GROUP BEHAVIOUR

Groups extensively influence the behavior & performance of members as also the overall behavior of the organisation.

Definition: "Cluster of two or more individuals who interact with each other on a relatively enduring basis, identify themselves as belonging to a distinct unit & who share certain common activities, interests, values, goals, commodities, beliefs & perceptions"

A group is distinct from a crowd in a bus or watches a cricket match.

- ✓ Types of groups
- ✓ Small & large groups
- ✓ Primary & Secondary groups
- ✓ Formal & Informal group

Small & Large groups

Small: Compact cluster of a few individuals- face to face inter personal relations, interactions & inter dependencies

Large: A collection of a few small groups. (A State, Nation, group of Nations,

European community, SAARC, etc.) - Inter personal relations, interactions, and inter-dependencies are somewhat weak in a large group.
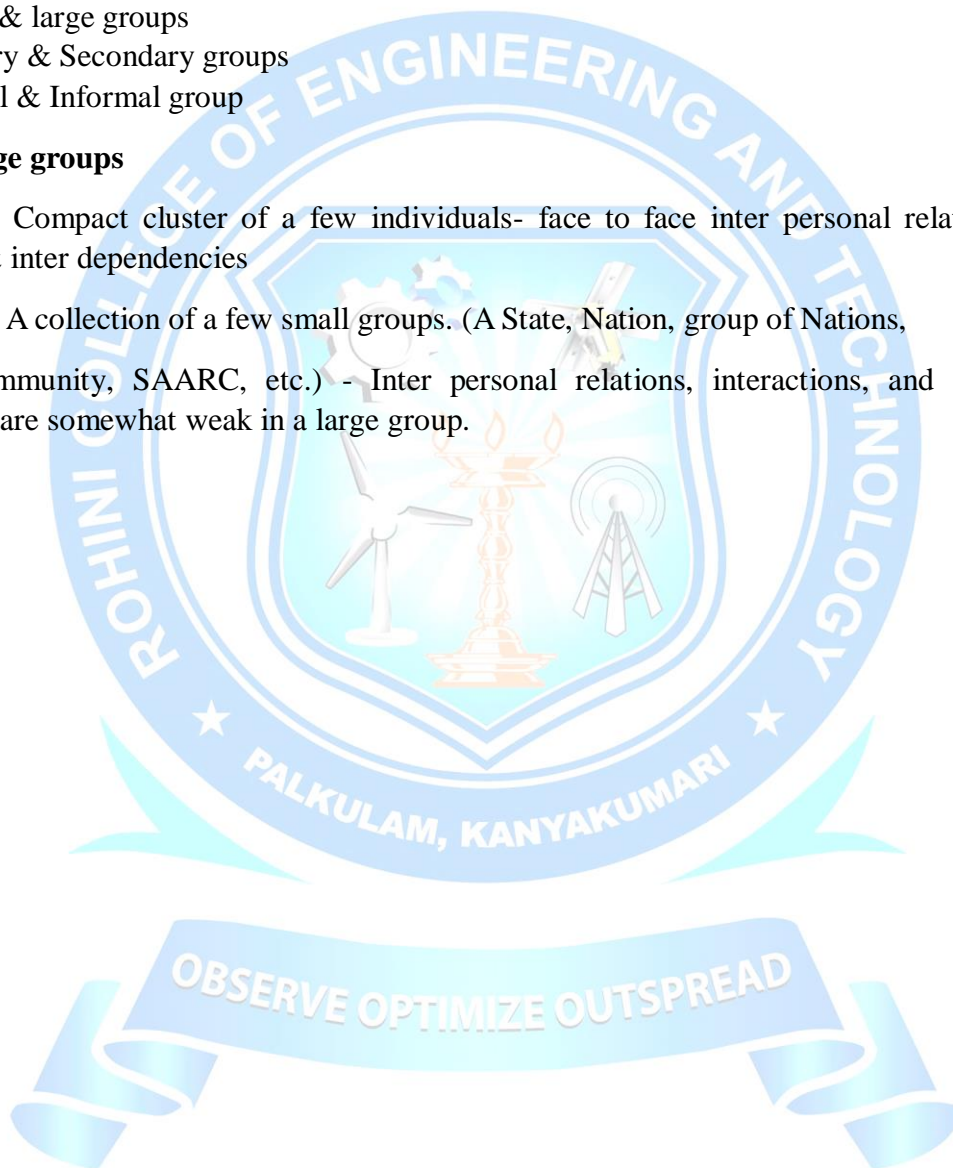
Primary & Secondary groups [FORUM]

i.   **Primary:** Almost identical to small group- (ex. A work group, a friendship group)

-       All small groups need not be primary groups

-       Existence of a shared sense of identity among members and their common values, interest & goals.

ii.   **Secondary:** - larger entity & is made up of several primary groups

-       Interpersonal relations & unity of purpose are weak

-       Less cohesive than a primary group

Formal & Informal group

i.   **Formal:** A work unit that is established as a part of an organisation and its structure

-       It is governed by rules, procedures & regulations

-       ex., various work units, sections, depts., divisions, established by an organisation to achieve its goals.

Two types of formal groups:

a)   Command group; and

b)   Task group.

- ✓ **Command group:** Consists of a manager and a set of his immediate subordinates directly reporting to him- Permanent work group-Undertakes regular activities.
- ✓ **Task group:** Assembled for undertaking certain specified tasks Ex., - A committee or a project group is a task group.It can be either a standing group or an adhoc group.

ii.   **Informal group:** Voluntary unofficial formation of a small number of members of an organisation who are mutually attracted and aligned by virtue of certain commonly shared background interests, values & needs.

- Members seek social alliances, interactions & relationships on a selective basis in the course of their association with their jobs. (Ex. Music groups; Sports groups; Magazine circles, etc.)

Definition of Group

A group is an assemblage of persons who work, interact and cooperate with one another in achieving a common goal in a specified time. The identity of the group members is taken individually. The members share information and resources with other group members.

In an r ganization, the groups are made on the basis of common interests, beliefs, experience in common fields and principles, so that they can easily coordinate with each other. There are two kinds of groups:

Formal Group: These groups are created by the management of the r ganization for performing a specific task.

Informal Group: The formation of these groups is done naturally in an rganization, to satisfy the social or psychological human needs.

For example: Ethnic groups, trade unions, friendship circles, airline flight crew, etc.

Definition of Team

A group of people who are joined for achieving a common goal within a stipulated period, having collective accountability is known as the team. The agenda of the team is "one for all and all for one". Apart from sharing information, the team members also share the responsibility of the team task. The team is always responsible for the outcome (i.e. Result of the collective efforts of the team members).

The team members have a mutual understanding with other members. They work jointly to maximise the strengths and minimise the weakness by complementing each other. The most important feature of a team is "synergy" i.e. the team can achieve much more as the members can achieve individually. The three key features of team functioning are:

- ✓ Cohesion
- ✓ Confrontation
- ✓ Collaboration

For example: Cricket team, team for accomplishing a project, team of doctors, management team etc.

STAGES OF GROUP DEVELOPMENT

FORMING STAGE

The first stage of group development is the forming stage. This stage presents a time where the group is just starting to come together and is described with anxiety and uncertainty.

Members are discreet with their behavior, which is driven by their desire to be accepted by all members of the group. Conflict, controversy, misunderstanding and personal opinions are avoided even though members are starting to form impressions of each other and gain an understanding of what the group will do together.

Typical consequences of the forming stage include achieving an understanding of the group's purpose, determining how the team is going to be organized and who will be responsible for what, discussion of major milestones or phases of the group's goal that includes a rough project schedule, outlining general group rules that includes when they will meet and discovery of what resources will be available for the group to use.

At this stage, group members are learning what to do, how the group is going to operate, what is expected, and what is acceptable.

STORMING STAGE

The second stage of group development is the storming stage. The storming stage is where dispute and competition are at its greatest because now group members have an understanding of the work and a general feel of belongingness towards the group as well as the group members.

This is the stage where the dominating group members emerge, while the less confrontational members stay in their comfort zone.

Questions around leadership, authority, rules, policies, norms, responsibilities, structure, evaluation criteria and reward systems tend to arise during the storming stage. Such questions need to be answered so that the group can move further on to the next stage.

NORMING STAGE

In this stage, the group becomes fun and enjoyable. Group interaction are lot easier, more cooperative, and productive, with weighed give and take, open communication, bonding, and mutual respect.

If there is a dispute or disruption, it's comparatively easy to be resolved and the group gets back on track.

Group leadership is very important, but the facilitator can step back a little and let group members take the initiative and move forward together.

ADJOURNING

If a group has fulfilled its goals and objectives, it will move into the adjourning stage. the adjourning stage is the fifth, and final, stage of group development that occurs when a group wraps up its work and then dissolves. At this time, it is important for members of the team to get appropriate closure as well as recognition for the work they accomplished

Types of Teams

Permanent teams- These teams perform on a permanent basis and are not dissolved once the task is accomplished. Let us understand the concept with an example.

Mike, Peter, Joe and Ana had a strong inclination towards branding as well as promotions and hence were a part of the branding team with a leading organization. They were primarily responsible for promoting their brand and designing marketing strategies to generate maximum revenue for their organization. They worked extremely hard and always managed to achieve their targets well in advance, but their team was always in place and never dissolved. Their organization never asked them to leave or ever dissolved their team. Such teams are called permanent teams. Work or no work, the human resources team, operation team, administration team always function effectively through out the year and hence are permanent teams.

Temporary teams - Unlike permanent teams, temporary teams loose their importance, once the task is accomplished. Such teams are usually formed for a shorter duration either to assist the permanent team or work when the members of the permanent team are busy in some other project.When organizations have excess of work, they generally form temporary teams which work in association with the members of the permanent team for the accomplishment of the task within the stipulated time.

Task Force - Such teams are formed for a special purpose of working on any specific project or finding a solution to a very critical problem. The government generally appoints special teams to investigate critical issues like bomb blasts, terrorist attacks and so on. The task force explores all the possible reasons which led to a severe problem and tries to resolve it within a given deadline.

Committee - Committees are generally formed to work on a particular assignment either permanently or on a temporary basis. Individuals with common interests, more or less from the same background, attitude come together on a common platform to form a committee and work on any matter. To organize any cultural event, organizations generally make committees to raise funds, invite celebrities and all the major tasks involved to successfully organize any event. The committee members work together, design strategies to successfully accomplish the task. In educational institutes, various committees are formed where students with a common interest join hands to organize cultural events and various other activities required for the all round development of students.

Organization/Work Force - Such groups are formed in organizations where team members work together under the expert guidance of leader. A leader or a supervisor is generally appointed among the members itself and he along with his team works hard to achieve a common goal. The leader all through must stand by his team and extract the best out of each team member. He must not underestimate any of his team members and take his team along to avoid conflicts.

Samuel was working with a leading advertising firm with two members reporting to him. Samuel always believed in his team members and worked together with his team and no doubts his team always did wonders and was way ahead of others.

Self-Managed Teams - Self Managed Teams consist of individuals who work together again for a common purpose but without the supervision of any leader. Here as the name suggests every individual is accountable for his individual performance. The team members of self-managed teams must respect each other and should never lose focus on their target. No leader is appointed and the team members have to take their own responsibility. Individuals take the initiative on their own and are their own guides and mentors.

Cross Functional Team - Let us understand this with the help of an example. Maria and Andy both were part of the branding team. They got an assignment from their superiors to be completed within two days. Unfortunately, Andy met with an accident and was advised complete bed rest. To avoid delays, Peter from the operations team was shifted to the marketing team to assist Maria for the time being and form a team. Such teams are called cross functional teams. Ideally the employees should be more or less on the same level to avoid ego hassles. Individuals from different areas come and work together for a common

objective to form a cross functional team. In such teams, people from different areas, interests and likings join hands to come out with a unique idea to successfully complete a task.

Virtual Teams - Virtual teams consist of individuals who are separated by distances and connected through computer. Here individuals communicate with each other online through internet. Sam at Los Angeles can form a team with Mandy at Mexico and Sara at Denver all working for a common objective but the communication is totally digital through internet. Such teams are helpful when employees need to connect with each other and are located at different places. Individuals supporting any community in social networking sites such as facebook or orkut also form a virtual team as all the members are from different locations but support a common community. They all have a common objective -to support and promote their community.

GROUP COHESION

According to Stephen Robbins 'Group cohesion is the degree to which group members are attracted to each other and are motivated to stay in the group.' Cohesiveness literally means 'solidarity' or 'attractiveness' of the group to its members. Emotional connectedness to the group and shared group goals are strong forces which lead members To remain in a group. Group cohesiveness represents the desire to stick together and respect and encourage individual differences. The more cohesive the group, the more likely it is to have common values and standards of behaviour. Cohesion has direct impact on a group's behavior.

GROUP DYNAMICS

Groups extensively influence the behaviour & performance of members as also the overall behaviour of the organisation.

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