

Programme Name: **BCS**

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Course Name: **Small Group Communication**

**Individual Project Work**

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**Read the following passage and answer the question given below:**

**In a large office an employee named Rosy may feel like a mere payroll number, but her informal group gives her personal attachment and status. With the members of her group she is somebody, even though in the formal structure she is only one of a thousand employees. She may not look forward to monitoring 750 accounts daily, but the informal group gives more meaning to her day. When she thinks of meeting her friends, sharing their interests, and eating with them, her day takes on a new dimension that makes easier any difficulty or tedious routine in her work. Suddenly, Rosy developed some interpersonal and intergroup conflicts with some powerful members of the group. The group did not accept her. Her work became more disagreeable and compelled her to a transfer, to absenteeism and to a resignation.**

1. **Although informal groups have several benefits, explain how can these groups become harmful and toxic?**

***ANSWER***

These groups can become harmful and toxic due to following reason:

1. If the formal structure is in conflict with the informal structure, the organisation may end up being inefficient at meeting its objectives. This can arise due to, e.g. formal lines of communication being blocked as informal lines of communication are more efficient and become more important.
2. If managers try to implement change, they may find opposition from not only the formal but also the informal organisation e.g. change in one division, may lead to companywide unrest as word of the changes spread through the informal network, and other divisions start to be concerned that 'they will be next' (the grapevine effect).
3. The main problem of informal organizations is that they can make members averse to change. Their social interaction with each other creates lifestyles, [cultures](https://www.toppr.com/guides/history/making-regional-cultures/regional-cultures/), and conventions. People do not positively respond to changes to these things easily.
4. For example, employees of many companies organize gatherings and functions for festivals. If the management suddenly decides to ban such social events, it will definitely face resistance.
5. Another problem with informal organizations is that members have to conform to a set of togetherness. This, in turn, can lead them away from the larger organizational objectives. A conflict of roles like of this kind can be detrimental to the organization.
6. **Suggest some measures for Rosy to check and balance the dysfunctions of informal groups?**

***ANSWER***

This are some Dysfunctions of informal organisations:

May work counter to the purposes of the formal organisations especially when the formal group goals are counter to the organisation's goals.

Reduces the degree of productivity and control by managers .Due to the influence of the informal group on members behaviour, the manager is unable to control the members, nor predict outcomes

Reduces the number of practical alternatives.  The solidarity developed in the informal groups strengthens their cohesiveness and thus reduces manager's ability to change the groups of workers.

Some measures for Rosy to check and balance the dysfunctions of informal groups are given below:

* Informal group must be taken into confidence whenever a change in work methods is to be introduced in the organization. It is easier to introduce a change when group norms are changed. For overcoming resistance to change on the part of the groups, the management must share complete information about the change with the groups and try to persuade them to accept change by convincing them of the benefits of the said change.
* Informal employees that they are not against informal groups. Rather, they view them as important supplement to formal groups.
* Involve group members in making official decision.
* Integrate group goals with organizational goals and avoid inter-group conflicts.
* Obtain feedback from group members on what they think about organizational plans and policies before officially announcing them.

1. **Explain why Rosy was excluded from the group.**

***ANSWER***

By the question **,** Rosy developed some interpersonal and intergroup conflicts with some powerful members of the group. There creates a huge problem due to that action taken by rosy. There can be such huge numbers of purposes behind Rosy being rejected from the gathering.

Negative Attitude of Informal Leaders**:** The informal leader may turn out to be a troubleshooter for the organization. In order to increase his influence, he may work against the policies of management and manipulate the behavior of his followers. Thus, he can be source of conflict between the management and the workers.

Since the gathering she engaged in, was a casual gathering, we have to comprehend that these gathering doesn't have set of convention to follow. It implies they are open and shaped freely. At the point when Rosy had struggle with a portion of the gathering individuals having incredible picture, she was out of the gathering out of nowhere.

Since informal organizations try to meet the social needs of their members there is a natural tendency to produce role conflict. An individual perceives role conflict when he has to fulfil conflicting requirements of both his group as well as of organization as a whole. Such a conflict may be dysfunctional from organization’s point of view. Much of the role conflict can be avoided by carefully cultivating mutual interests with informal groups. The more the interests, goals, methods, and evaluation system of formal and informal organizations can be integrated, the more productivity and satisfaction can be expected.

1. **Discuss Primary and Secondary Tensions that emerges in small group communication with reference to the case.**

***ANSWER***

**PRIMARY TENSIONS**

When the group first gathers, the members will be in **primary tension.**  According to Bormann (1996), “When the discussion group first meets, everyone will experience primary tensions. They feel ill at ease. They do not know what to say or how to begin." (p. 134). It is the getting acquainted awkwardness we all experience when meeting new people.  Even if working with people we know, primary tension still occurs because we are creating a new relationship in a new context.  We have to figure out how to work with each other in this new setting.  At this stage, uncertainty is high as we do not know these people and cannot predict their behaviors.

Primary tension has several distinctive symptoms

* **A high degree of politeness**.  Just as we do when meeting any new people, we fall back on our learned social behaviors for guidance as to how to act, and we tend to act very polite and nice.  While being polite is always good, at this level, politeness is far more artificial and used in place of genuine communication.
* **Extended silences**.  Since members do not know each other, and since trust has not yet developed, members assess whether to risk sharing ideas or opinions.  If we do not know how we will be taken, it’s safer to hold back.

**SECONDARY TENSION**

Unfortunately, it is common that the group will eventually enter **secondary tension**.  After the honeymoon period of the shakedown cruise, *tension will begin to rise again as the group matures, the work becomes more mundane, deadlines loom, and the initial commitment to the task and group falters.*  Secondary tension can be caused by many things:

**Violations of group norms**.  In all relationships, we learn to expect others to behave in certain ways  In groups, these expectations are called **group norms**. These are *"expectations for the kinds of behaviors and opinions the group members find acceptable or unacceptable"* (Engleberg, 2017, p. 240). During the shakedown cruise, the group developed expectations of each other, but now members may start to act contrary to those norms.  For example, for the first few meetings if everyone was on time, a group norm develops of “we start our meetings on time.”  Later, if a member starts to come late, they is violating that norm.  The group members usually feel a sense of frustration at such violations, the violating member has created uncertainty.