

Defining and Classifying Groups

group(s)

Two or more individuals, interacting and interdependent, who have come together to achieve particular objectives

formal group

A designated work group defined by the organization's structure.

informal group

A group that is neither formally structured nor organizationally determined; appears in response to the need for social contact.

Defining and Classifying Groups (cont'd)

command group

A group composed of the individuals who report directly to a given manager

interest group

Those working together to attain a specific objective with which each is concerned.

task group

Those working together to complete a job task.

friendship group

Those brought together because they share one or more common characteristics.

Why People Join Groups

- Security
- Status
- Self-esteem
- Affiliation
- Power
- Goal Achievement



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Stages of Group Development

forming stage

The first stage in group development, characterized by much uncertainty.

storming stage

The second stage in group development, characterized by intragroup conflict.

norming stage

The third stage in group development, characterized by close relationships and cohesiveness.



Stages of Group Development (cont'd)

performing stage

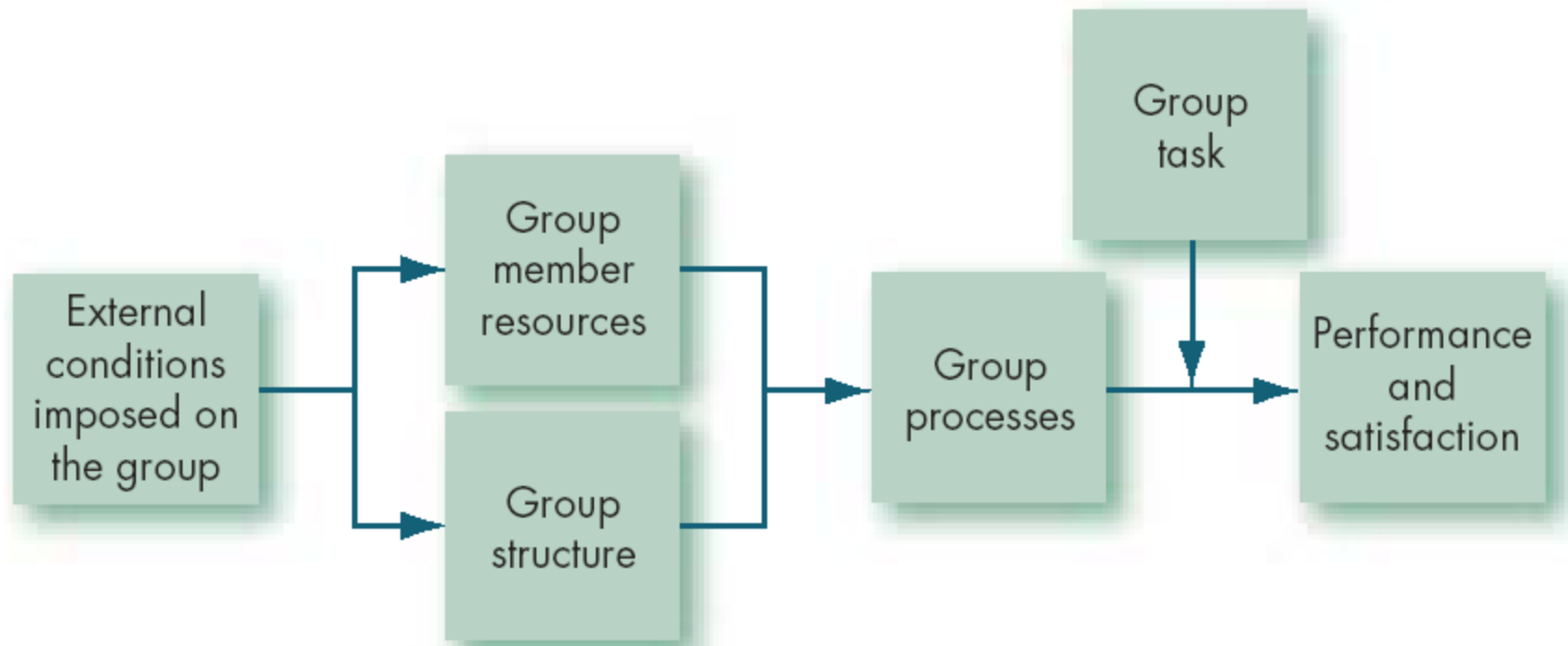
The fourth stage in group development, when the group is fully functional.

adjourning stage

The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than task performance.



Group Behavior Model



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External Conditions Imposed on the Group

Imposed Conditions:

- **Organization's overall strategy**
- **Authority structures**
- **Formal regulations**
- **Resource constraints**
- **Selection process**
- **Performance and evaluation system**
- **Organization's culture**
- **Physical work setting**

Group Structure - Norms

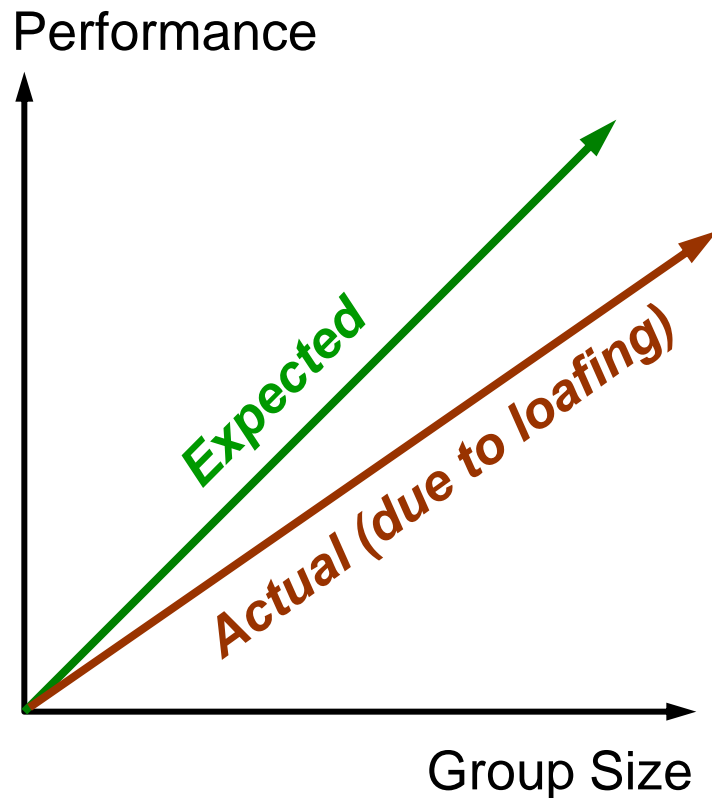
norms

Acceptable standards of behavior within a group that are shared by the group's members.

Classes of Norms:

- Performance norms
- Appearance norms
- Social arrangement norms
- Allocation of resources norms

Group Structure - Size



social loafing

The tendency for individuals to expend less effort when working collectively than when working individually.

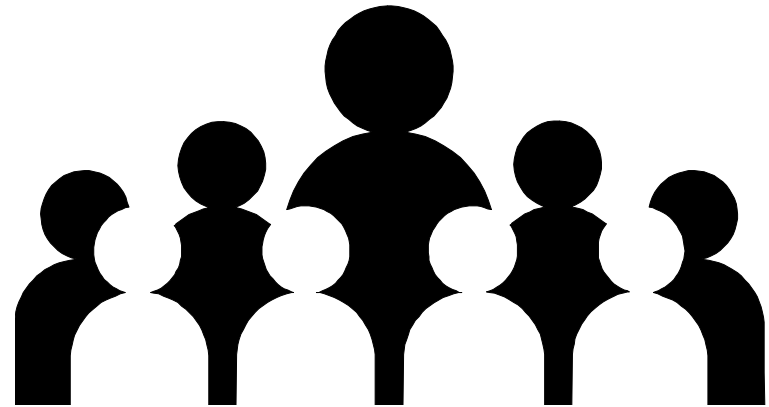
Other conclusions:

- Odd number groups do better than even.
- Groups of 7 or 9 perform better overall than larger or smaller groups.

Group Structure - Composition

group demography

The degree to which members of a group share a common demographic attribute, such as age, sex, race, educational level, or length of service in the organization, and the impact of this attribute on turnover.



cohorts

Individuals who, as part of a group, hold a common attribute.

Group Structure - Cohesiveness

cohesiveness

Degree to which group members are attracted to each other and are motivated to stay in the group.

Increasing group cohesiveness:

- 1. Make the group smaller.**
- 2. Encourage agreement with group goals.**
- 3. Increase time members spend together.**
- 4. Increase group status and admission difficulty.**
- 5. Stimulate competition with other groups.**
- 6. Give rewards to the group, not individuals.**
- 7. Physically isolate the group.**

Group Tasks

➤ **Decision-making**

- Large groups facilitate the pooling of information about complex tasks.
- Smaller groups are better suited to coordinating and facilitating the implementation of complex tasks.
- Simple, routine standardized tasks reduce the requirement that group processes be effective in order for the group to perform well.

Group Decision Making

➤ Strengths

- More complete information
- Increased diversity of views
- Higher quality of decisions
- Increased acceptance of solutions

➤ Weaknesses

- More time consuming
- Increased pressure to conform
- Domination by one or a few members
- Ambiguous responsibility

Group Decision-Making Techniques

interacting groups

Typical groups, in which 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.

Evaluating Group Effectiveness

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

Source: Based on J. K. Murnighan, "Group Decision Making: What Strategies Should You Use?" *Management Review*, February 1981, p. 61.

EXHIBIT

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