Organizational Behavior
First year, English program
Week 11, Lecture 3

Dr. Sally Amer

19-4-2020

Chapter 9
Foundations of Group Behavior

Learning Objectives:

1- Define group and distinguish the different types of groups.

2- Identify the five stages of group development.

3- Understand the implications of diversity for group

4- Contrast the strengths and weaknesses of group decision making.

5- Evaluating group effectiveness.

What is a group?

A group is defined as *two or more interacting and interdependent individuals who come together to achieve specific goals.*

A group is a collection of individuals.

Moreover, a group interacts primarily to *share information and to make decisions to help each group member perform within his or her area of responsibility.*

Types of Group

Groups can be either formal or informal.

Formal groups are work groups that are defined by the organization's structure and have designated work assignments and specific tasks directed at accomplishing organizational goals.

Informal groups are social groups. These groups occur naturally in the workplace and tend to form around friendships and common interests. For example, Three employees from different departments who regularly have lunch or coffee together are an informal group.

Stages of Group Development

Groups develop through five stages.

1- *The forming stage has two phases.* The first occurs as people join the group. In a formal group, people join because of some work assignment.

Once they've joined, ***the second phase*** begins: defining the group's purpose, structure, and leadership.

This phase involves a great deal of uncertainty as members "test the waters" to determine what types of behavior are acceptable. ***This stage is complete when members begin to think of themselves as part of a group.***

Stages of Group Development (Cont.)

2- The storming stage is one of *intragroup conflict*. Members *accept the existence* of the group but *resist the constraints* it imposes on individuality.

There is conflict over who will control the group. When this stage is complete, there will be a relatively clear hierarchy of leadership within the group.

Stages of Group Development (Cont.)

3- The norming stage is one in which close relationships develop and the group becomes cohesive when the group has assimilated a common set of expectations (or norms) regarding member behavior.

4- The fourth stage is performing . The structure at this point is fully functional and accepted. Group energy has moved from getting to know and understand each other to performing the task at hand.

For permanent work groups, performing is the last stage in development.

5- However, for temporary committees, teams, task forces, and similar groups that have a limited task to perform, the adjourning stage is for wrapping up activities and preparing to disband.

Groups versus the Individual

Decision-making groups may be widely used in organizations, but are group decisions preferable to those made by an individual alone? The answer depends on a number of factors.

1) *Strengths and Weaknesses of Group Decision:*

1.1) Strengths of Group Decision Making:

Groups generate *more complete information and knowledge*.

By aggregating the resources of several individuals, groups bring more input as well as heterogeneity into the decision process.

They offer increased *diversity of views*. This opens up the opportunity to consider more approaches and alternatives.

Finally, groups lead to increased *acceptance of a solution*.

1.2) Weaknesses of Group Decision Making Group

Group decisions are ***time consuming*** because groups typically take more time to reach a solution. Group discussion can be ***dominated*** by one or a few members. Finally, group decisions suffer from ***ambiguous responsibility***.

Groups versus the Individual

2) *Effectiveness and Efficiency* Whether groups are more effective than individuals depends on how you define effectiveness.

Group decisions are generally more accurate than the decisions of the average individual in a group, but less accurate than the judgments of the most accurate.
In terms of **speed, individuals are superior.**
If creativity is important, groups tend to be more effective.
In deciding whether to use groups, then, managers must assess whether increases in effectiveness are more than enough to offset the reductions in efficiency.

Group Decision-Making Techniques

1- Interacting groups: The most common form of group decision making. Members meet face to face and rely on both verbal and nonverbal interaction to communicate.

2- Brainstorming, a half-dozen to a dozen people sit around a table. The group leader states the problem in a clear manner so all participants understand.

Members then freewheel as many alternatives as they can in a given length of time. To encourage members to "think the unusual," no criticism is allowed, even of the most bizarre suggestions, and all ideas are recorded for later discussion and analysis.

Brainstorming may indeed generate ideas—but not in a very efficient manner.

Group Decision-Making Techniques (Cont.)

3- *The nominal group technique* restricts discussion or interpersonal communication during the decision-making process, hence the term nominal. Group members are all physically present. Specifically, a problem is presented and then the group takes the following steps:

1. Before any discussion takes place, *each member independently writes down ideas on the problem*.

2. After this silent period, *each member presents one idea to the group.* No discussion takes place until all ideas have been presented and recorded.

3. The group discusses the ideas for clarity and evaluates them.

4. *Each group member silently and independently rank-orders the ideas.* The idea with the *highest aggregate ranking* determines the final decision.

Group Decision-Making Techniques (Cont.)

4- *Electronic meeting:* A meeting in which members interact on computers, allowing for anonymity of comments and aggregation of votes.

Electronic meeting is ***the most recent approach to group decision making blends the nominal group technique with computer technology.***

Exhibit 9-7 — Evaluating Group Effectiveness

| | Type of Group | | | |
Effectiveness Criteria	Interacting	Brainstorming	Nominal	Electronic
Number and quality of ideas	Low	Moderate	High	High
Social pressure	High	Low	Moderate	Low
Money costs	Low	Low	Low	High
Speed	Moderate	Moderate	Moderate	Moderate
Task orientation	Low	High	High	High
Potential for interpersonal conflict	High	Low	Moderate	Low
Commitment to solution	High	Not applicable	Moderate	Moderate
Development of group cohesiveness	High	High	Moderate	Low