

Lecture 12 Managing Teams, Groups and Team Dynamics

-Team/ Group

-A collection of employees who share certain norms and who satisfy their needs through the attainment of group goal

-Formal group

-Informal group

-They evolve naturally not created deliberately

-Reasons for group formation of work groups

-Physical reasons

-Economic reasons

-Sociophysical reasons

-Groups are also formed because employees are motivated to satisfy safety, esteem, social needs etc.

-Safety

-A group can better negotiate with management

-Social

-Results from an individual's need for affiliation

-Esteem

-It can be a sign of prestige

-Self-actualization

-Using someone's skill and capacity at the maximum level

Stages of group formation:

Forming/Norming/Storming/Performing and Adjourning

-Types of groups

-Command groups

-Represented in the org's blue chart

-Task groups/ teams

-Employees who work together to complete a project

-Cross-functional task group

-Here team members from different depts.. work together toward a project

-Interest group

-When workers are united to present a particular issue

-Friendship group

-Committee

- Very important to organizations because

- It helps in resolving conflicts

- Recommends actions

- Generate ideas

- Committee chairperson

- He/ she provide direction

- Usually understand the group process

- Committee members

- Lack of co-operations also

- Sometimes negative competition

-Quality circles

- The chain includes statistical quality control, adapting the techniques, and forming quality circles

- Groups consists of 4-15 people

- Work under same area

- Voluntary participation

-Phases of quality circles

- Phase I

- Identification of problem

- Phase II

- Managerial review of the solution

- Phase III

- Phase IV

-Self managed work group

- Intact formal group responsible for “whole” work process or segment that delivers a product or service to internal customers
- Members show behaviors that is of certain standards approved by the team
- Self-managed team can set up their profit level, performance level, bonus level
- Very useful when the job has a high level of interdependence among workers

-Role

- A set of behaviors a person exhibits in a social context

-Role differentiation

- The process whereby different members inside the group takes different roles

-Norm

- A pattern of behavior based on attitude, opinion, feeling, or action shared by two or more people

-Group pressure

- Pressure to conformity

- Group cohesiveness
 - Refers to the degree to which a member of the group will remain within the group
 - Depends on the attraction of the group

- Social loafing

- Intragroup conflict
 - Members have different visions and do not share the same view
 - Conflict among members within a group
 - Some level of intragroup conflict is healthy

- Inter group conflict
 - Conflict among various groups

- Reasons behind inter group conflict
 - Limited resources
 - Communication problem
 - Different interests and goals
 - Different perception & attitudes
 - Lack of clarity