

Organizational Behaviour
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Lecture - 22
Informal and Formal Groups

Welcome to the chapter thirteen of the discussion today, which is on informal and formal groups. If you remember in the introduction session, we tried to discuss on how an individual with all his background variables of his attitudes, his needs, his values, his personal interest, likes, dislikes, his own demography, his personality pattern, his emotions come to the organisation, interacts with another individual in the organisational setup, communicate with each other and as a result what develops is a group.

That is a part of the group formation and also which we call to be informal groups which are like minded group forms out of interest levels and satisfaction of needs. Also like, when you join an organisation today, you join a role and there are certain role expectations of others from that particular role, and you join a particular group in the organisation and in a particular position.

So, these are again formal groups and various dynamics takes place as a part of that. Like, when you become a member of that group and communication, then conflicts issues of leadership, then groups transforming to team or not, and how groups get formed and what are the rules and regulations of that groups which is getting formed, many issues come up. The group level which affects the performance of the individual per say within the group or like if it is speaking in totality, the performance of the group itself.

So, it is very important to study the various characteristics of the group, how it is getting formed like, what are the norms, what are the different types of the groups, how groups make their own decisions, what are the group performance, how it gets improved, and what are the criteria in respect of organisational behaviour.

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Objectives

To develop an understanding of:

- Nature of groups
- Types of groups
- Reasons of group formation
- Stages of Group Development
- Characteristics of groups
- Group decision making Techniques
- End result of group formation
- Effectiveness of Group

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So, here in this chapter, we will try to focus on the understanding of nature of groups, types of groups, reasons of group formation, stages of group development, characteristics of groups, group decision making techniques, end result of group formation and effectiveness of groups.

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The Nature of Groups

The definition of a group can be viewed from four different approaches as below:

1. Perception approach: people who see themselves as part of group constitute a group. Teams are mature groups with a degree of member interdependence and motivation to achieve common goals. Teams start out as groups, but not all groups become teams.

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So, what we will start with is the nature of groups. The definition of group itself can be viewed from different approaches. So, first we will start with the perception approach. In perception approach, people who see themselves as members of a particular group, then

only that that group formation takes place. So, I have to perceive myself as a member of a group and I have to perceive another person also as a particular member of a group or we may say as my own group member. Then only a collection of people who see themselves as a member of a particular group and then only a group formation takes place. The team is a matured group which is formed and in where there is a degree of membership interdependence and the members are motivated to achieve a common goal. They start out as group. Teams start out as groups, but the other aspect is not always true. Like, all groups do not matured as teams or they do not become teams.

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- **2. Organization approach:** emphasizes group characteristics to define a group: an organized system of individual who are connected with one another.
- **3. Motivation approach:** a group is a collection of individuals whose collective existence satisfies needs.

Next, we have organisation approach. So, it tells like group is a organised system of individual who are connected with one another. In a motivational approach, so it is a group is a collection of individual needs individuals whose collective existence satisfies needs. So, when you talking more of informal group, it is based on this; more on this motivational approach, where people come together to satisfy some of their needs.

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- **4. Interaction approach:** Two or more individuals interacting with each other in order to accomplish a common goal. This definition specifies three minimum requirements for a group to exist:
 - **i. Size—** must be two or more individuals.
 - **ii. Interaction—** must be some form of exchange or communication.
 - **iii. Purpose—** must be trying to accomplish a goal.



When it is an interaction approach, it is two or more individuals who come and interact with each other in order to accomplish a common goal. So, there are actually three specific, like minimum criteria for groups to be formed. So, one in this the first one is of course, the size. So, we need, so must be sort of two or more individuals in order to form a group. Next is the interaction. There must be see some form of exchange or communication where people have to communicate with each other and third is like, they must be coming together in order to achieve certain goal. So, these three characteristics should be there in interaction approach, to be considered in the interaction approach to consider like whether a group has been formed or not.

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Types of groups


- **1. Formal groups**— established by the organization to perform organizational work.
 - **a. Command group**— specified by the organization chart and comprised of employees who report directly to a supervisor.
 - **b. Task group**— comprised of employees who work together to complete a particular task/project; e.g., self managed teams (SMTs).
- **2. Informal groups**— natural groupings of employees that form to fulfill social needs, evolving naturally.
 - **a. Interest group**— established to meet a mutual objective (a group formed to lobby management for more fringe benefits).
 - **b. Friendship group**— formed because members have something in common.

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When we are talking of types of groups, again types of groups are broadly classified into two headings. One is the formal group and the other is the informal group. So, formal group is more established by the organisation to perform organisational work, and informal group is which comes out of the employees social needs. It forms very naturally because it is more of motivational approach.

So, in formal group, again the divisions of formal group are like command group, which is more specified by the organisational chart and where people are placed somewhere in some position in the organisation. They interact based on those hierarchies and levels that what their need, that is the command group. The chain of command how it grants to the organisation and how they interact based on that. Next is the task group, which is based like on interaction of certain some people come together to perform certain tasks or projects and these are called examples like self managed teams. So, again informal groups which are formed mainly to satisfy social needs and which evolve naturally. So, there could be classifications like interest groups, where people of the same mutual objective or interest meet together to form a group. Also like, if another one is the friendship group which forms because members have something in common.


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The difference between formal and informal groups.

- a. Formal groups are designated by an organization as a means to an end.
- b. Informal groups are important for their own sake.



The difference between formal and informal groups is that, the formal groups are defined by the organisation and as a means to certain end is over here, the reaching of organisational objectives or organisational performance or group performance and all this, but informal groups are formed for the sake of formation itself. It is not a means to a particular end, but the group itself is the end because we love to be with each other and we like the company of each other in organisation because we can share our interest and needs.

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Why people form groups

- 1. The satisfaction of needs:
 - a. **Social needs** — groups provide a vehicle for interacting with other.
 - b. **Security needs** — groups can act as an effective buffer between the employee and the demands/stresses of the organization.
 - c. **Esteem needs** — often fulfilled by the prestige of the group that group membership conveys on the member.
- 2. **Proximity and attraction** — Two facets of interpersonal relationships.
 - a. Proximity involves the physical walking distance between people performing a job.
 - b. Attraction prompts group formation because of perceptual, attitudinal, performance, or motivational similarities.



Why people form groups is like, first is satisfaction of needs like social needs. So, as we are discussing, it helps in providing vehicles for interacting with others. Security needs, so it can, group can act again as a buffer between the demands made by the organisation on the individual and the employees way of seeing those demands and interpreting those demands. We were discussing the same thing when we are discussing stress and counselling. Peers can acts as an important buffer in your stress management process and they can be good sources of counselling also by providing a comfort zone to share your minds, your difficulties and helping you to have, may be a new look into ways of seeing things.

C is esteem needs, where which is fulfilled by the prestige that the group gives are the group membership itself cannot be certain prestige on the members who sometimes it fulfils the esteem needs. Next, we come to one of the important issues like why gets why group gets formed is proximity and attraction. So, proximity involves the physical working distance between the people performing a certain job. So, if somebody is sitting very close to me in the office or we are sharing the same office base or something, then it is a general tendency like the group will get formed. Attraction is where we are talking attractions is more of a mental phenomenon, where people are attracted towards each other to form a group because of perceptual, attitudinal or motivational and performance similarity. So, maybe the physical proximity is not there, but because people are mentally close based on certain parameters they choose to form groups.

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- **3. Group goals** — individuals join groups because they're attracted to the group's goals, although group goals are not always identifiable.
- **4. Economic reasons** — individuals join groups because they believe membership will result in economic betterment (e.g., a labor union with a record of securing members higher wages).



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Third important point is the group goal. If it appears to be attractive to a particular person or people, they will try to join a particular group because the goal itself is very attractive. Next is, economic reasons. People sometimes joins groups, because they feel like the group will be protecting them and help them in economic betterment, like a labour union with a record of securing members higher wages will have better membership than the other labour union who may not have such records.

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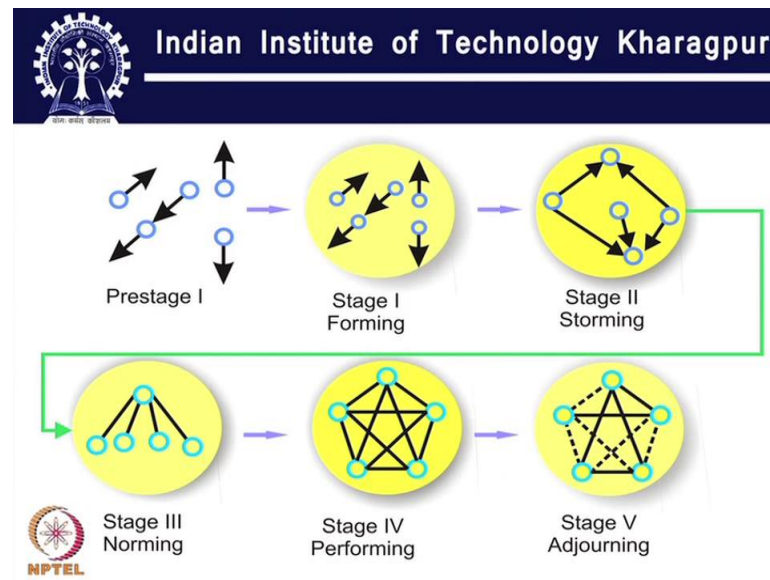
Stages of Group Development

- **1. Forming**
 - a. Characterized by uncertainty about the group's purpose, structure, and leadership.
 - b. Activities focus on efforts to understand and define their objectives, roles, and assignments.
 - c. Interaction patterns tried out, discarded, or adopted.
 - d. The more diverse the group, the more difficult is forming; particularly sensitive stage for multicultural groups.

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Next, we will come to the stages of group development and which has got five stages. We will take each of these separately. First stage, each is more progressive and more solidifying stage. So first, the first stage is called the forming stage, which is characterised by like more of uncertainty, like regarding what is the group's purpose and what will be its structure and leadership qualities like. So, the activities involve more of defining and understanding the group goals, objectives and what are the different assignments. So, after each of the interactions, it is tested and it is been tried and then based on the results, either it is discarded or it is adopted. So, the more diverse the group, the more it is difficult in forming because of the sensitive stage of cultural issues in perusing different ways of communicating and different ways of expressing emotions. So, in the multicultural group, it takes time in forming a particular group because we have to take into consideration so many diversity issues before we can arrive at something common.

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So here, we see in this picture that is the pre stage, and then stage is called forming, and after that we move through like storming.

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The slide details the characteristics of the Storming stage. It features the Indian Institute of Technology Kharagpur logo in the top left and the NPTEL logo in the bottom left. The text is as follows:

- **2. Storming**
 - a. Characterized by conflict and confrontation.
 - b. Involves redefinition of group's tasks and goals.
 - c. Members may begin to withdraw.
 - d. If conflict is not suppressed at this stage, it will hinder future stages.

In storming what happens? After coming closer, people are trying to test each other views and test like who will take what positions sort of based on their and whether to accept or not to accept certain things. It is a very stage of debate going on based on how to establish what will be the group's principles and all these things. So, it is characterised by conflicts and confrontations. It involves redefinition of group's task and roles based

on the review and many conflicts and confrontations. Members may begin to withdraw because they are no longer interested in the new task developed for the group or the new goal set. If the conflict is not taken care of at this stage, it will be your future problem at future stages.

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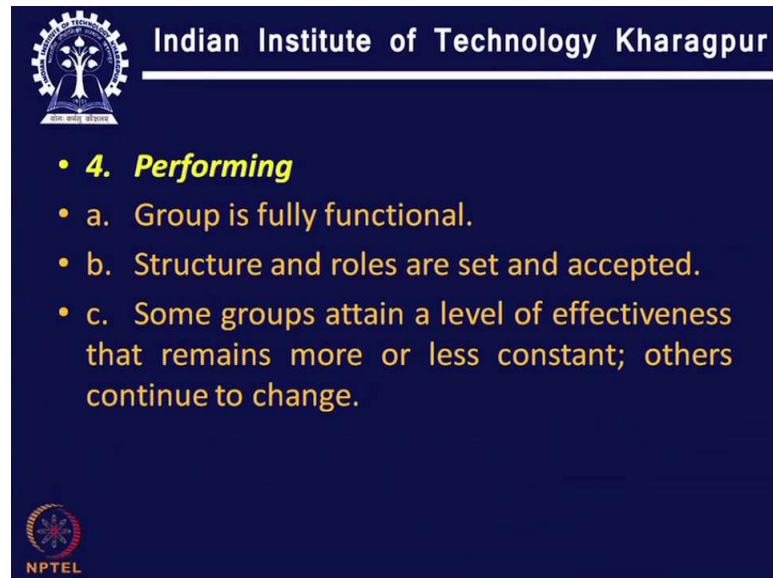
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- **3. Norming**
 - a. Characterized by cooperation and collaboration.
 - b. Cohesiveness begins.
 - c. Open communication, significant interaction, and efforts to agree on goals occur.
 - d. Behavioral norms are established.

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After the phase of Norming is over, then we come to the third phase which is that of Norming. In Norming, what it is characterised by cooperation and collaborations. Generally after the storm is over, the cohesiveness begins. So, open communication, significant interaction and efforts to agree on goals occur and behaviour norms are established. So, you see like a system is developing is everything is becoming some sort of systematic. Out of that, more or less hackers that situation which was present at the pre stage or which was charges that it getting certain shape in the forming and in the norming stage.

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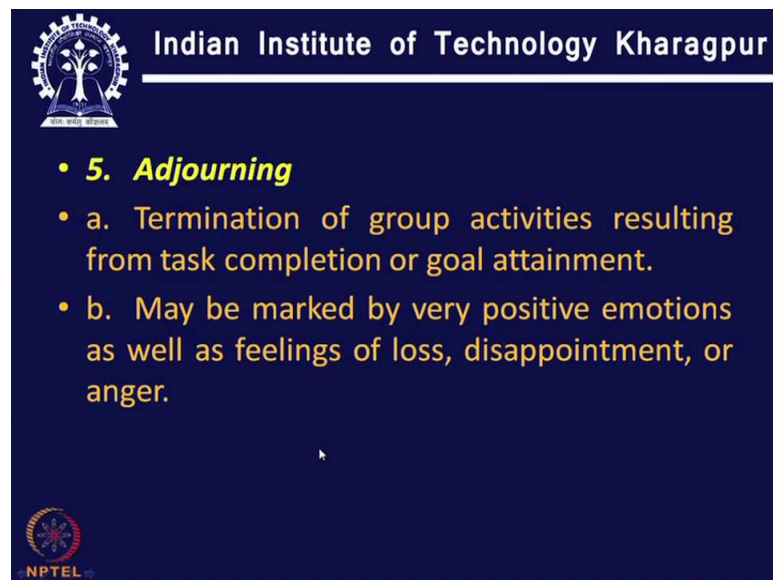
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- **4. Performing**
 - a. Group is fully functional.
 - b. Structure and roles are set and accepted.
 - c. Some groups attain a level of effectiveness that remains more or less constant; others continue to change.

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In the performing state, the group is fully functional. So, the structure and the roles are set and accepted. So, some group will attain a level of effectiveness that remains more or less constant; others continue to change.

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- **5. Adjourning**
 - a. Termination of group activities resulting from task completion or goal attainment.
 - b. May be marked by very positive emotions as well as feelings of loss, disappointment, or anger.

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Next point is that of adjourning. So, it results in the termination of group activities resulting from task completion and role attainment. So, two things may happen over here. It is a positive emotion like, I have been able to complete the task and my task is giving positive results and attain my goal, but still, like it gives a feeling of loss or

disappointment because now what I will do, what is their extent, and all this question comes up. So, adjourning maybe marked by both by positive emotions and as well as feelings of loss disappointment or anger.

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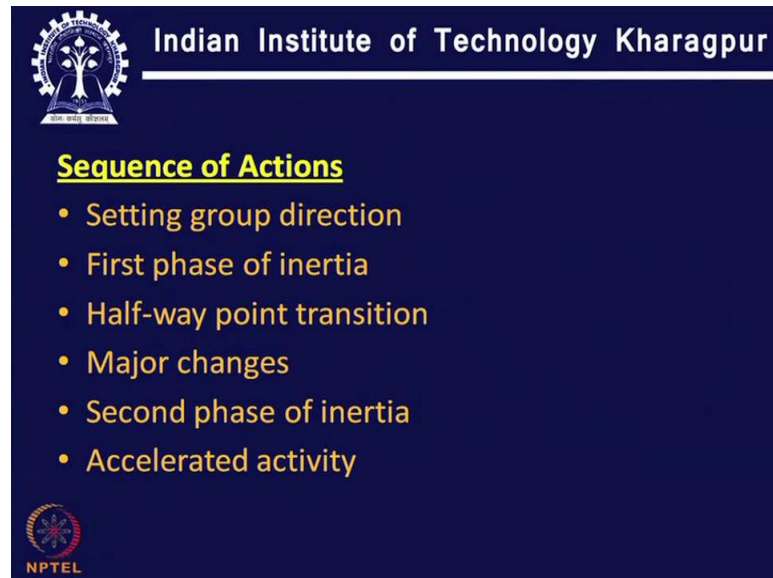
An Alternative Model: Temporary Groups with Deadlines

- **Punctuated-Equilibrium Model**
- Temporary groups under time constrained deadlines go through transitions between inertia and activity — at the halfway point, they experience an increase in productivity.

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This is an alternative model, where we call temporary groups with deadlines and it is called punctuated equilibrium model. So, what is happening over here is like sometimes while performing a state of inertia is present and people may find a performance during that period. So, what happens like if you are waiting for the deadline? Generally, in the beginning, you are not very serious about the things to be done. Then in the half way, suddenly as if you are waking up and you start hurrying and there is a rise in productivity; increase in productivity. And again, there is a drop, as you can wait for the deadlines sort of and then ultimately is what you reached the deadline. Before that, again there is an increase in productivity. So, you find like alternative periods of inertia and activity.

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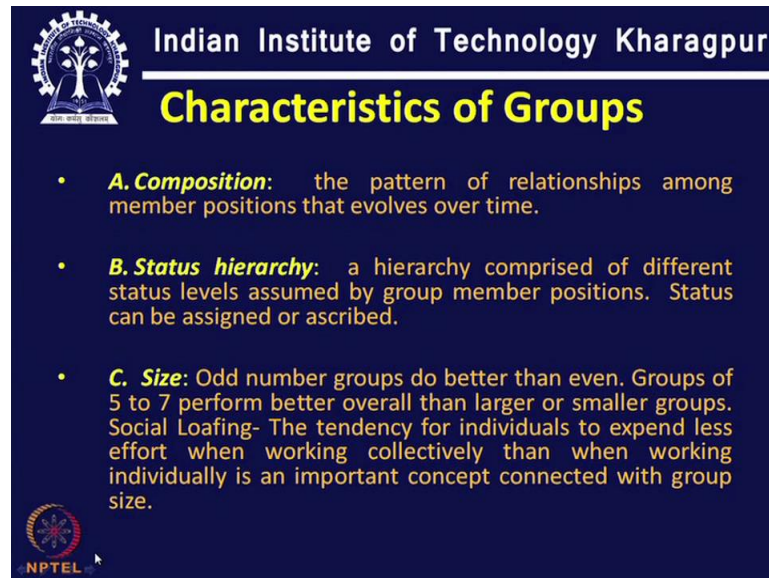
Sequence of Actions

- Setting group direction
- First phase of inertia
- Half-way point transition
- Major changes
- Second phase of inertia
- Accelerated activity

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So, where we temporary groups a function. So, what we can try to do is, we have to break this whole period into smaller and smaller periods, so that, the continuous level of like energy is maintained and the waiting period is made less. If the first stage, if you know like A is the waiting period, so we can break up A into A 1 into A 3, A 4 and so on. So that, each of the smaller waiting periods become less and it starts showing performance level moves up. So, the sequence of action could be setting up a group direction. There is a first phase of inertia, then in a half way point there is a transition taking place from inertia to highest activity and then some major changes are happening. Coming to like the second phase of inertia, again like, after certain waiting, ok, we can wait, the deadline is not too near and then when it comes very nearly, it will be an accelerated activity. So, these are the sequence of actions taking place in punctuating equilibrium model.

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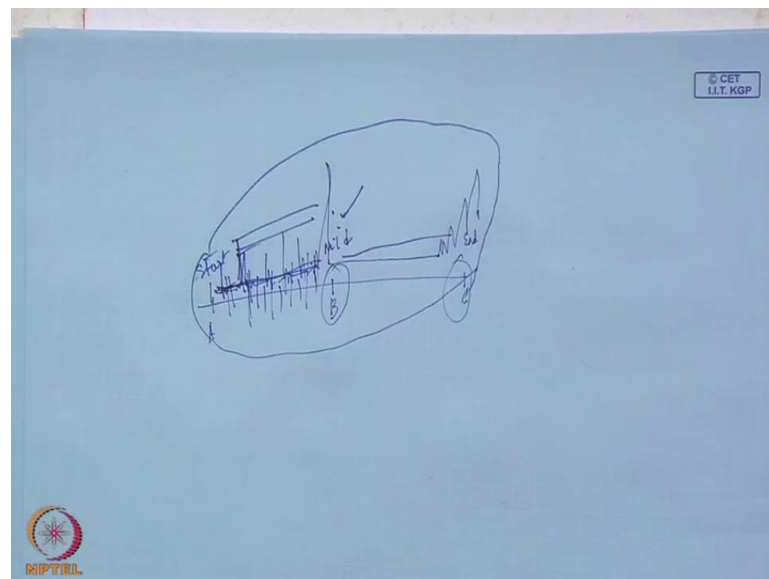
Characteristics of Groups

- **A. Composition:** the pattern of relationships among member positions that evolves over time.
- **B. Status hierarchy:** a hierarchy comprised of different status levels assumed by group member positions. Status can be assigned or ascribed.
- **C. Size:** Odd number groups do better than even. Groups of 5 to 7 perform better overall than larger or smaller groups. Social Loafing- The tendency for individuals to expend less effort when working collectively than when working individually is an important concept connected with group size.

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So, what we really have to do is break the things, break the time frame.

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Like, if you can focus over here, like, if from A, you find that B. Suppose, these are three time frames, this is A, B and C, this is mid and this is end. So, what you get is like state of inertia over here. Certain jerks you get over here. Then again, there is inertia and then some rapid activity over at the end. So, what may happen is, the quality of may suffer. The quality of what you produce suffer because you are not maintaining a consistent effort throughout. So, what can be done? This whole phase A and B, suppose it is broken


down into smaller phases, so it would not experience in these type of things and like it is broken down into shorter periods and then you have a like a waiting time and speak performance for return. As a result, what you add up will find the waiting time is less and lesser amount people are showing performances. As a result, it will performances will improve. So, these that because these are being punctuated in between, that is, what it is called punctuated equilibrium model. When you are talking of characteristics of groups, group characteristics depends on certain things like composition of the group status, hierarchy and size.

So, like when you talking of composition, it is a pattern of relationship between the members, that the positions will arise over time with based on the job description, also what each role has to play, expectations from the job and based on that, the composition which is there and if it is a team, then so how the, who will be the team members and what will be the structure of the organisation. So, the status hierarchy is the difference status level assumed by the group members about the member positions. So, a status can be ascribed or it can be assigned also.

So, next important is group size, where it is not prudent to have either a too much large or too much small group. In either case it is bad. So, because if there is a too much large group, that is a phenomenon of social loafing, where people try to expend less energy to their working collectively because when working individually because if they know like if there is too big group size, nobody will get to notice, like, if I am just lazing out and not doing anything. So, that is called social loafing


So, it is better like the group size is between 5 to 7, which is not very small and also not which is very large, so that, situations are going out of hand. You just see like the performance is coming down because everybody is thinking like the other person is going to work on behalf of me. The concept which is connected with the group is the group roles.

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- **D. Roles:** a set of expected behaviors assumed by each position in the group.
- **1. Expected role** — behaviors expected by the group or organization.
- **2. Perceived role** — the set of behaviors that the position holder believes he/she should enact.
- **3. Enacted role** — the set of behaviors that the position holder exhibits.
- Conflict and frustration may result when any of the three roles differ from each other.



So, a set of expected behaviours assumed by each position in the group is called group roles. It is divided into few categories like perceived role, the set of behaviours that the position holder believes he or she should enact. Then expected role, which is the behaviours expected by the group or organisation. Enacted role is actually what you act out; the set of behaviours that the position holder exhibits. As a result of all these things, there could be conflicts and frustrations, which may result when the three roles differ from each other.

Like what is, what you perceive is not perceived to be the role is not what is expected by the organisation or that is not enacted by you what the organisation demands, then it will lead to conflict and frustration.

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- **E.Norms.** Norms are standards of behavior shared by the group members. Norms:
 - a. Only pertain to behaviors considered important by the group.
 - b. Are accepted in differing degrees by different members.
 - c. Don't necessarily apply to all members.



One important part of group characteristics is of course, like the group norms and these are the standards of behaviour shared by the group members. Group norms are specific behaviours considered important by the group. So, and are accepted in different stages by different members. Third is like, all the norms do not apply to all the members. So, when we see like, when we talk of only behaviour important perceived, we important by the groups means like they norm is about the behaviour which is thought to be important. So that, people will follow the stated directed pattern correctly and then will perform which is important for, say to the group and there is no less of avenue for people to interpret the group's demands in different ways and may be the communality threat is loss.


So when, even an issue, a particular issue or whenever situation is important to the organisation, so the more norms are very specific to it. So, groups norms again not everybody accept the group norms at the same level or understand it at same level also. So, what happens like, they are accepted into different degrees by the different members based on their choices to be made, sort of background variables that they have. So, and another thing is do not apply norms; do not apply necessarily to all members. So, sometimes we say, ok, the time passes beyond all rules set up. All these have to be questioned, but that is generally what is assumed.

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- "Acceptable" norm behavior may be different, from the group's perspective, than management's view. Norm conformity—the degree to which a member conforms to norms is affected by:
 - **a. The individual's personal characteristics** — more intelligent members conform less than those less intelligent, more authoritarian members conform more than less authoritarian members.
 - **b. Situation factors** — such as group size and structure (group conformity tends to be greater in smaller than larger groups).
 - **c. Intergroup relationships** — such as the degree to which the member identifies with the group, the amount of pressure the group exerts on nonconformists.
 - **d. Cultural factors** — some culture share a more collective tradition than others.



So, acceptable norm behaviour can be different from the group's perspective. So, what we will try to find out like, when we are talking of norm conformity, so what it is to which member conforms to norms. The first important thing is it depends on your individual personal characteristics. So, more intelligent people are less likely to be comfortable with the norms. But less intelligent people will try to conform to the norms, because for them, the existence in the organisations is one of the major issues. So, again authoritarian may words conform more than less authoritarian members loves following rules and regulations.

Situational factors, two very important situational factors are of course, group size and group structure has an immense effect on like group cohesiveness and then group productivity etcetera. Inter group relationships, so in this, the degree to which members identify with the group, then the other group's pressure on this particular group. All these things will determine the inter group relationship, will determine the degrees of the, like individual acceptance of particular group, cultural factors, like some cultures are more able to draw people because some cultures show a more collective tradition than others. So, in that case, the group formation will be much higher because your own background, your culture is giving hint to it. Like, more people do conform to the norms and it is strictly abided by. So, because this collective tradition is maintained, so it is very important for norms to be impress, so that to see that nothing is violated.

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- **F. Leadership:** a critical factor in group performance. The leader:
 - 1.Can reward or punish members for not obeying group norms, especially in a formal group.
 - 2.Some groups, even formal ones, have no single leader, e.g., SMT's.
 - 3.In informal groups, the one who becomes leader is viewed as respected and has a high-status.
 - a. Helps the group in accomplishing group goals.
 - b. Helps members satisfy their needs.
 - c.Represents the group to those outside the group.




Another important factor for group norms is of course, group performance. Where it happens like, the leader, if he is in the position to reward or punish the group members for not obeying the group rules or norms, then values of the group etcetera, especially in the formal group, then there will be more norms. In groups where there is no leader, single leader, that is, has been self management groups, then the norms will something different. So, what you find is that, in SMT's or the self manage teams in the informal groups, the one who becomes a leader is viewed as a respected, like is viewed as person with like very high status and he gets that respect from the expertise level that the person has. So, that person, that leader helps the group in accomplishing group goals, helps members to satisfy their needs and represents the group to those outside the groups. So, he plays the role of like a messenger and studying the environmental and presenting the groups to the outside world.

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- **G. Cohesiveness**— the forces acting upon members to remain in the group that are greater than those pulling members away from the group. The greater the group cohesiveness, the greater the member conformity to group norms. Sources of attraction in group cohesiveness are :a. Goals are clear and compatible
- b. Charismatic leader. c. Group reputation as successful. d. Group is small enough to interact effectively. e. Mutual support by members.



Group cohesiveness is one of the important issues. So, these are the factors acting upon the members to remain in the group, which are greater than those factors pulling the members away from the group. So, better the cohesiveness, the better is the conformity of the group norms. So, sources of attractions in group cohesiveness are groups are clear, group goals are clear and comfortable and their people are comfortable with the group goals and it is comfortable with their own values and these will attract as a more cohesiveness of group will be better. Next is like charismatic leader. The power of the leader to hold the people back is another important thing. Then group reputation is an important factor in cohesiveness.

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Cohesiveness and performance.


- Degree of cohesiveness can have positive or negative effects. The relationship between cohesiveness and group performance depends on whether the group goals support (are congruent with) organizational goals : i. High cohesiveness and congruent group goals results in effective performance. ii. High cohesiveness and incongruent group goals result in negative group performance.
- iii. Low cohesiveness and incongruent group goals probably result in negative group performance. iv. Low cohesiveness and congruent group goals probably results in positive (individually based) group performance.

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So, mutual support by members and communication amongst the members, these are important issues in development of cohesiveness. So, degree of cohesiveness is related to the performance of the groups. You will find like, it is not always true, like if there is a very cohesive group, it will always lead to positive performance. So, it will depend on the relationship of cohesiveness with the group performance will depend on how much the organisational goals and the group goals are congruent to each other. Highly cohesive group and congruent group goals result in effective performance.


So, high cohesiveness and incongruent group will result in negative group performance. So, low cohesiveness and incongruent group goals will result in negative group performance, but low cohesiveness and congruent group goals probably results in positive group performance. So, this is a mix and match matrix that we do based on the availability or unavailability or presence or not presence of the group goals and like, how greater match is there or not there between the group goal and the organisations goal.

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- **Groupthink:** exists in highly cohesive groups when the drive to maintain consensus is so great that it impairs effective group decision-making. Characteristics of groupthink:
 - a. Illusion of invulnerability.
 - b. Tendency to moralize about the goodness of the group's position.
 - c. Illusion of unanimity.
 - d. Pressure to conform.
 - e. Dismissal of views that oppose the group's position. Some research indicates that highly cohesive groups are not susceptible to groupthink if the group is comprised of dominant individuals.



So, next important aspect like what we need to discuss about the group is the group think effect. So, in highly cohesive groups, when the drive to maintain consensus is so great, like what happens even if somebody is thinking individually and not in the way as the group is thinking and trying to make his comments on that. Then a conflict arises in the mind of the individual like whether to tell about the difference or to accept what is the group's way of thinking.


So, the characteristics of the group think are like tendency to moralise about the goodness of the group's positions. Like, I will take into granted as many people are thinking in this way. So, with that way of thinking is correct and not my way of thinking. Then if there is a pressure to conform, you have to sort of conform, otherwise you may misshapes cancel. Then group think will like people even if they are having separate opinion about certain things to be done some way. They will try to conform to the group's findings and due to this cohesiveness factor.

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- **Groupshift** : A change in decision risk between the group's decision and the individual decision that member within the group would make; can be either toward conservatism or greater risk



So, when you talking of another aspect, which is the group shift; Group shift is a change in decision risk between the group's decision and the individual decision that the member within the group would make; can be either toward conservatism or greater risk. So, this is another way like, which may influence which individual performances like, if we have to take a decision regarding like whether to go the group's way or the individuals way, so the risk involved is taken first. Like, what will be the risk involved if I like say something which is different from what the group wants me to tell or hear?

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Group Decision-making Techniques

- **Interacting Groups** - Typical groups, in which the members interact with each other face-to-face.
- **Nominal Group Technique** - A group decision-making method in which individual members meet face-to-face to pool their judgments in a systematic but independent fashion
- **Brainstorming** - An idea-generation process that specifically encourages any and all alternatives while withholding any criticism of those alternatives
- **Electronic Meeting** - A meeting in which members interact on computers, allowing for anonymity of comments and aggregation of votes

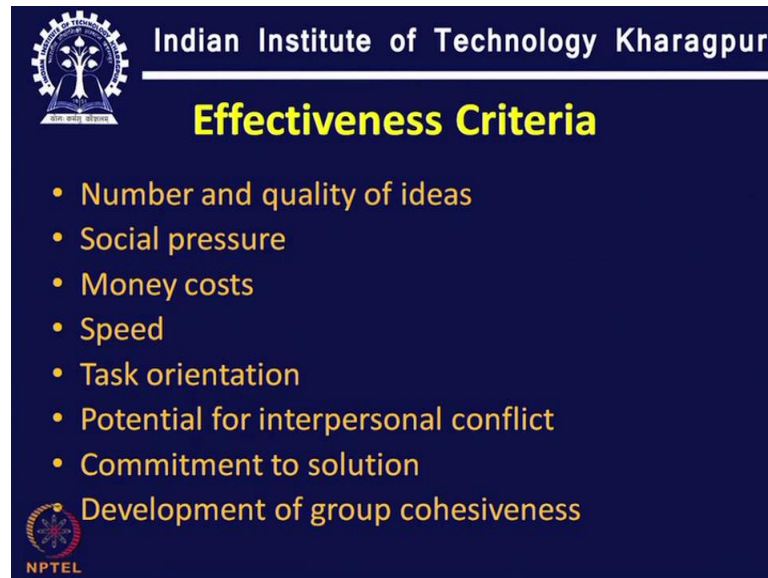


So, this is called a group shift effect. Group decision making techniques are interacting groups like typical groups, in which the members interact with each other face to face. Nominal group technique is a group decision making method in which involves members to meet face to face to pool a judgement in a particular, in a systematic way on a particular topic. But it should be independent like without discussion with none others. They have to give their views on it.

Brainstorming is an idea generation process, where people try to find out certain ideas and ways of doing things etcetera. So, it specifically encourages any and all alternatives as much as possible that can be found out and withholding of that criticism about the alternatives. So, if you have to judge whether this is a good alternative or bad, then maybe we are not following the proper brainstorming session. Brainstorming have to be very objectively think about like the different alternatives present in taking about a particular decision.

Electronic meeting means where people meet through computers; interact on computers and it gives you the anonymity of the comments and aggression. So, comments and then because it is an aggregation of the comments made. So, you may not able to tell in particularity, this person said something and something to me. So, but again, if people are generally prone to discuss and comment on something and it also based on the seriousness of the issues, the important of the issue and all these things will come up and will try to judge electronic meeting from both. What we will tell is we will try to judge it from both its pros and cons aspects. In this, anonymity of comment is not mentioned. Then it may lead to false comments or comments, which are going to help in any regard of decision making. So, this gives you an open platform to know about many of the views, but we should be concerned more of the like the ethical issues regarding this electronic meeting and brainstorming and all these factors.

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Effectiveness Criteria

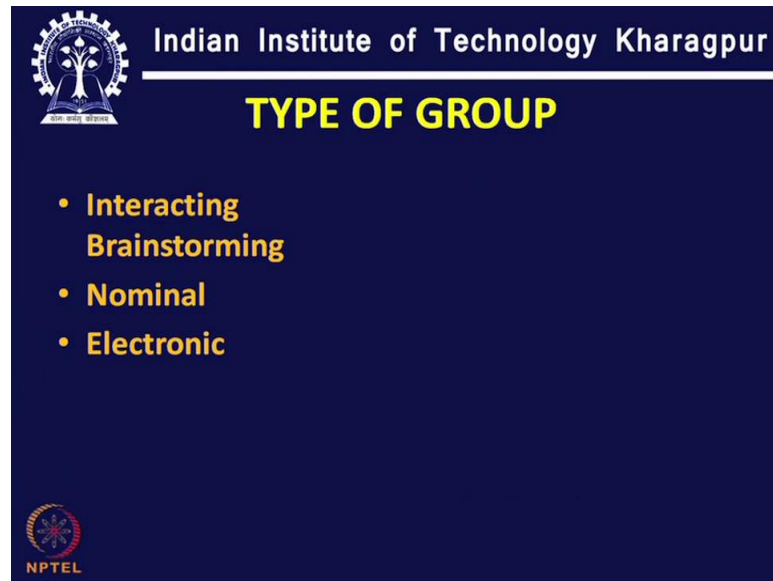
- Number and quality of ideas
- Social pressure
- Money costs
- Speed
- Task orientation
- Potential for interpersonal conflict
- Commitment to solution
- Development of group cohesiveness

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The effectiveness criteria of these decisions will depend on the number and quality of ideas, then the social pressure to tell something or to decide in particular way, the cost involved in each of these processes, the speed with which decisions are made, then what is your task orientation, how you want to do certain things and again, these could be potential for interpersonal conflict and we need to be committed to the solution. If you, if it goes to some conflicts, act as contract, it should be confined. It should be regarding the solution itself and try to see it from various perspectives, challenge it and all these things, so that, we can arrive at a better solution. Development of group cohesiveness is also one of the factors.

So, these cohesiveness again, as we have talked of like group shifts and group thinks like, if there is too much of cohesive, cohesiveness is good to certain extent, but if there is too much of cohesiveness and pressures from the group to think in the groups way only, then maybe then we have to think about the effectiveness of the decisions taken. Because sometimes you hear the voice of the majority and some minorities, minority voices in the sense, like one people, two people who is thinking, otherwise then what the group generally is thinking is not taken in to consideration. It gets over shadowed.

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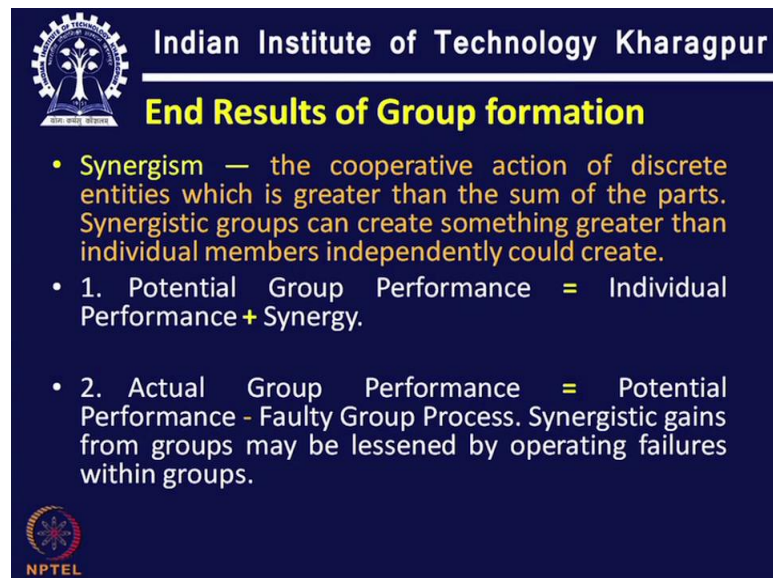
TYPE OF GROUP

- **Interacting Brainstorming**
- **Nominal**
- **Electronic**

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Types of groups are again interacting groups, brainstorming groups, nominal groups and electronic groups.

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End Results of Group formation

- **Synergism** — the cooperative action of discrete entities which is greater than the sum of the parts. Synergistic groups can create something greater than individual members independently could create.
- 1. **Potential Group Performance = Individual Performance + Synergy.**
- 2. **Actual Group Performance = Potential Performance - Faulty Group Process.** Synergistic gains from groups may be lessened by operating failures within groups.

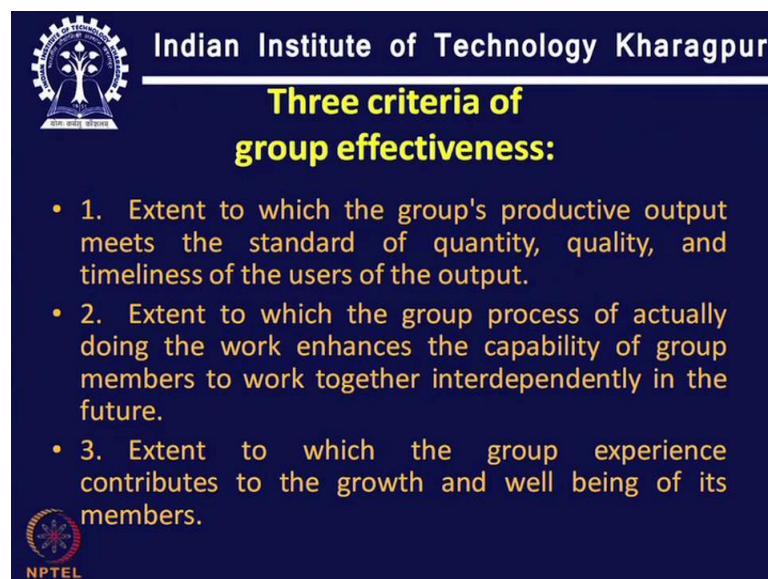
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So, when we are talking of electronic groups, then there will be certain problems again regarding like, we do not get to meet each other, see or face each other, and face to face interaction is less. So, ethical issues may crop up regarding the transparency in the group, whether somebody is lying about the qualities, membership qualities and all these things.

So, technologically it may be more improved way. It provides that like increased platform to get into connection with so many members. But again, it has its own problems, which needs to be dealt in certain ways. So, and again in nominal groups and brainstorming groups, while we are deciding in many cases, we should be more concerned with the issue at hand, about what you are deciding and not become like, if there is a conflict regarding the decisions made, then we should point more towards the issues and not become personal, like maybe attacking each other with some other aspects which is not directly connected with the issue at hand, about whom, about which you are deciding something. So, if these factors are kept into consideration and we are careful about these factors, then these groups are really very important ways of decision making and solving certain problems coming out with new ideas, which helps to solve problems in the organisations.

So, end results of group formation could be synergism, which is a cooperative activity of group, which is more than just addition of individual performance. So, potential group performances, individual performance plus synergy and actual group performance is potential performance minus faulty group processes. So, what we think to be the synergistic gains, sometimes it may be lessened by operational failure. Operating failures within the groups like, that is what we are discussing when you are talking of again like group shifts, group thinks and social loafing. All these are factors which are some of the drawbacks of the group effects.

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The slide features the IIT Kharagpur logo in the top left corner, which includes a tree and a gear. The text is presented in a dark blue background with white and yellow text. The title 'Three criteria of group effectiveness:' is in yellow. The three criteria are listed in white text with bullet points. The NPTEL logo is in the bottom left corner.

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Three criteria of group effectiveness:

- 1. Extent to which the group's productive output meets the standard of quantity, quality, and timeliness of the users of the output.
- 2. Extent to which the group process of actually doing the work enhances the capability of group members to work together interdependently in the future.
- 3. Extent to which the group experience contributes to the growth and well being of its members.


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Three criteria of group effectiveness are extent to which group's productivity output meets the standard of quantity, quality, and the timeliness of the users of the output and the extent to which the group process of actually doing the works enhances the capability of the group members to work together interdependently in the future. So, again it depends on the leadership quality, whether it is participative in nature, whether it is benevolent in nature, how much decision making power you are given, what are the roles that you have to play and whether these roles are clear to you or not.

So, how do you like mutuality of the roles are there or not, how do you complement each other in performing the roles and all these aspects will determine whether the capability of the group's members to work together interdependently is developed or not as a part of being in the group or in name they become groups. But actually they remain as individual entities within the group and are not getting developed from the dynamics of the group.

The extent to which the group experience contributes to the growth and well being of the members. So, how being a member of the group positively affects the growth and well being of its members and how it has been fruitful to learn certain new things like collaboration. When you are talking of collaboration or giving away some of our own self interest; this is very important, giving some of the self interest away, if you have to proceed for the group goals and think about the collective good and building a sense of trust amongst each other. So, all this will lead to the physiological development of the members and lead to the growth and well being. How I am getting support from the group members in some of my life experiences and all these will lead to the well being of the group members.


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Questions

- 1. What is the nature of groups? Discuss about the different types of groups with suitable examples.
- 2. State the various reasons of group formation. Discuss about the stages of Group Development.
- 3. What are the characteristics of groups? Discuss the effect of group size, group norm and cohesiveness on individual/group performance.
- 4. Critically evaluate the different Group decision making Techniques. In this connection discuss group think and group shift.
- 5. What is the end result of group formation? Discuss the criteria of effectiveness of Group



Following questions are what is the nature of groups? Discuss about the different types of groups with suitable examples. State the various reasons of group formation and discuss about the stages of group development. What are the characteristics of the groups? Discuss the effect of group size, group norm and cohesiveness on individual and group performance. Critically evaluate the different group decision making techniques. In this connection, discuss group think and group shift. What is the end result of group formation? Discuss the criteria of effectiveness of group.

So, in this lecture we have covered about like, what is a group, what are the stages of group formation, how a group gets formed, what are the different criteria of effectiveness of the group and how do you know what is the good effect of group formation, how it helps for the individual capacity building and well being and also what are the different group decision making techniques with the negative effects, sometimes for group formation also, like group think, group shift, like social loafing.

So, if we are careful about these factors and try to control for it and we have also looked into the punctuated equilibrium like, where people are, where there is peak and when there is a lagged time, people are slowing down. So, when we know these things and try to prevent them or try to control for these aspects, then groups has a immense potential for improving and putting a buffer to the individuals. It is a great place to interact with

the membership of the groups, because people can learn so many things, and share so many things, new ideas come up and it adds to the great value addition is done.

In terms of, like individual performance improvement, group performance improvement and organisational performances improvement and also the well being of the members within the group, so both the formal and informal groups, these are having immense role to play in the like, both in the organisational process and also from the perspective of individual well being.

Thank you.