

GROUP DYNAMICS

FUNDAMENTAL CONCEPTS

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WHAT IS A GROUP?

- A group is a collection of two or more people who come together and interact with each other to achieve certain common goals.
- In other words, they accept others as they are and try to share a common identity.
- They accept the rights and obligations as members of the group.
- Each person influences and is, in turn, influenced by others.

"A group is defined as two or more individuals interacting and interdependent who have come together to achieve particular objectives."
- Robbins

CHARACTERISTICS / FEATURES OF A GROUP

- ✓ Must have two or more persons
- ✓ They have a structure
- ✓ Common binding thread or goal
- ✓ Possess cohesiveness
- ✓ Common attitude amongst themselves
- ✓ Interactions among themselves in any form
- ✓ Complimentary to each other
- ✓ Recognition by others

MEANING OF GROUP DYNAMICS

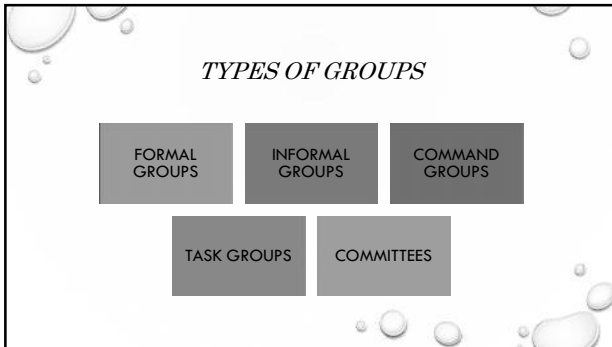
- It deals with how groups are formed, what is their structure and their functioning.
- Deals with the behavioural and attitudinal patterns of the group.
- It is concerned with interaction and forces operations working within the group
- It is concerned with how the group influences the individuals and the organisation
- It includes interactions between various groups and how they are affected by different factors
- It focuses on team work
- It's a social process through which the people interact with each other
- It studies problems involving group structuring

FACTORS AFFECTING GROUP DYNAMICS



FUNCTIONS

- Helps in carrying out complex tasks which is otherwise difficult
- Distribution and assignment of roles to the members – task oriented and relation oriented
- Serves as a liaisoning function among different work groups
- Maintaining and enforcing group norms
- Generation of novel and creative ideas to sort out any issue
- Facilitates implementation of complex decisions
- Maintains a supportive climate
- Creates a sense of positivity and belongingness i.e. group cohesiveness
- Facilitating group communication



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| <p><u>COMMAND GROUP</u></p> <ul style="list-style-type: none"> • They are determined by the organizational hierarchical chart • The individuals report directly to a particular manager • Members are drawn from different formal groups | <p><u>TASK GROUP</u></p> <ul style="list-style-type: none"> • They are created with formal authority • They are temporary in nature • Usually set up for a specific purpose • Don't require reporting to a single superior | <p><u>COMMITTEE</u></p> <ul style="list-style-type: none"> • They are also created with formal authority • Goals to be achieved are very specific • They are more of permanent nature • They are integral to an organization's operation • Examples, planning committee, financing committee, etc. |
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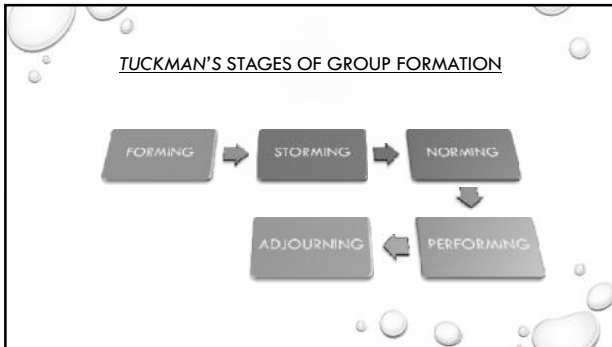
- ### FORMAL GROUPS
- These are deliberate creations designed to achieve certain objectives and are large in sizes
 - The jobs are well – defined, having definite authority, responsibility and accountability
 - They are stable and continue for a long tenure
 - They are based on four pillars: Structure, Division of labour, Span of control and Scalar chain
 - Designed by the top management
 - Concentrate more on performance of the jobs
 - Co-ordination is ensured through proper control procedures
 - The member's behaviour are governed through proper formal rules and regulations

- ### INFORMAL GROUPS
- They arise due to natural sense of belongingness at workplace
 - The members become a part of the group voluntarily
 - They are created due to some similarity among its members (origin, caste, gender, personality traits, etc.)
 - The behaviour of members are governed by group norms
 - They may range from small to very big sizes
 - These groups are highly unstable in nature
 - They serve to satisfy the social and psychological needs of the members.

DIFFERENCE BETWEEN FORMAL & INFORMAL GROUPS

BASIS	FORMAL GROUP	INFORMAL GROUP
FORMATION	DELIBERATE	VOLUNTARY
SIZE	LARGE	RANGES FROM SMALL TO VERY LARGE
PURPOSE	ACCOMPLISHMENT OF GOALS	SOCIAL INTERACTION
STABILITY	HIGHLY STABLE	UNSTABLE
LEADERSHIP	SUPERIOR	ANY ONE
CONTROL	REWARDS & PUNISHMENTS	SANCTIONS
BEHAVIOUR	RULES & PROCEDURES	GROUP NORMS

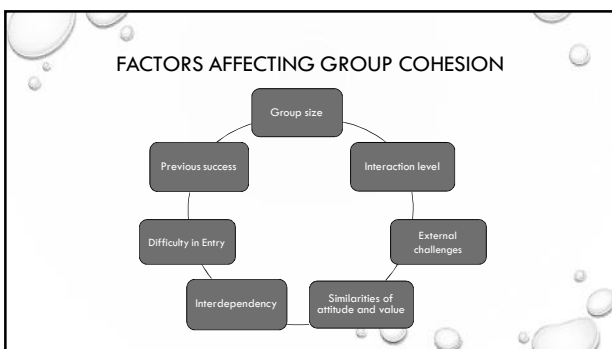
- ### REASONS FOR JOINING A GROUP
- GOAL ACHIEVEMENT
 - SOCIAL IDENTITY & AFFILIATION
 - SECURITY & SAFETY
 - ENHANCING SELF-ESTEEM
 - LEARNING
 - EXPERIENCE SHARING
 - NETWORKING
 - NEED SATISFACTION



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1. **FORMING:** This very first stage tries to bring together the people who accomplish to share the common goals. The members try to know each other's personality , working style, experiences etc. every person is very polite and highly anxious to know about each other. They come to know about their roles and responsibilities from their leader.
 2. **STORMING:** One of the toughest phase , as people start working with each other and experience a lot of conflicts and competition. Personalities, thought processes, communication and working styles of each member clearly comes out which my or may not be liked by all. A lot of chaos and disagreements are a common feature of this stage.
 3. **NORMING:** In here, the members start understand their own role, accepting each other's differences , understanding them and working in a more co-operative manner. They focus of bettering their performances more and reducing conflicts. Thus, people start developing trust and mutual understanding.
 4. **PERFORMING:** At this phase, relationships develop and a sense of consensus is achieved. The group starts working & appreciating together, helping each other and moving towards effective goal accomplishment jointly.
 5. **ADJOURNING:** This is when the work comes to an end for the group with the targets achieved. The members move back to their original positions and separate ways.

- ### GROUP COHESIVENESS
- Group cohesiveness means:
- o The attractiveness of the employee towards the group and its members.
 - o The extent to which the group sticks to each other.
 - o Its the feeling of being a part of the group and staying in it.
 - o Signifies a sense of sincerity and liking towards the group and its members
 - o It is the degree of closeness a person experiences when he/she is in a group.
 - o In other words, the sense of participating more in the group activities and happily interacting and carrying out the roles assigned to the member , is group cohesiveness.

- ### WHY GROUP COHESIVENESS IS REQUIRED?
- a) More active participation of the group members in the group activities.
 - b) Turnover and absenteeism will be reduced as members like to be with each other.
 - c) Helps in successfully achieving the goals due to increased understanding and co-operation.
 - d) For fostering free and open communication among members.
 - e) Build trust and reliability amongst group members
 - f) Enhances productivity of the individuals as well as group altogether.
 - g) Channelizes the mental and physical energy in the right direction.
 - h) Develops interactive skills and abilities.
 - i) Better sense of co-operation among members.



- ### WAYS TO ENHANCE GROUP COHESIVENESS:
- Manage the size of the group (keeping it smaller)
 - Set a clear vision and goal
 - Encourage competitiveness and transparency among members
 - Utilize individual strengths
 - Delegate decision making to build trust
 - Develop group reward systems
 - Celebrate and honour success together
 - Ensure more time spending with group members
 - Design a feedback system
 - Facilitate more interactions among members