

Programme Code: 3UAB.Voc (LSCM)

Course Code: 17LSCM201

Unit – III–Group Dynamics

Sub: Organization Behaviour
(Skill Component)

Sem: I –2017–2018

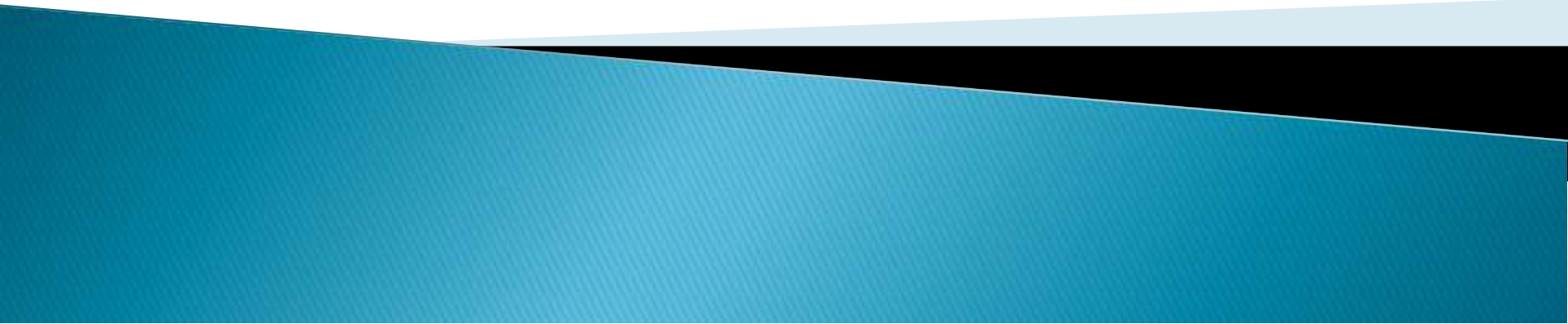
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Group Dynamics



Group Dynamics

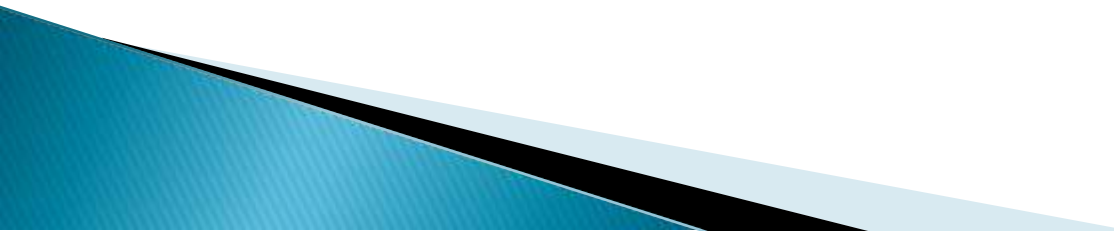
“Never doubt that a small group of thoughtful citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead



Group Dynamics

Objectives:

- ▶ To identify and analyze the social processes that impact on group development and performance
 - ▶ To acquire the skills necessary to intervene and improve individual and group performance in an organizational context
 - ▶ To build more successful organizations by applying techniques that provide positive impact on goal achievement
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Group Dynamics

- The social process by which people interact in a group environment
- The influences of personality, power and behavior on the group process

Types of Groups

Formal

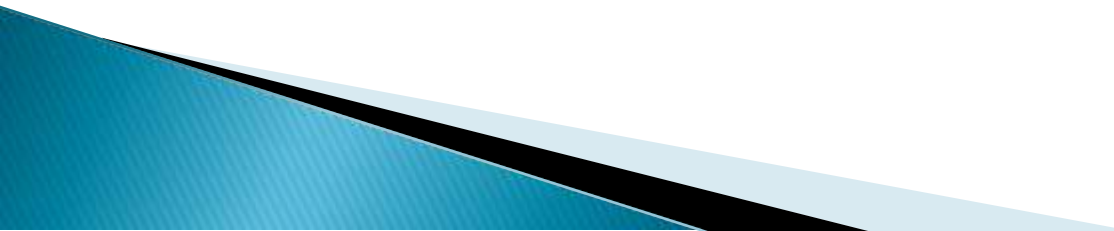
Structured to perform specific tasks

Informal

Emerge naturally in response to organizational or member interests

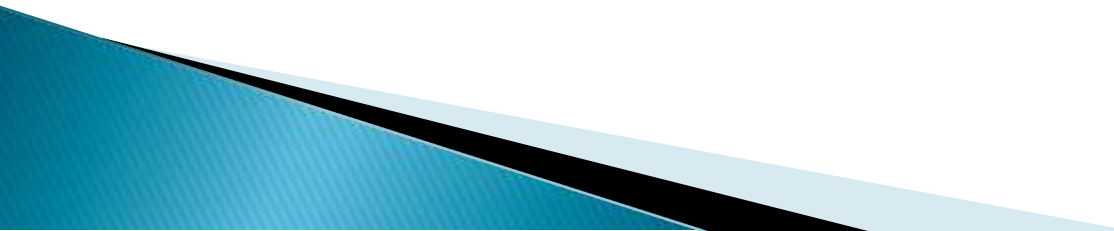
Group Size

Issues to be considered include opportunities:

- ▶ To express individual viewpoints
 - ▶ To develop social relationships
 - ▶ To ensure everyone participates
 - ▶ For individual recognition
- 

Group Structure

Issues considered include:

- ▶ Ensure that all skill sets are included
 - ▶ Examine the impact of a poor performer on group achievement
 - ▶ Ensure a combination of leaders and followers
 - ▶ Examine the potential for personality conflicts
 - ▶ Impacts of member diversity
- 

Group Development

Forming

Orientation, guidance (dependence)

Storming

Conflict, roles and responsibilities, rules and procedures, individual recognition (counterdependence)

Group Development

Norming

Issue resolution, develop social agreements, cohesion, establish group norms (interdependence)

Performing

Mutual assistance, creativity, understanding goals and roles (independence)

Adjourning

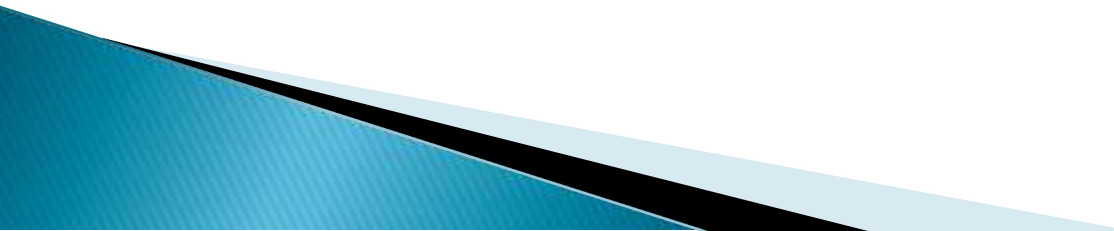
Closure, symbolism, ceremonies, and emotional support

Group Functions

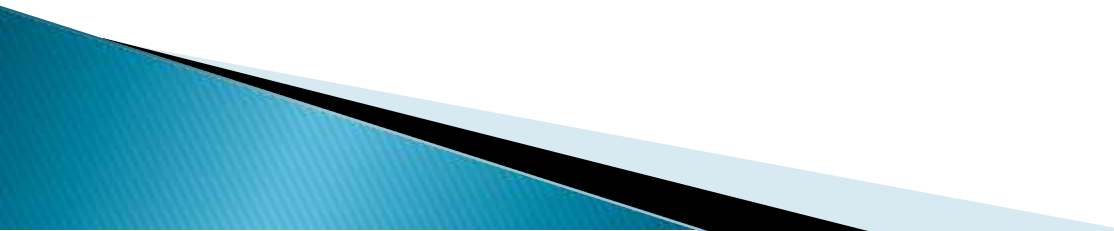
- ▶ Task behaviours
- ▶ Maintenance behaviours
- ▶ Self-interest behaviours



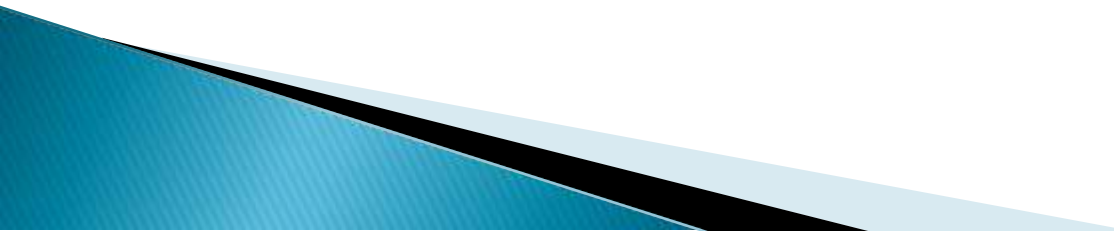
Task Behaviours

- ▶ Initiating
 - ▶ Information seeking/giving
 - ▶ Clarifying ideas
 - ▶ Bringing closure
 - ▶ Consensus testing
- 

Maintenance Behaviours

- ▶ Encouraging
 - ▶ Improving group atmosphere
 - ▶ Harmonizing
 - ▶ Compromising
 - ▶ Gate-keeping
- 

Self-interest Behaviours

- ▶ Dominating/controlling
 - ▶ Blocking
 - ▶ Manipulating
 - ▶ Belittling
 - ▶ Splitting hairs
- 

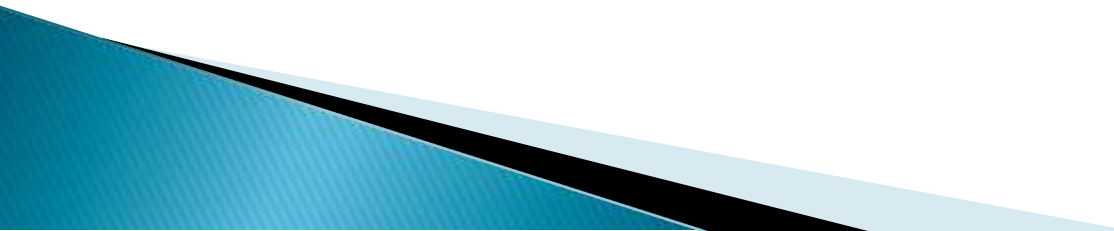
Group Norms

- ▶ Social standards and acceptable behaviours
- ▶ Collectively held expectations of group functioning
- ▶ Provide regularity and predictability to group functioning



Types of Norms

Standards related to:

- ▶ Conduct
 - ▶ Work performance/attendance
 - ▶ Rearranging personal space
 - ▶ Assisting co-workers
 - ▶ Loyalty
 - ▶ Dress codes
 - ▶ Rewards
- 

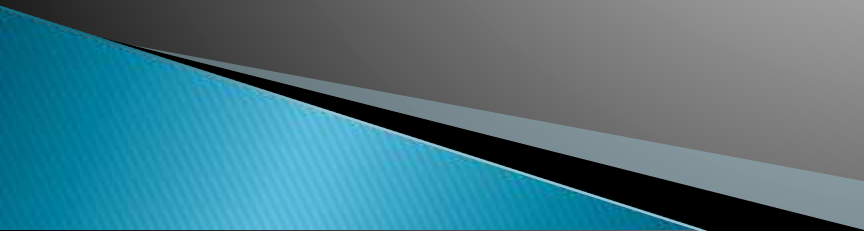
Roles

Assigned roles

Chair, secretary, manager, treasurer, etc

Emergent roles

Confidant, group clown, gossip, mentor, etc



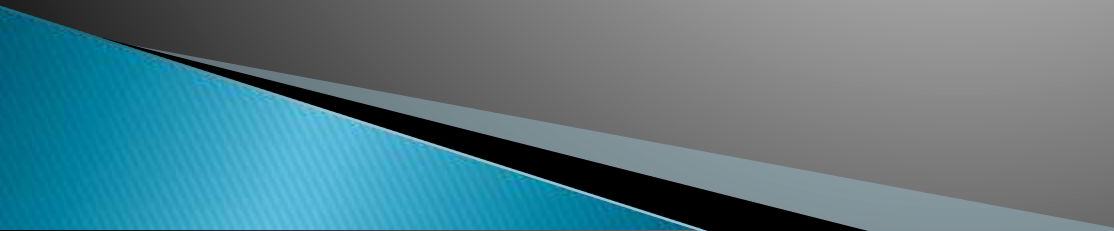
Factors That Impact Effectiveness

Role Ambiguity

Worker is unclear of job definition

Role Conflict

Worker experiences job overlap



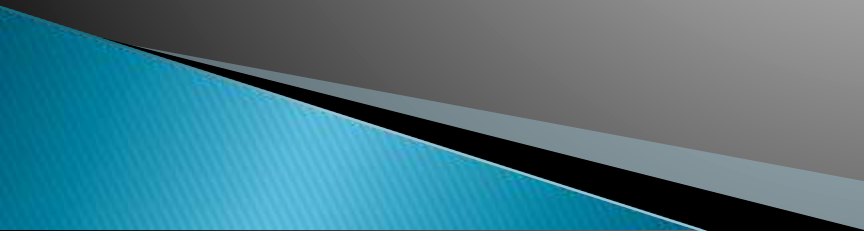
Status

Symbolic

Office, administrative support, perks

Impact

Authority, hierarchy, decision-making,
rewards



Group Cohesion

Affected by the ability of the group to:

Work as a unit, share tasks, recognize member contributions;

-VS-

Conflict, role ambiguity, lack of motivation;

-Attracts-

High performers, opportunists, achievers;

-Affected by-

Group size, cliques, acts of protest,
self-interest behaviour

Support

- ▶ Training
- ▶ Reward system
- ▶ Empowerment/self-management
- ▶ Organizational representativeness/diversity



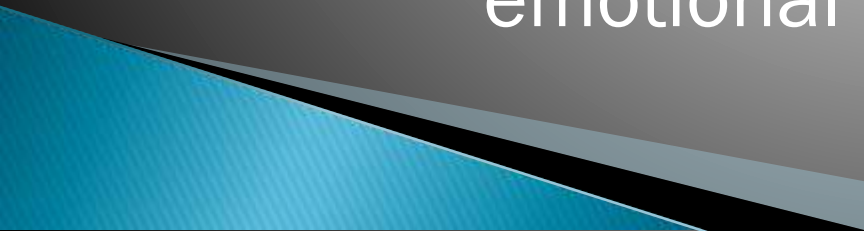
Transactional Analysis

Social transactions between individuals

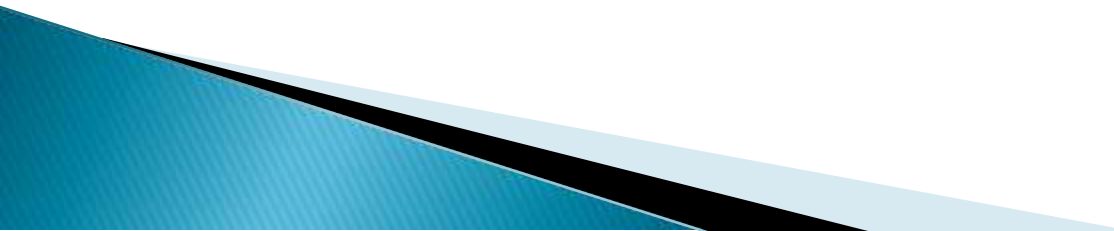
Parent Protective, nurturing, controlling,
critical, guiding

Adult Rational, calculating, factual,
unemotional

Child Rebellious, spontaneous,
dependant, creative,
emotional



Reactions

- ▶ I'm OK – You're OK
 - ▶ I'm OK – You're not OK
 - ▶ I'm not OK – You're OK
 - ▶ I'm not OK – You're not OK
- 

Individual Behaviour

Passive

Easily “pushed around”, compliant, submissive, non-resistant

Aggressive

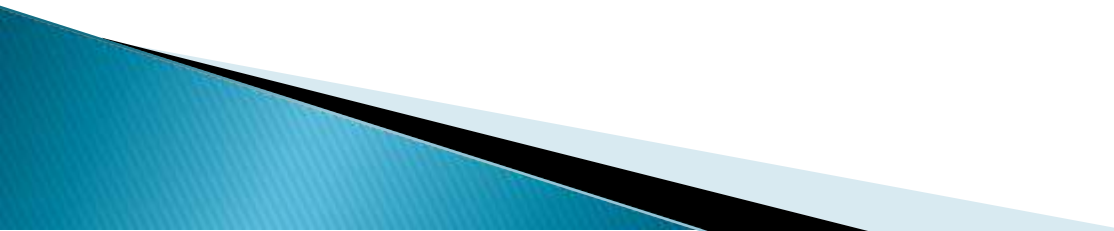
Pushy, hostile, forceful, creates conflict, shows disregard for others

Assertive

Self-assured, confident, positive, protects own rights, respects others

Effective Teams

Are a result of:

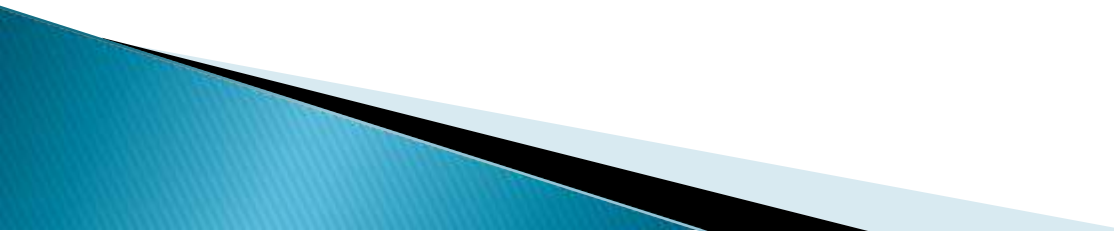
- ▶ High skills, high motivation
 - ▶ Have a clear picture of group goals
 - ▶ High performance
 - ▶ Success attracts others
 - ▶ Opportunity for individual recognition
 - ▶ Recognition of professionalism
- 

3 Characteristics of a Real Team

- ▶ A meaningful and common purpose
- ▶ Adaptable skills
- ▶ Mutual accountability



STRATEGY & PLANNING	RELATIONSHIP BUILDING	ORGANIZATIONAL SKILLS & MANAGEMENT	CO-OPERATIVE DEVELOPMENT
Strategic Planning	Community Development	Organizational Governance	Basics of a Co-operative
Proposal Writing	Public Participation	Board Orientation	Co-operatives and the Community Development Process I
Project Management	Alternative Dispute Resolution	Meeting Management	Co-operative and the Community Development Process II
Opportunity Identification	Group Dynamics	Leadership and Motivation	
Opportunity Management		Interpersonal Communications	
		Communications Planning	
		Legal Issues	

- Review objectives
 - Review any additional expectations
 - Review Parking Lot
 - Point out Certificates of Participation
 - Complete evaluation
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Thank you!