational structure, nature of work group.

The leader behaviours can influence the subordinate's motivation which will lead to the outcomes are performance motivation satisfaction. But what we see over here the national context will affect the subordinate characteristics and the National context will also affect the work settings and both the subordinate characteristics and work settings.

In turn will moderate the relationship between the leader behaviours traits and subordinate motivation, which leads to like outcomes performance and motivation satisfaction. So, what we can see over here in this contingent contingency model of leadership in national context is

that the leader behaviours and traits which affects the subordinate motivation leading to certain outcomes.

This is highly contingent upon; it is highly dependent upon the national context in which this leader is interacting with the subordinate leading to the motivation of the subordinate and performance of the subordinate. Because the leader behaviours and traits are defined both from what the subordinate expects of the leader and the leader's own preference for certain traits, which are again guided by the National context.

The National context also guides the subordinates needs and achievement motivation, which helped them to like align with the leaders' behaviours and expectations or not to align with if it is different from the situation or the national context which the leader comes from. And the national context also defines the work setting structure nature of group.

We have seen in the previous discussion based on Trompenaars, value dimensions, 7 value dimensions. How the like your preferences for time? Your preferences for whether you are inner directed, outer directed, whether you go for achievement or whether you go for a scripture, ascribed things or whether you go for like expressing emotions and not expressing emotions.

All these effects these characteristics and ultimately lead to subordinate motivation leading to the outcome.

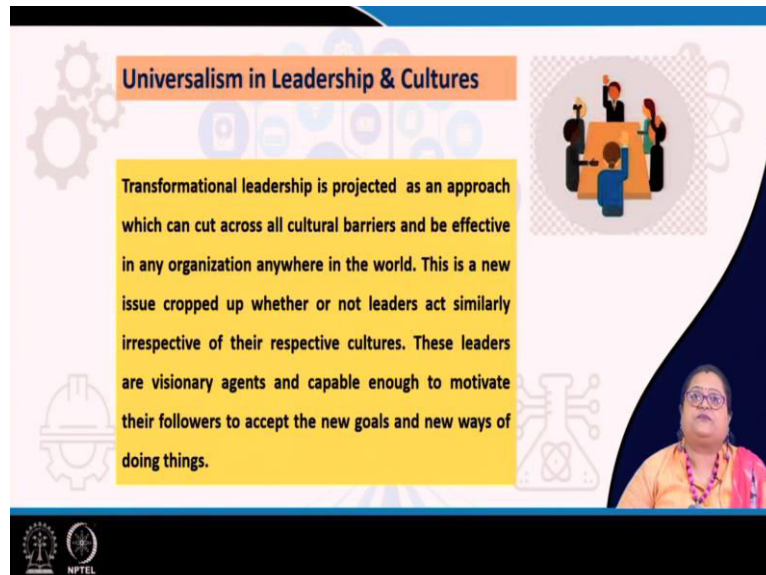
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The slide is titled "Contingency Model of Leadership in National Context". It features a yellow box with three bullet points. The first bullet point is "Leaders behaviour and traits:" followed by the text "National culture, business culture social institutions define the array of preferred and acceptable leaders behaviour and traits." The second bullet point is "Subordinate's characteristics:" followed by "National and business cultures influence workers needs and level of motivation." The third bullet point is "Work setting:" followed by "Culture and social institutions affect the choices managers make in designing organizations and subunits." The slide also includes a small video inset of a woman in the bottom right corner and the NPTEL logo in the bottom left corner.

- **Leaders behaviour and traits:**  
National culture, business culture social institutions define the array of preferred and acceptable leaders behaviour and traits.
- **Subordinate's characteristics:**  
National and business cultures influence workers needs and level of motivation.
- **Work setting:**  
Culture and social institutions affect the choices managers make in designing organizations and subunits.

So, what we can see over here is the national culture, business culture, social institutions define the array of preferred and acceptable leader behavioural and traits. National Cultural and business culture influences worker need a level of motivation. Also, culture and social settings affect the choices, managers make in designing organization set some units.

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The slide features a title 'Universalism in Leadership & Cultures' in an orange box. Below it, a yellow box contains the text: 'Transformational leadership is projected as an approach which can cut across all cultural barriers and be effective in any organization anywhere in the world. This is a new issue cropped up whether or not leaders act similarly irrespective of their respective cultures. These leaders are visionary agents and capable enough to motivate their followers to accept the new goals and new ways of doing things.' To the right is an illustration of four people in business attire around a table. The slide also includes decorative icons of gears, a hard hat, and a molecular structure. A small inset video shows a woman speaking. Logos for IIT Madras and NPTEL are at the bottom left.

So, if you are looking into universalism in leadership and cultures, so what we can tell over here is the transformational leadership is projected as an approach. We could cut across all cultural barriers and be effective in any organization anywhere in the world. This is a new issue cropped up whether or not leaders act similarly irrespective of their respective cultures.

These leaders are visionary agents and capable enough to motivate their followers to accept the new goals and new ways of doing things.

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**Universalism in Leadership & Cultures**

Basic functions of transformational include-

- Articulates a vision
- Breaks from the status quo
- Gives meaning or a purpose
- Takes risks
- Having motivation to lead
- Builds a power base
- Demonstrates ethical and moral standard

Transformational leaders succeed because subordinates make high level performance, personal devotion, reverence, excitement regarding the leaders' ideas and sacrifice for the good of the organizations

The slide features a yellow background for the text, a blue header, and a video inset of a woman in the bottom right corner. There are also decorative icons of gears and a person with a briefcase.

The basic functions of the transformational leaders include, articulating a vision, it breaks from the status quo, gives meaning to or a purpose, it takes risks, have motivation to lead, builds a power base, demonstrates ethical and moral standards. So, transformational leaders succeed because subordinates make high level of performance, they are personally devoted reverences their excitement regarding the leaders' ideas and sacrifice for the good of the organization.

So, transformational leader backed by a good followership only will become very successful, if the followers are not effect to if the followers are not able to visualize what the leader is trying to express and what the leader is trying to guide them to. Then maybe they will not be able to appreciate what the leader is telling. So, the success of the transformational leader depends on also a very good level of followership.

And when the subordinates make this high-performance devotion, they are excited regarding the leaders' ideas and sacrifice. They are like ready to make sacrifice for the good of the organization then only they are going to success.

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### Managing Culturally Diverse Teams

Properly managed diverse groups can give better result including hiring efforts, increased innovation, higher productivity. Multicultural teams can be managed by

- Task-related selection rather than on ethnicity
- Establishing a vision
- Equalizing power
- Creating multi-respect

Nancy, J. Adler adapted from K. Aswathappa

Now, how do we manage culturally diverse teams? Properly managed, diverse groups can give better result including hiring efforts increased motivation, higher productivity. So, multicultural teams can be managed with tasks related selection rather than an ethnicity, establishing a vision, equalizing power and creating multi-respect.

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### Negotiating Tactics across Cultures

Tactics	Description
Promise	I will do something you want me to do vis-a-vis
Threat	I will do something you do not want me to do vis-à-vis
Recommendation	If you want to do something, I want you to do, a third party will do something you want
Warning	If you do something I don't want you to do, a third party will do something you don't want
Reward	I will give you something positive, you want now on the spot
Punishment	I will give you something negative now on spot
Normative appeal	I appeal to a societal norm
Commitment	will do something you want

Nancy, J. Adler adapted from K. Aswathappa

What could be the negotiation tactics across cultures? So, if it is tactics of Promise, I will do something you want me to do and vis-à-vis, at the description. Threat, I will do something you do not want me to do. Recommendation, if you want to do something I want you to do, a third party will do something you want. Warning, if you do something I do not want you to do a third party will do something you do not want.

Reward, I will give you something positive you want now on the spot. Punishment, I will give you something negative now on spot. Normative appeal, I appeal to a societal norm. Commitment, will do something you want. So, these are the different tactics of negotiations, which has been like used across different cultures.

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**Communicating Across Cultures**

We have discussed communication earlier as process of transferring meanings from sender to receiver. In the international scenario, there are lot of problems in transferring meanings correctly. Crucial issues in the inter-cultural communication are-

- Language and culture
- Difference between high and low context cultures
- Use of interpreters,
- Non-verbal communication,

The slide features a yellow text box on a white background with blue accents. A small inset image shows a woman in a pink and orange sari. The NPTEL logo is visible in the bottom left corner.

Now, when we are discussing communication across cultures. We understand like the communication is a process of transferring meaning from sender to receiver. In the international scenario there are a lot of problems in transferring meaning correctly. Crucial issues in the intercultural communications are, language and culture, difference between high and low context cultures, use of interpreters and nonverbal communication.

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**Communicating Across Cultures**

**Language and cultures:**

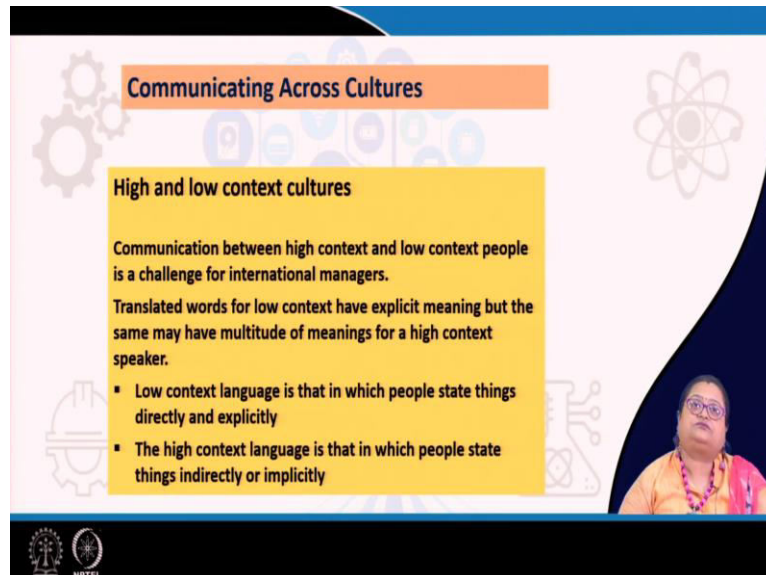
It is an abstract system of word meanings and symbols related to all aspects of culture. Language includes

- Speech
- Written characters
- Numerals
- Symbols
- Gestures

The slide features a yellow text box on a white background with blue accents. A small inset image shows a group of diverse people. The NPTEL logo is visible in the bottom left corner.

Language and cultures, it is an abstract system of words, meanings and symbols related to all aspects of culture. Language includes speech, written characters, numerals, symbols and gestures.

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**Communicating Across Cultures**

**High and low context cultures**

Communication between high context and low context people is a challenge for international managers.

Translated words for low context have explicit meaning but the same may have multitude of meanings for a high context speaker.

- Low context language is that in which people state things directly and explicitly
- The high context language is that in which people state things indirectly or implicitly

The slide features a background with gear and atom icons. A small video inset of a woman is visible in the bottom right corner. The NPTEL logo is at the bottom left.

High and low context cultures, communication between high context and low context people is a challenge for international managers translated words for low context of explicit meaning, but the same may have multitude of meanings for a high context speaker. Low context language is that in which people state things directly and explicitly. The high context languages that in which people state things indirectly or implicitly.

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**Communicating Across Cultures**

**Use of interpreters**

In cross cultural communication use of foreign language to both parties is common. It is earned benefit to international managers if they can speak more than one language including foreign languages.

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For communicating across cultures, the use of interpreters is sometimes stuck. In cross cultural communication use a foreign language to both parties is common. It is earned benefit

to international managers, if they can speak more than one language including foreign languages.

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**Communicating Across Cultures**

**Non-verbal communication**

It includes facial gestures, voice intonation, physical distance, smile, batting of eyelid, kiss, handshake and even silence. There is risk to have misinterpret the meanings of non-verbal communication of another culture.

The slide features a blue header with the title 'Communicating Across Cultures'. Below the title is a yellow box containing the text 'Non-verbal communication' and a paragraph explaining that it includes facial gestures, voice intonation, physical distance, smile, batting of eyelid, kiss, handshake, and even silence. It also notes that there is a risk of misinterpreting the meanings of non-verbal communication from another culture. The slide is decorated with icons of gears, a lightbulb, and a network diagram. A small inset video of a woman in a yellow and pink sari is visible in the bottom right corner. The NPTEL logo is in the bottom left corner.

Nonverbal communication is a very, very important part of interpersonal communication in like the global context in an international context. It includes facial gestures, voice, intonation, physical distance, smile, batting of eyelid, kiss, handshake and even silence. There is a risk to have to misinterpret the meaning of nonverbal communication of another culture.

So, for communication across cultures, one should be very, very careful about that nonverbal communication and then nonverbal cues.

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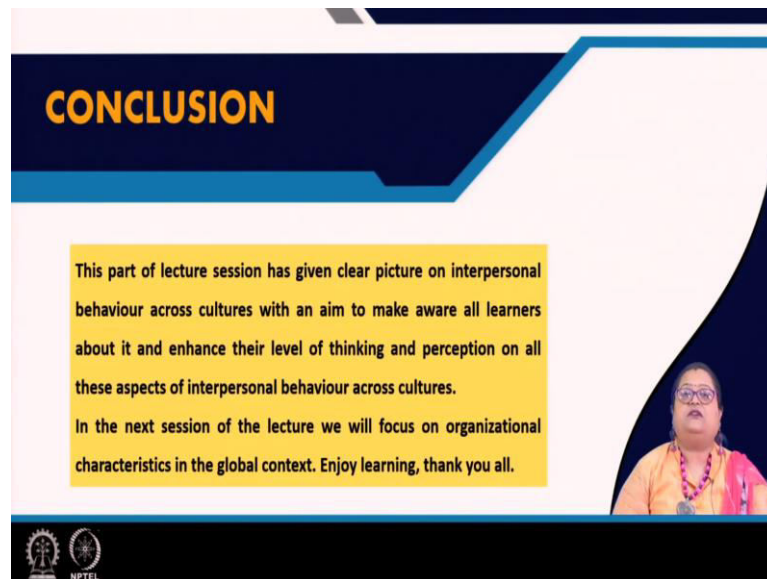
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The slide has a blue header with the title 'REFERENCES' in orange. Below the title is a list of seven references, each preceded by a right-pointing arrow. The references list authors, titles, and publishers. A small inset video of a woman in a yellow and pink sari is visible in the bottom right corner. The NPTEL logo is in the bottom left corner.

These are the certain references that you used in developing this lecture sessions.

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**CONCLUSION**

This part of lecture session has given clear picture on interpersonal behaviour across cultures with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of interpersonal behaviour across cultures.

In the next session of the lecture we will focus on organizational characteristics in the global context. Enjoy learning, thank you all.

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So, hope this part of the lecture session has given a clear picture on interpersonal behaviours across cultures with an aim to make all learners aware about like, what are those things and to enhance the level of thinking and perception and all these aspects of interpersonal behaviours across cultures. In the next session, we will be focusing on the organizational characteristics in a global context, enjoy learning. Thank you all.