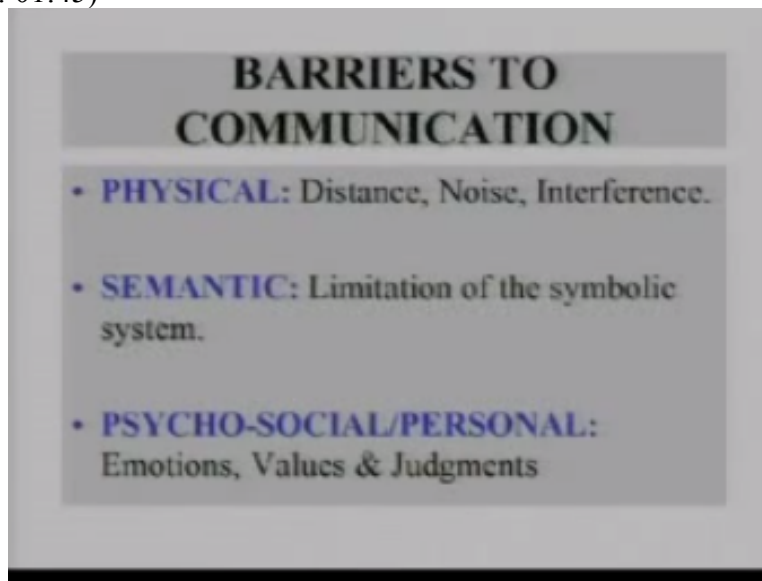


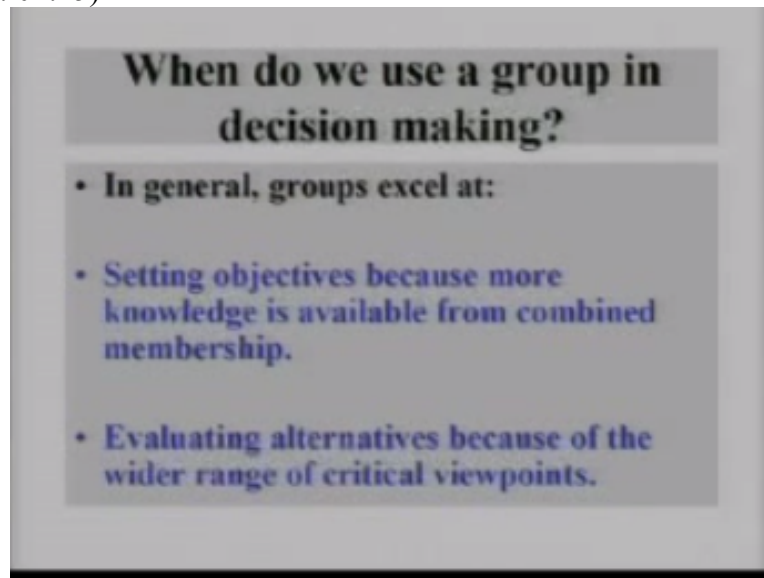
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A Video Course
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BY
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Social Sciences, IIT DELHI
Lecture # 10
Barriers to Communication**

We having discussed that what are the barriers in communications today we will be discussing how groups function in an organizations because very closely try to this is the group behavior and if you recollect last we were discussing that there could be at least three types we have categories .

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As a three types of broadly the physical semantic and the psycho-social barriers but then that is related to the organizational functioning which actually is group behavior in an organization what is a group? When you understand a group is it just head count of people.
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Group do you understand by just head count people are group as something more than that because we are using groups for decision making in general if you are talking about groups in an organizations which is very important participative management setting objectives, because more knowledge is available from combine member ship that is why groups are important and evaluating alternatives.

Because of the wide range of critical viewpoint before we discuss further on this we should first understand what is a meaning of a group and do we consider head count of people as groups well obviously more than one person asked to be there but suppose you have been waiting in the bus stop.

Waiting for a bus do you form a group do you? Why do not you form a group this is because you must have some questioners you must so most some common purpose of their but there is no introduction so when we call it has a group the people must have been introduction, people must be aware of defeat that they are members of a group and there are some names. And they have to behave according to these group notes therefore just head count of people we do not call them as group, group is something more than.

That and that is why in an organizations when members are there we call them as groups in an organizations as you can understand then that the group could be formal or it could be informal. Because when we are talking about groups in an organization you have the formal group in terms of so different department, you have different teams working in an organization different task forced working in an organization achieving organizational goals but in addition to this when we are taking about any industry or any organizations you also have in formal groups like here you have come out from different organization, different background, different said the schools and colleges.

And if you get into a group this is because some kind of a psychosocial reason there may be a informal a group functioning in an organization is it clear to us no whether you like it know the formal and in formal groups both works simultaneously even though in a company charter you have some kind of a division that you can this is the group or this is the task force for a particular job and they will report to this person and there will be so many meetings and so on there is a formal group in an organization.

But in a decision to this you have the clicks, you have the informal groupings and they also share you know some common names you can think about it when amongst yourself you must be member of a group either you are playing cricket or your following a particular clump or you have got in some other hobby or belong to a particular city or belong you belong to a particular religion.

You speak particular language there could be many reasons behind forming an informal group but informal group are also the pressure groups in an organization okay when we are talking about making decisions in an organization we have to understand how people behave in a group and what are the for the organizational discussion making okay nevertheless we all realized a fact that if we have a group we can have better decision. Because many persons will give their point of view and also.

The wider range of a we can say the critical viewpoints that we might have so if we have to decide about nay strategy for the further expansion of a company if you are involving people in decision making you will have much wider perspectives. And that is why groups are very, very important for running any organization okay; on the other hand we should also understand that we have no choice also.

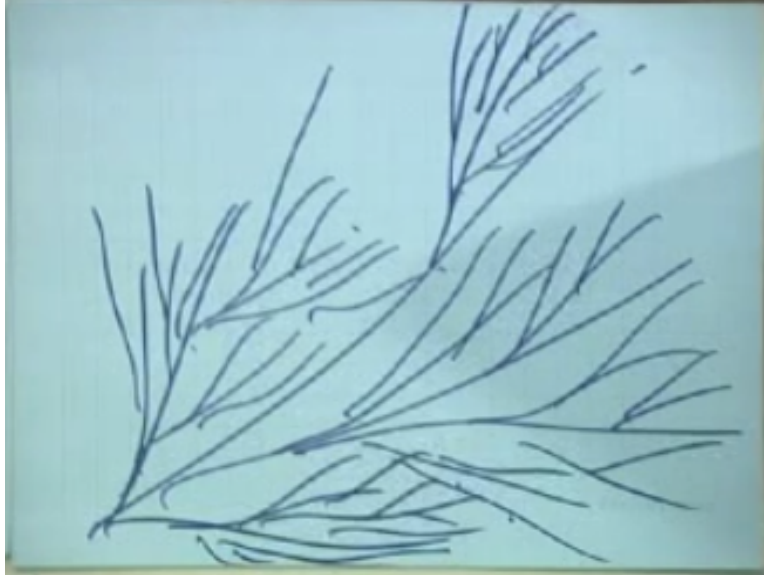
If formally you do not to involve them in decision making in formally ay way there are parts of a group and if not at the place of work of the work their going to discuss with each other okay and informal group is working in an organization.

Any way every closely tried to the whole concept of a understanding group behavior in an organization and how does that in know have impact overall management process we have to understand that there are different types of communication systems which are reacted to the formal groups and informal groups we have seen in our communicable discussion on communication process that the formal groups will have set the formal communication okay these are the official orders.

And the reports and things like that but additionally in formal communication also works that we are discussed when we are try to understand the communication process in an organization every interesting part of a communication process in the informal sector perhaps is the great one have you heard this word grape wine, grape wine communication may be some of you .heard for others let me just explain.

That grape wine have you forcedly have you seen that cripper of grapes ,grape wine what we call have you seen that is a very special, character grape wine the special character of grape wine perhaps you know will be that so one should you know number of shoes suppose the grape wine starts.

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Okay as you know many, many shoots coming up you know at any time so the grape wine that means it actually goes you know like a very, very quick information often informal information which, may be very, very exciting on which may be very, curial to people and many a times something that you began with this may or may not be in the exacts same order I am sure you remember child abote that the game that you were playing okay, you trying to say something to people.

And then when it goes through so many people it might also change it is character okay, but one very interesting case I will tell you there was a manager who want to quit and he was trying to exist all is official potential leave in his office people knew that he was unwell well everyone thought that he was unwell.

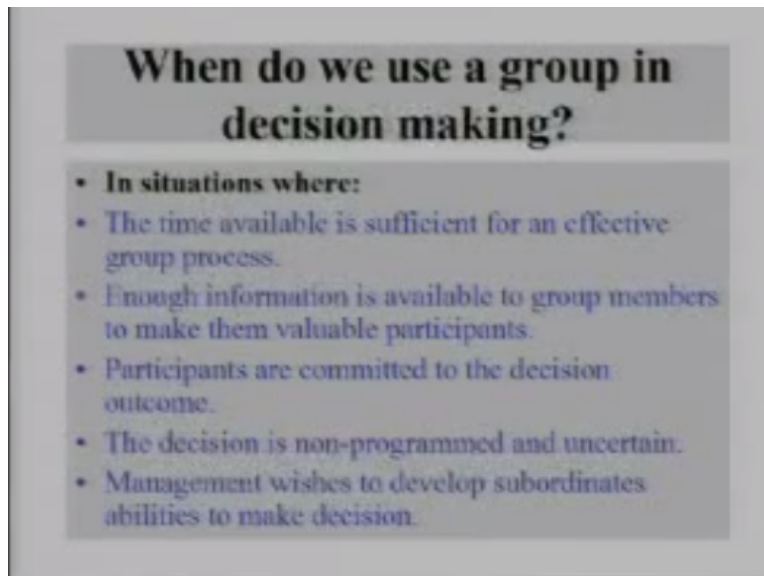
But his basic idea was that he wanted to quit so wanted to make use of what you are sanction leave there is a cannot at the market places wise meets someone and the she speaks to someone else that my husband as get a job of some blacks and he is going to quit this place so he is just on leave as soon as they leave so work he is going to quit and things like that okay now the wife goes talks to some third friend of hers.

Okay and then they chart about it I am talking about formal, informal you can see how the grape wine the whole thing goes okay like this you know you know the information goes on and on I am finally this information through the grape wine okay, comes to the management and that had a serious set of a serious thing for the management because they never efficient employee they never wanted into leave.

And if the information goes through so such a serious information coming to the grape wine to the management now what the management do about it okay, so got you we are trying to understand here is that group behavior is very closely try to communication process also and the informal grouping and the informal grouping and the informal communication sometimes it becomes very, very important part of whole process.

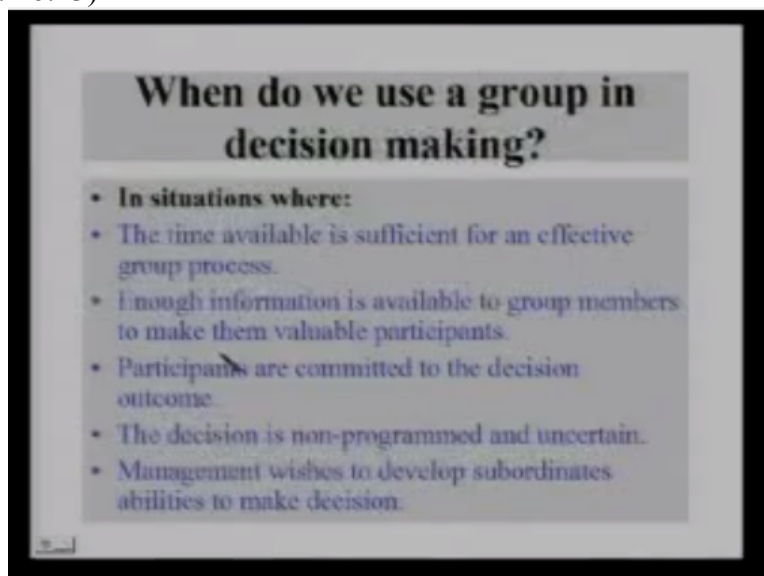
Of functioning that is why we have to understand that groups are very important for making decisions now where do now use groups and decisions making.

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Let us see here I am trying to talk to you about that when we are talking about groups we have to see that time available is sufficient for ineffective group functioning we have discussed that in some other refresh also participative management we have discussed that the time available should be sufficient otherwise we cannot really involve group in decision making for example in an emergency situation.

It is difficult for us to daily involve group in decision making. Then at the enough information should be available to group members make their valuable participants. In other words we can say that in order to make contribution has a member of a group; enough information should be available to them. About whatever technical thing about what managerial thing we are asking them to give information, enough information. Then participants very, very important. (Refer Slide Time: 16:43)



Must be committed, participants must be committed to the decision outcomes and the decision is non-programmed. And even certain see if you have a programmed decision in that perhaps do not need a lot of we can say there been storming. If there is a programmed decision you know

that the outcome decision is going to be fixed recording to set to guide lines. In that you do not need to the group discussion.

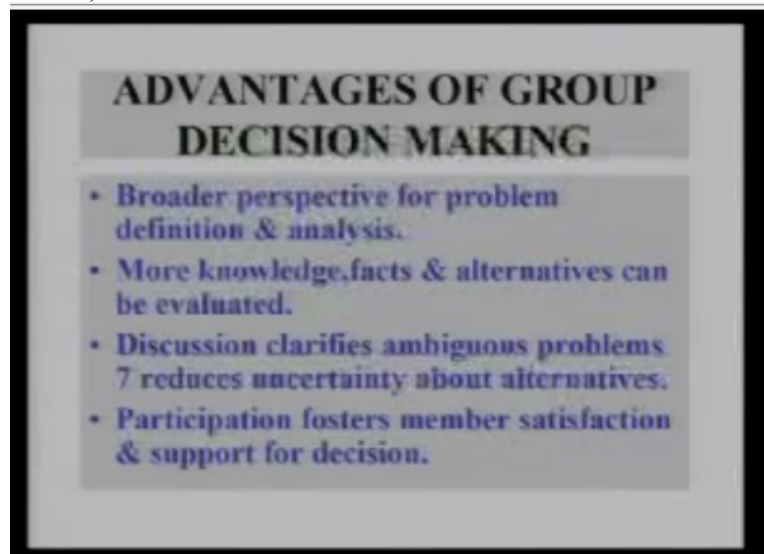
You understand the programmed and un programmed situation, okay in fact in has you understanding human sciences lot in fact majority of this situations may be un programmed. Because of the contingency apagoge we have seen in this course. Okay and movement it is UN programmed we need to involve people in decision making. Okay that is because human behavior complex, human mind in complex.

And of course the social system very complex and whole this contributes to the functioning to over all organization. Also if management wishes to develop sub ordination ability to make decisions. This is also very important, unless you give them an opportunity of real decision making or participate in the decision making process. You will find out they will not really get matured.

And that is why we would set in the like that people should be give in this opportunity, okay in other wards in good socialization for the members particularly the younger member good training in communication. And decision making how to really contact yourself in you know the formal or in formal situation. Okay it is very important for any decision maker to look into the process of employee behavior or group- behavior. So you have seen that we have a very formal way of giving instructions but we cannot ignore the part of it.

Both are equally important and the decision making a situation has set in parameters set in requires has we have try to show here. The situations which call for decision making, using group behavior which is beneficial to both individual has the organization.

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Linking this to other factors of group decision making, we also find that if you are taking decisions using your group are the membership of the organization. Basically in the solve process what we are trying to talk about very special kind of a leadership style. We are going to discuss in after discussing behavior but basic idea is that the manager should not be very autocratic.

Okay he should be participative democratic and organization, so if you are using group decision making. Then the broader perspective for the problem definition and analysis perhaps could be achieved. And you can see that more knowledge, more facts and alternatives could be evaluated. If you discussing the clarifies the ambiguous problems. And reduces I think this employees ignore and reduces.

And certainty about alternatives, that uses and certainty about the alternatives. And therefore group behavior and group working result into participants with fosters member satisfaction and support for decision making. So you can that we are talking about the decision making process and how important it is for him managers to understand. What is group behavior? So for we are discussed what is a group?

How do we make distinguish they have count of people. And a group and how are the important for decision making in an organization at this point we should remember that when you are part of a group whether it is a football team or whether you member of a department or you are member for some kind of a hobby group. Movement you become a member there is some kind of a bound among the members.

Okay this bound is not returning the early. This is a return bound very use see your self has a member of that groups. You are aware of this fact that I am member of that group particularly I am talking about the in formal groups. You can look back and you can see that how many groups you are member of I am sure you will able to see that member of 1,2,3,4, groups. Why because the formal groups are there, there are in formal groups, there are hobby situations okay and the group once in you achieves the objective.

Sometime it may has to be there particularly the formal group formal groups are the departmental memberships it could be a task force, it could be a any kind of team and team is special group type of group. I will give thought to that team is a very special type of group, why did not called you know every group a team. The reason is that typically in a team when we make a team.

We try to include members who have complementary characteristics okay somebody good in this, somebody good in that okay and then when they are work has a team. The outcome is real excellence because everyone contributes in is or an own way. When you have a team that is how you know when we are doing is assignment also I was trying to tell you that make a team and that time also I try to say not a group but make a team.

And you are group members have some special set of a high there interest are some kind of some special attribute. Okay some watch to very social, some wants to try report very well, someone do the library work okay someone wants to really compile and make a good presentation. Okay that is the team and worst work in done okay we are achieve the objective then the team see is to be there.

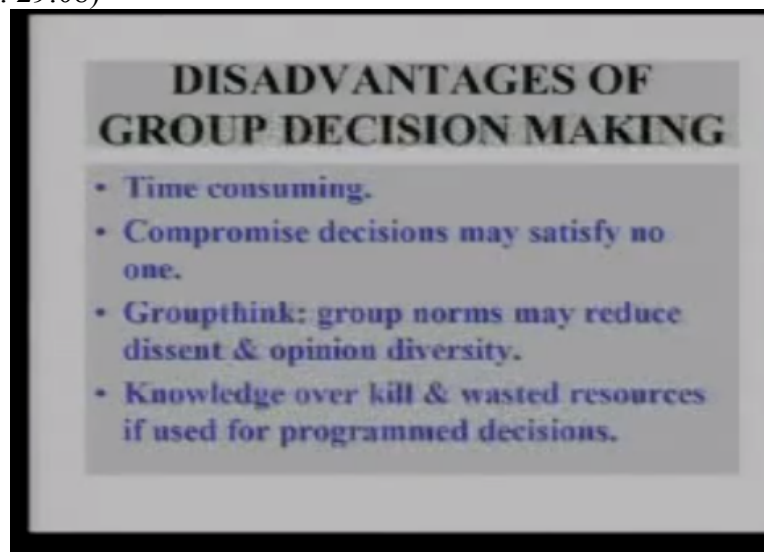
Okay but in formal grouping offend we found that he goes much, much long time because the psychological bound is so, so strong. When you have the in formal grouping you have real bound, there is group possessiveness you have the interagency group standards and even if you doing a course for four years you are belated programme whatever. You will find that you became friends in a first year and then your friendship goes on in, on in many years. This is

because of this kind of a psychological bound, okay where has formally when you register for a course you are part of a formal group.

And the semester you become a friends okay after that you may or you may not continue good friends. You may know each other, so that is the difference when somebody comes to work in your industry okay, there could be informing group has well. And what also we are trying to understand here.

Is that managers cannot fort to ignore the in formals groups in our organization. You make say that have nothing to do in you are beyond the work in person does. But actually that may become very important for the managers to know that in formal groups are equally important. Formally of course they are part of a decision making process. But while managing in an organization you are informal groups are equally important, however.

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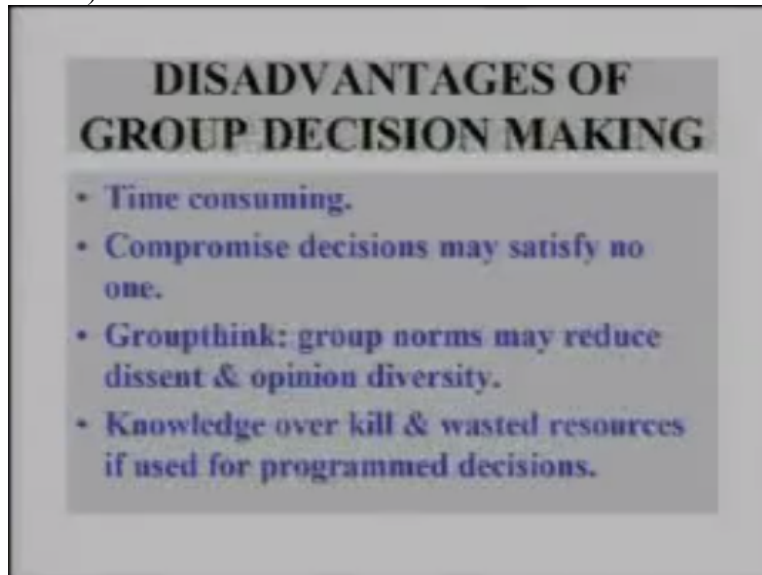
See has even the best might have a few disadvantages to even to group behavior might also have some disadvantages okay. So has a manager wild you are prepared in all prepared you understand that group management or the team management is a very good strategy yet we have to understand that could be the disadvantages. So that you take percussion to that and just take care obtusely time consuming because once we are sitting in our group discussing. It becomes process.

In a where we are taking lot of time, and if you would not to compromise decision make satisfied no one come times. So you have to really take to care that is everybody point of views taking care of see when you are giving them this opportunity the concept of group thing emerges you understand the group thing. May be you can think try to translate that yourself group think. See we become part of total that group and some kind of our group thinking is going on rather than the individual thinking.

And that what happen that the dissent very, very aspect in opinion diversity has we may call it. It may be a dissent not necessarily dissent in not that very serious sense. But opinion diversity perhaps in your explain much more that sometimes in you when we are sitting with group discussing making.

Opinion diversity and early of course dissent this may be reduced and has the result of that may be a person very creative idea or may be a person has very novel experience based on which person tends to say that the new policy that we are going to use perhaps in may not be very truthful. That the new policy that we are going to use perhaps you know May not be, may not be very truthful, so we may take it as a designed, we may take it you know like his expires based on that, the person might say.

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That he is in a position to say, that know the policy, that we are going to use is not really very, very beneficial, but in a group often we reduce this chances, because of the group thing in process all of us you know when we are sitting in a group, we tend towards in a particular group thing okay, so manager has to take care of that, that even if group think is there, are we taking advantage of the individual creativity, individual experience or individual point of view. Only then.

The decision should be taken okay, so manager's job actually becomes a very, very challenging, whenever you are taking groups, so when you become manager you have to and often you have to conduct meetings at the formal level, and while you conducting meetings you have to care of some of the issues, now also important in this process are the knowledge over skill I am sorry here, knowledge over skill.

And wastage resources is used for the program decision okay, also have the disadvantage this is skilled, so we can see that even though you know it looks like that the group behavior is not very, very important issue, but we find that it is very important for any manager to manager situation, and that has many sensitive issues in a sort of tight to whole understanding of a group behavior.

So there are authors, they have given number of five pothouses for example diffusion high pothouses; one of the authors has given that diffusion of responsibility high pothouses, that the responsibility is diffused in a group situation, so manager where has joint decision making is needful they are for the time, yet we have to take care that the diffusion of responsibility should not take place.

Otherwise what will happen? That in a group situation, the responsibility gets diffused in such a way, that at the end you know there is a failure nobody wants to take the responsibility, so this is one issue that has been debated in the literature of management, so far as group behavior is concerned okay, now we are talking about people in organization say the employees, the managers, and the relationships.

And moving on from motivation we have discussed the communication process and how will that motivate people as well as how to understand the whole process, because that becomes very important for you as a manager, and very closely tied to that communication process is the group behavior.

That we have discussed now, in the later part the course again in us might refer to some of these issues, when we are looking at the further application. At this point we should also remember that as the members of groups or as members of an organization, we have to play different types of roles.

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Have you given thought to that, that you have played different role in your lives okay, these are not the roles that we talking about the roles that you are playing in a for any kind of a dramatic word anything, but the idea here is similar that in our lives, also we are playing roles and the roles are of many types, but we are trying understand that in under the ascribed roles and achieved roles.

Ascribed roles and the achieved roles, you can achieve certain roles or certain roles are ascribed to you, you cannot do much about it, you have to play certain roles, and when we are talking about a member of an organization or a manager, managing a situation, one has to understand these dynamics of various roles.

Which imprints on everybody's behavior, the ascribed roles and the achieve roles, and the reason for that is, that we play many roles at the same time. You may have to play role say in the family for example somebody's brother, somebody's son, somebody's daughter; these are the roles we play okay.

At the place of work you are the general manager or the industrial worker, you are the supervisor, you are the marketing manager, and also you play for example games, so you are the team manager, so at the same time you are playing many roles in your life. Also at the place of work okay, so at the place of work as we have seen, may be the general manager, but you may also be friend of somebody okay, and when we are trying to understand that we play many roles at the same time, sometimes there is a possibility, that these roles may also being conflict with each other, is it possible that the roles could be in conflict with each other, sometimes because you certain expectations are there in about certain roles. And in a formal situation suppose other expectations there in that role, and then the person is in confusion, but in order to get performance.

Because see the performance management is the key term we are always trying to achieve true, true whatever concepts we are discussing, performance productivity, efficiency, commitment these are the issues we are trying to achieve when you where the whole course and the management we are discussing okay. At the level of individual, at the level of group and at the level of organizations okay

This we have discussed in the earlier part of the course, so now once you are playing roles, how roles could also being conflict that is a very important issue, let me just take one example, there are very many of course, but let me just take one example of a women, women at the place of work, specially women with small children.

They have the responsibility of small children and at the same time there are working in some office, some industry or some other organization, here the responsibility of being a mother of small children and also member of a formal organization, sometimes these two responsibilities might be in great conflict, worlds perhaps children are grown up this conflict perhaps this uses are totally dimension okay.

So these two roles may be in conflict at least in a certain number of years, and one has to really hope of this role conflict at that time, so management has to decide about the kind of the role conflict that people might have, in the organization, and so we have to design some kind of a strategy for work, where the role conflict could also be taken care of, next two our understanding of the roles that we play in fact you know.

Let me just come back to the roles issue once again, you must have heard about roles that we play and there are books like, have you ever gone through a book called games people play, or I am okay, you are okay, may be some of you are had a peritonitis of looking at in these books okay, we have being talking about this in our since the against people play and I am okay, you are okay.

Basically we have talking about the since you know the since against people play and I am okay, you are okay, basically these are the issues of management in terms of how people play in different roles? And can these role playing strategies, we may to as you as the managerial strategies, so why did I talk about that, that the games people play and the roles people play in fact life is full of roles that we play.

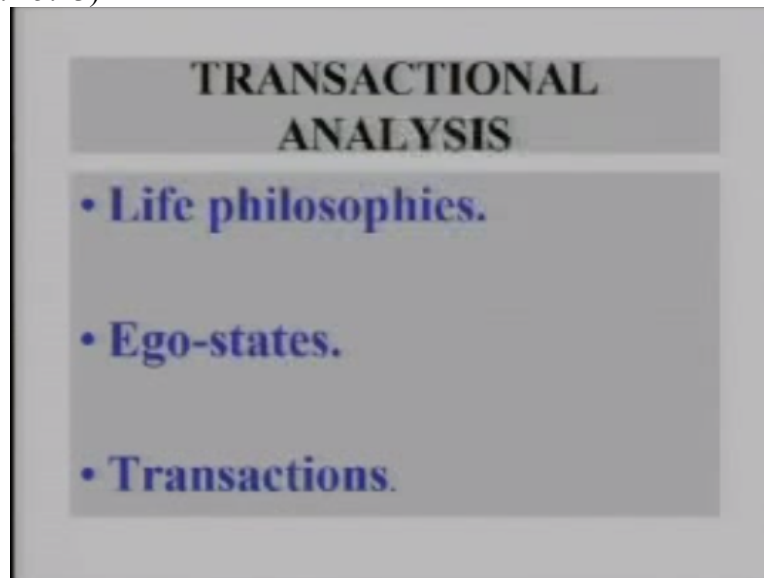
And in formal organization you have to play the friend types of role, so when the issue of I am okay, you are okay comes or the issue of the gains people play that comes some of you must be

wondering that, madam is talking about which gains and which I am okay, you are okay, here something very interesting I am going to talk to you about, this is that all of us play some roles in fact in a heretical proposition called transaction and allies.

The whole idea of roles has been very beautifully put in your, as a real strategy for managing that is, Harris is one person, he has written and all these books okay, and Eric burn was the person who actually first talked about this theory Eric burn, starting from segment voice theory, well I am not discussing segment foils theory in this course in a big way, just let me make a mention here, that segment foil has talked about a Sysco theory analysis.

When echo states have being discussed and in this proposition, we call it transactional analysis.

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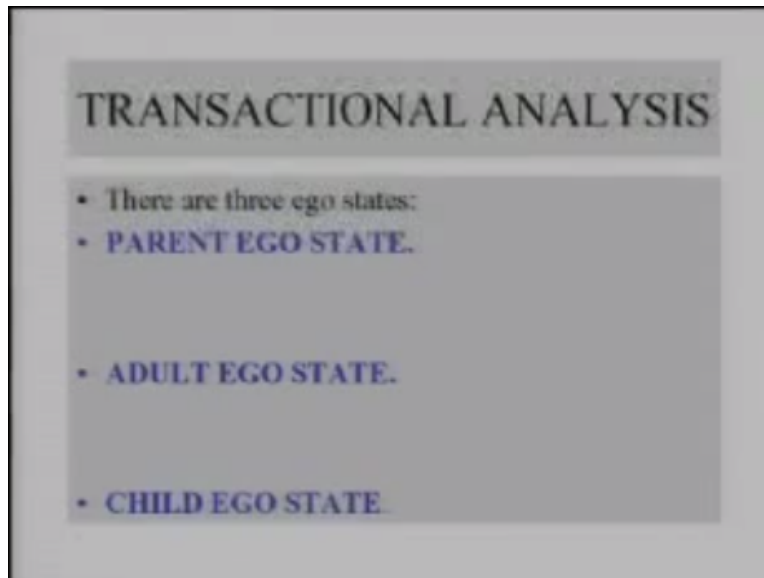


We are talking about that how we transact our point of views, behavior okay, so the transaction is not we are not talking about transaction of money here, we are talking about transaction of communication, transaction of communication and inter personal behavior, we are talking about transaction of communication and inter personal behavior, and the bases of discussion is to understand transactional analysis proposed by Eric burn, very interesting theory Eric burn proposed.

So he has taken a trade from segment first ego state. But Eric burn proposed that our behavior, or our inter personal behavior gets away ten by three factors our life philosophies, or life positions, you can say that our ego state and the transactions, that we have okay, now the ego states first I am taking the ego state Eric burn has proposed that the ego state are could be categories has the parent, adult and child, ego state.

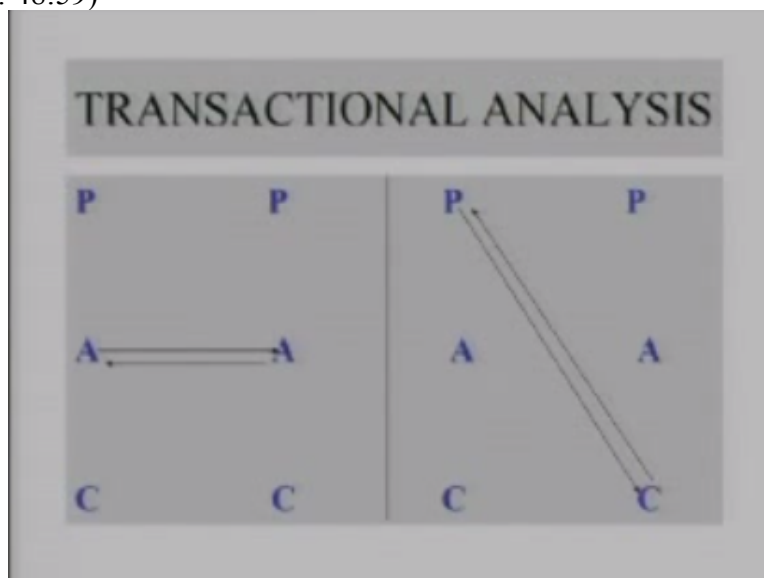
Okay parent, adult and child. Now this has got nothing to do with your phonological age okay, you may be child or you may be adult or parent, that is got nothing to do, with your phonological age or the role that you are playing in as a student here or as a brother somewhere, nothing to do with that okay but every adult develops some kind of a ego state so a person at 50+ may also be in that child stage or a person of your age may also the in apparent ego state okay then life philosophy very interesting life philosophy.

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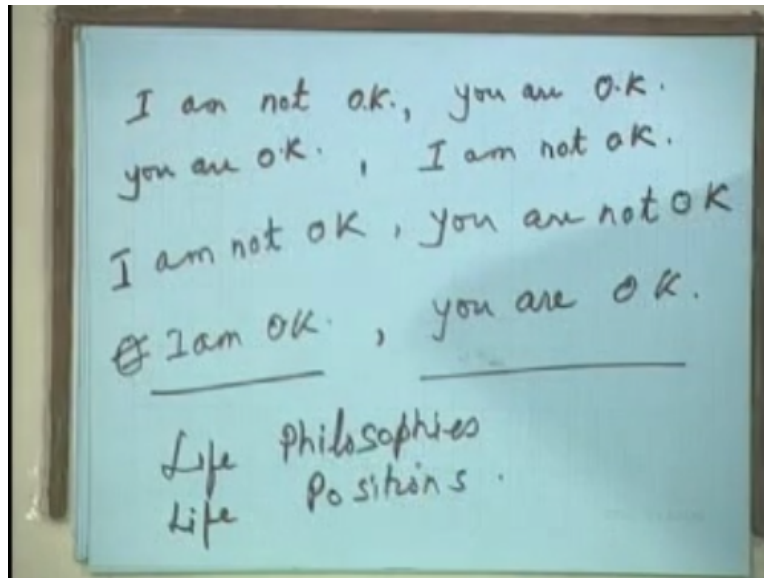
So here we have seen 3 ego states are the parent adult and child that just now I have discussed with you.

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These are of course transactions and when we are talking about the philosophies of life if very interesting fact is the philosophies of life which will include something like they philosophy I am not okay your okay, okay.

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I am not okay you are okay, okay this is one philosophy I am not okay you are okay 2nd one is you are okay I am not okay 2nd one is you are okay I am not okay is in it I am using the 3rd one is I am not okay you are not okay you can see and 4th one is I am okay you are okay 4th one okay and these are the, okay, so transactional analysis as per posed that our life philosophies are our life positions could be of 4 different types okay. Do I repeat I am not okay you are okay some kind of an inferiority perhaps.

I have so I always believe that I am not okay and others are show I am bad and others are very good the 2nd type is I am okay you are okay but sorry okay I think here I wrote here is I am not okay you are okay you are okay, okay I am not okay, okay. Is it alright no I am not okay you are okay, okay.

I am okay you are not okay is it alright okay then I am not okay you are not okay I okay you are okay is it alright the 4 combinations and using 4 combinations these are 4 philosophy okay 4 different philosophy is of life is in that I am using can you think about it what your philosophy can you think about it okay and your transactions at the place of work your transactions. At the place of work will actually get affected by the kind of a life philosophy that you have the kind of ego state.

That you have, and the transactions that we have okay so what are the transactions then keeping these 2 in mind we have the transactions okay so that means every, every person has 3 ego states parent, adult and child of 1st person then parent adult and child the 2nd person okay and this is one situation okay.

This is one situation and we want to transact do I repeat transact means with transact in a word interpersonal situation so is a communication transaction communication transactions okay now adult to adult transaction, adult to adult transaction would mean that this is the transaction at the most logical most adult like transaction so the most logical most data based transaction okay it could be a simple as what is the time now.

And you will give a reply adult to adult no emotions not many set of a other actions okay but this is so the official level of okay you have adult to adult transactions but often we find that in our day to day life we have transactions were parent to child transaction is there okay parent to child

that is the transaction the other, the other situation we are try to draw here okay from parent to child parent ego state is documentaries the person who has parent ego state is dogmatic whereas the child ego state maybe, maybe very sort of a child like ego state okay and when the communication begins from parent to pattern that means 2 persons you know at the parent ego state okay, okay there are trying to discusses.

Something on a at the philosophical level or at the decision maker making level but at the parent to child okay why did you come late the parent ego state okay the other person could reply anything okay but the other persons is because I can catch the child ego state okay what happens that.

When there is a complement transaction when there is complement to transaction that means parent to child to child to parent that type of transactions. Of adult to adult transactions these at complementary transactions so no stress is generated okay communications starts and then it ends.

In a with a perhaps in while in whatever in a normal behavior and whatever but problem comes up you know with us when there is a transaction which is crossed that means you are talking to someone like a teacher is asking why are you late parent in ego state and the student is instead of you know saying that is happen okay the students starts in a putting any other in a form of a explanation.

Which is as serious or has from you know like that okay there is a possibility that some kind of a stress might emerged okay so there may be a person or someone is asking for time what is the time? Adult to adult the person replies why are you asking for the time? Okay adult to adult very simple question what is the time? And you replied why you asking for the time? Okay communication breaks if there is cross transactions.

Communications breaks well lots have been listen about transactional analysis when we also look at you know the 2 references like in fact the 2 concepts that I talked to you about the In fact there are books written on that I am okay you are okay is a book okay Herrick barns then gains people play is a book okay so in both the books and also there is a 3rd book are transactional analysis and there are many other books.

In fact most of the books on management wherever we are talking about the behavioral analysis you will find that reference to transaction al analysis will merge okay so the idea here is that while we am trying to communicate we have to see that we are communicating with kind of a transactional behavior okay and in that of course there are number of gains are also nested you have done very well but okay then has a game okay.

So, so there could be many types of games and manager might play okay with maybe a very, very motivating or which may be deter mental today functioning of the organizations okay so sometimes you do understand that the kind of gains that we play at the place of work are very important parameters in our overall satisfaction effectiveness and so on okay so, so in these, these theories in fact in this theory in this books.

There is examples are given which of course relate not only to managers employee relationship are they group behavior but also some of the books have talked about the marital discard that people might have you know also the some of the books have also tried to apply this to that or to the marketing manager you are the shop keeper and the buyer okay when we go to a shop, shop

keeper will say oh you cannot for this is very expensive we have cannot have a port okay movement.

In you says at very expensive we cannot effort that means some the transaction the games that is playing okay and then we immediately decide oh! is it that, I am going to buy only this okay so one can use transactional analysis in many, many situations but what we are concern really here is about how a managers.

Should make use best we should make best use of transactional analysis at the place of work okay so in today is discussion we have tried to move from our understanding of communications to group behavior and how do we play roles in organizations and how best we can make use of the inter personal behavior as a strategy for managing a situation and overall you can see that whether we have talking about a particular type of transaction. Whether we have talking about any kind of a role or whether

We have trying to talk about any kind of a team we all are we are trying to understand the group behavior but everything has a motivational property at the place of work here we should also understand okay in transactions that sometimes you know there are also the transactions that we have talking about there could also be ulcerate transaction. Which have not mentioned in my discussions of part there could also we ulcerate transactions okay there may be some kind of a hidden motive.

We can say okay so the ulcerate transactions also sometimes managers might to use for the transaction analysis okay which so which training perhaps you know we can make the both the participants are the employees and the managers very much aware of this fact that the transactions are very important and if you can make the best use of your interpersonal behavior in terms of your transactions okay so next time we are going to discuss further on this issues and then we move on to our next discussion.

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