

# **Foundations of Group Behavior**

**AFTER LEARNING THIS TOPIC,  
YOU SHOULD BE ABLE TO:**

1. Differentiate between formal and informal groups.
2. Compare two models of group development.
3. Explain how group interaction can be analyzed.
4. Identify the key factors in explaining group behavior.
5. Explain how role requirements change in different situations.

## AFTER LEARNING (CONT'D)

6. Identify the benefits and disadvantages of cohesive groups.
7. Define social loafing and its effect on group performance.
8. Describe how norms exert influence on an individual's behavior.
9. List the strengths and weaknesses of group decision making.
10. Contrast the effectiveness of interacting, brainstorming, nominal and electronic meeting groups.

# Defining and Classifying Groups

## Group(s)

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

Formal Group

Informal Group

# Classifying Groups

**Formal**

**Command Groups**

**Task Groups**

**Informal**

**Interest Groups**

**Friendship Groups**

## Defining and Classifying Groups (cont'd)

Command Group

Task Group

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Interest Group

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Friendship Group

Command and task groups are dictated by the formal organization. Interest and friendship groups are informal alliances.

## Check-up:

**True or False:** All command groups are also task groups, and all task groups are Command Groups.

**False.** The first part is true, but the second part is false. As a task group may include members from different levels.

# Why People Join Groups

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



# Stages of Group Development

- Groups pass through standardized sequence called **FIVE STAGE MODEL**
- Temporary groups follow an alternative modal called **PUNCTUATED EQUILIBRIUM MODEL**

# The Five-Stage Model of Group Development

Forming Stage

Storming Stage

Norming Stage



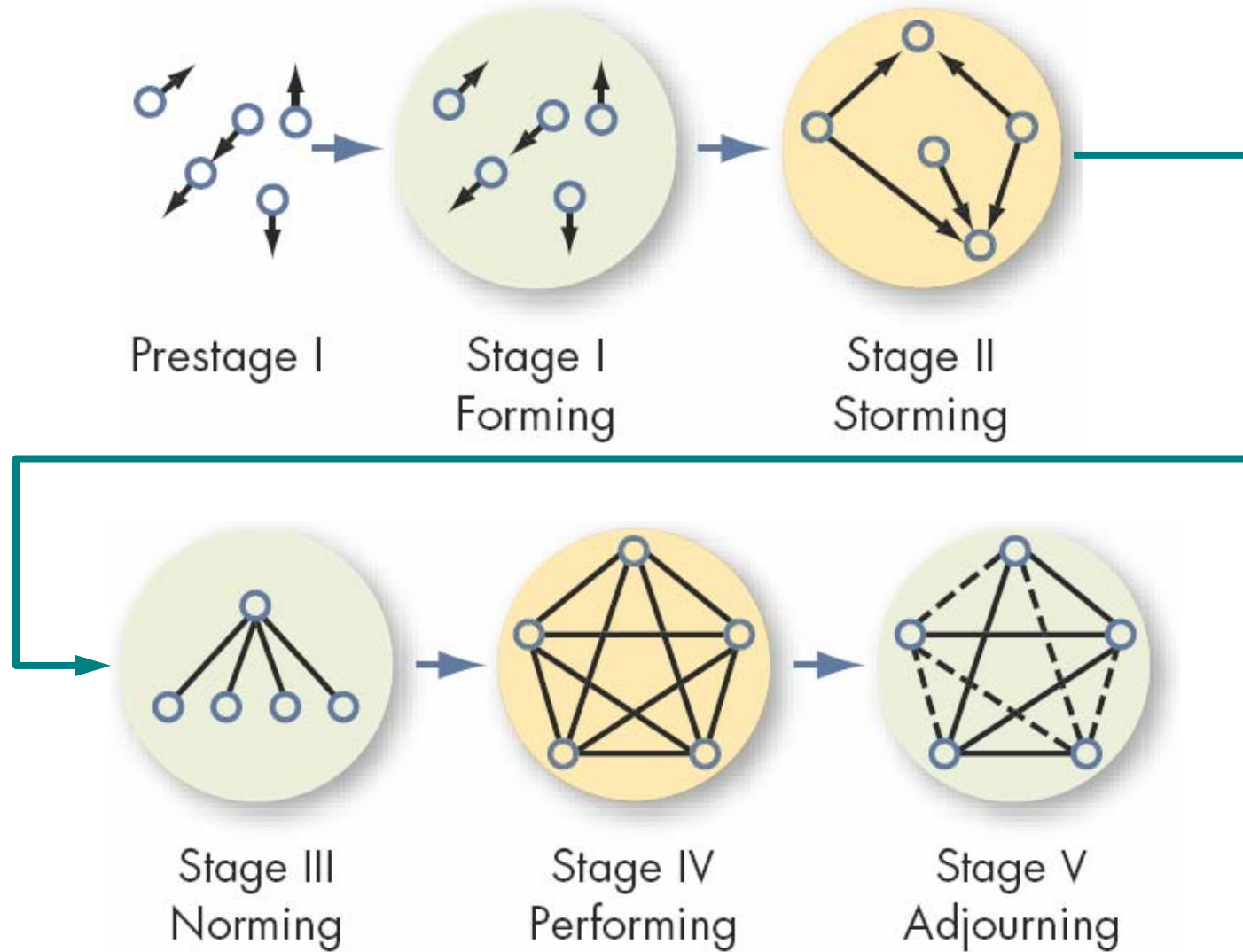
## ...Group Development (cont'd)

Performing Stage

Adjourning Stage



# Stages of Group Development



# An Alternative Model: Temporary Groups with Deadlines

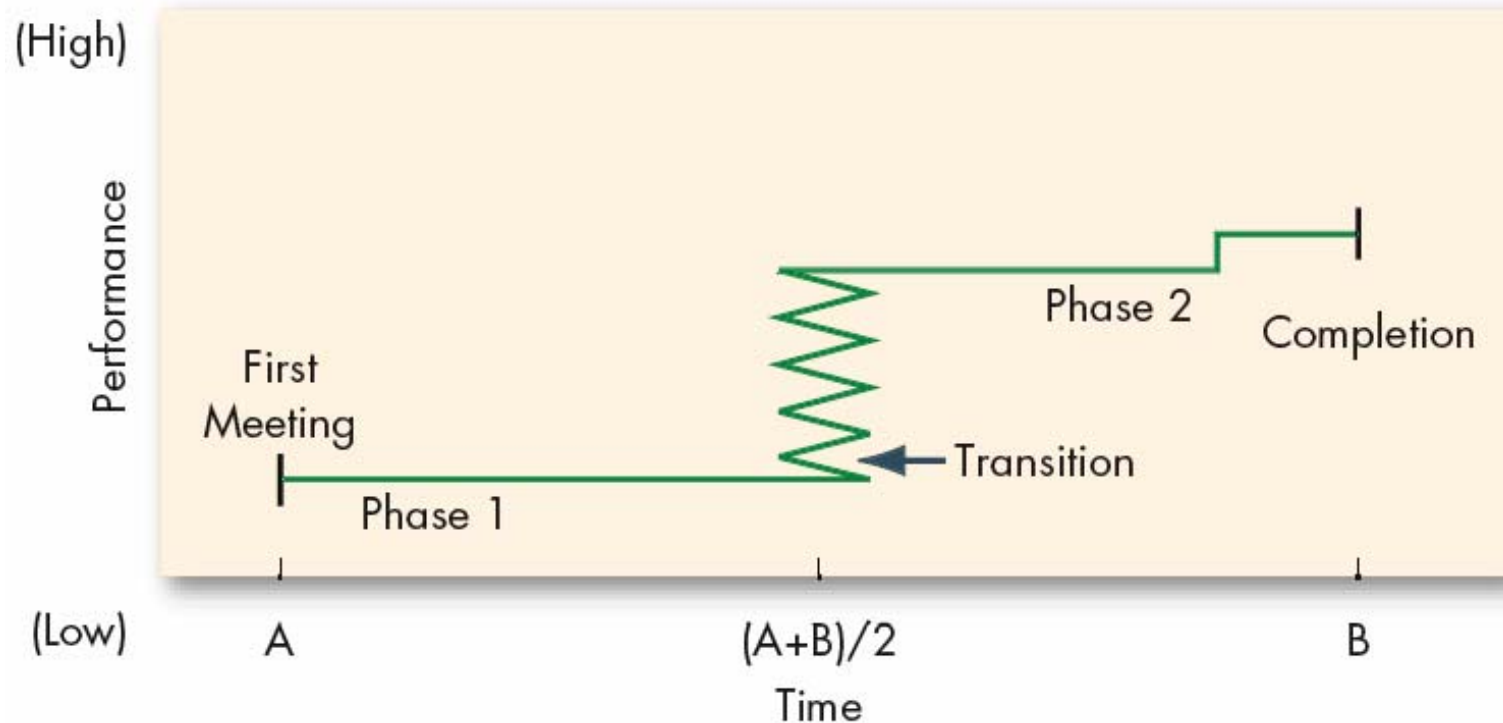
## Punctuated-Equilibrium Model

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### Sequence of Actions

1. Setting group direction
2. First phase of inertia
3. Half-way point transition
4. Major changes
5. Second phase of inertia
6. Accelerated activity

# The Punctuated-Equilibrium Model



- ⌘ groups as exhibit : long periods of inertia
- ⌘ brief revolutionary changes triggered by awareness of - time and deadlines

## Check-up:

**True or False:** The Punctuated Equilibrium Model suggests that groups have an equilibrium, but that equilibrium will be punctuated at the half-way point. But, after the punctuation, the group will return to the equilibrium it had prior to the punctuation.

**False.** The first part is true, but the second sentence is false. After the punctuation, the group will have a new equilibrium of increased productivity.



# Group Dynamics

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The forces operating in groups that affect the way members relate to and work with one another from the perspective of an open system, group dynamics are the processes through which inputs are transformed into outputs.

# Behaviors of group dynamics

- **Required behaviour**

Formally defined and expected by the organization

E.g. punctuality, customer respect

- **Emergent behaviour**

Job done beyond the formal requirement

# Intergroup Dynamics

Relationship between groups co-operating and competing with one another

- Positive: Encourages hardwork
- Negative :Conflict between two departments

## Sociometry and Analyzing Group Interaction

- Sociometry is an analytical technique for studying group interactions

Seeks to find out whom people like or dislike and with whom they would or would not wish to work.

Information is gathered through the use of interviews or questionnaires.

# Questions

- With whom in the organization would you like to associate in a job?
- With whom you would like to spend some of your free time?
- Information is used to create a sociogram.
  - maps the preferred social interactions obtained from the interviews or questionnaires

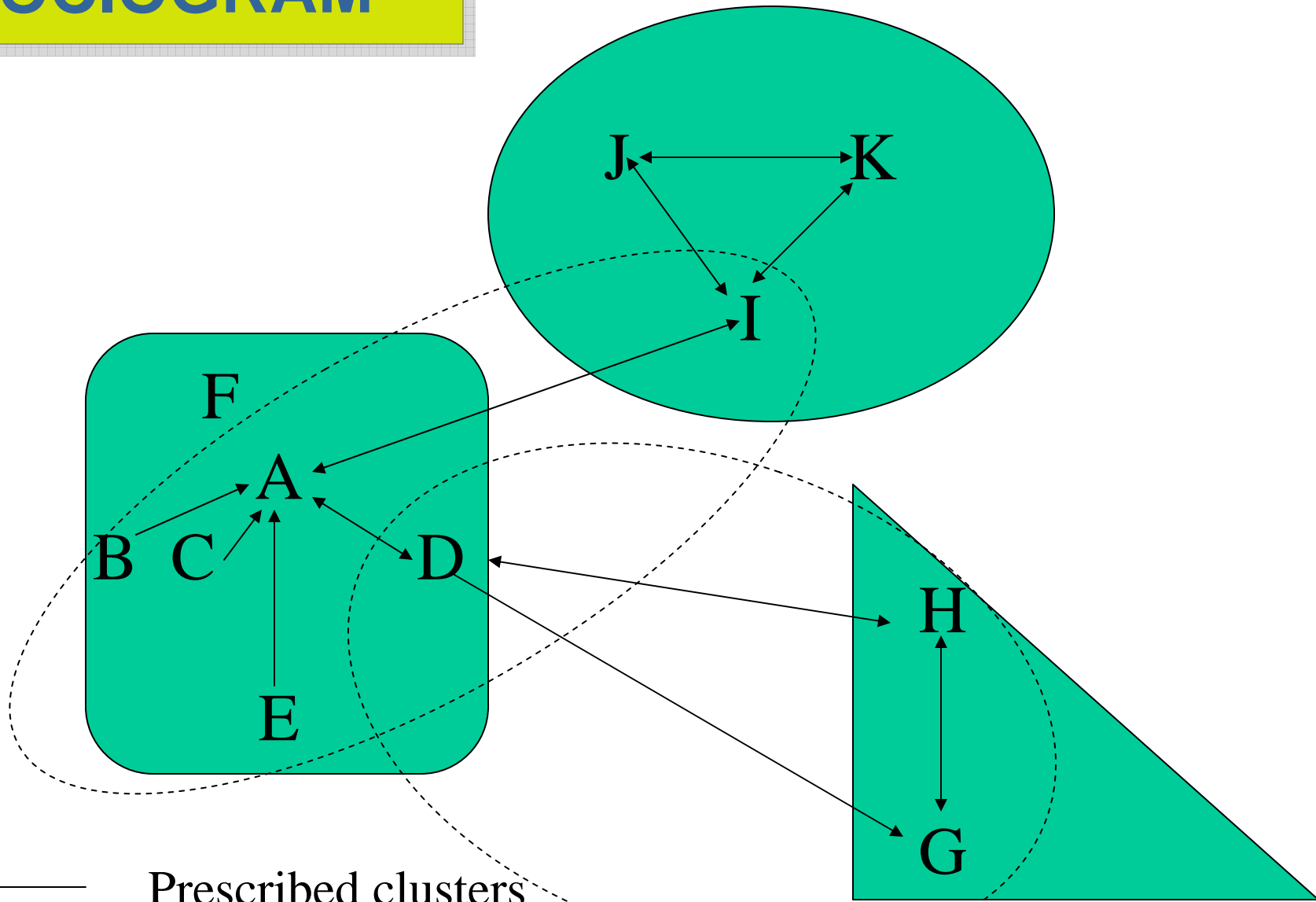
# Key sociogram terms

- **Social networks**
- **Clusters**
- **Prescribed clusters**
- **Emergent clusters**
- **Coalitions**
- **Cliques**
- **Stars**

# Key sociogram terms (cont'd)

- **Liaisons**
- **Bridges**
- **Isolates**

# SOCIOGRAM



———— Prescribed clusters  
----- Emergent clusters

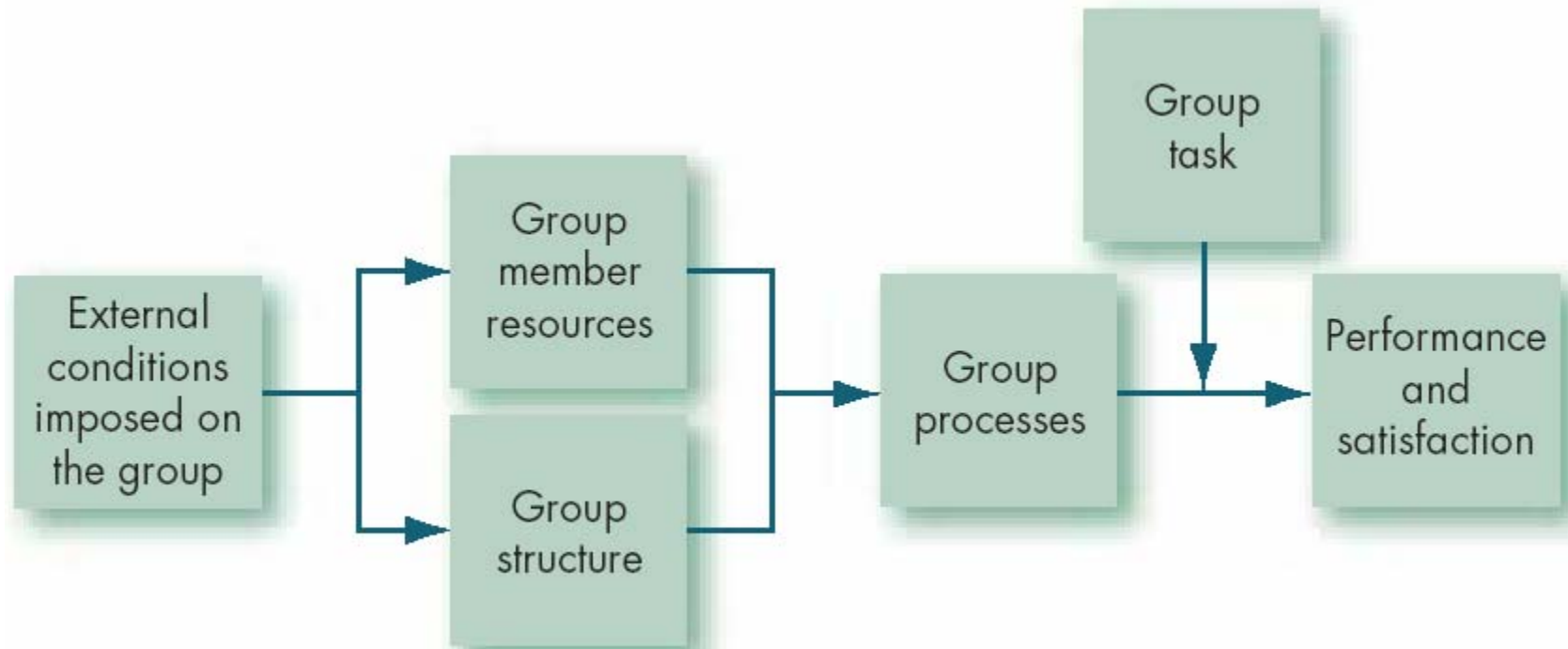
## IMPACT OF SOCIOMETRY

- Turnover linked to emergent clusters-members of common clusters act in concert- they stay or quit as a group
- Lower conflict levels- members of emergent clusters tend to interact more with each other

## Why some group efforts are more successful?

- The ability of the group's members
- The size of the group
- The level of conflict
- The internal pressures on members to conform to the group's norms

# Group Behavior Model- External Conditions

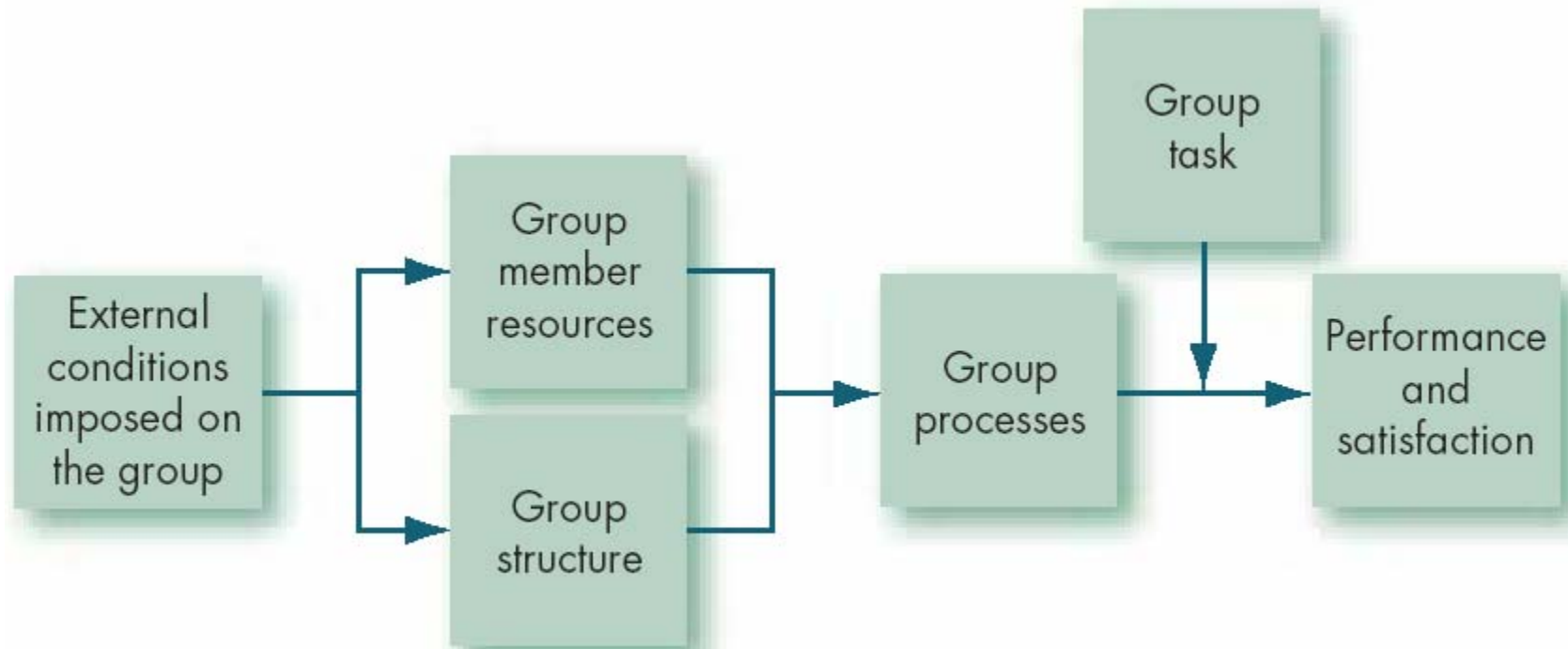


# External Conditions Imposed on the Group

- Overall strategy
- Authority structures
- Formal regulations
- Resources

- Employee selection
- Evaluation-rewards
- Culture
- Work setting

# Group Behavior Model-Group Member Resources



# The Resources of Group Members

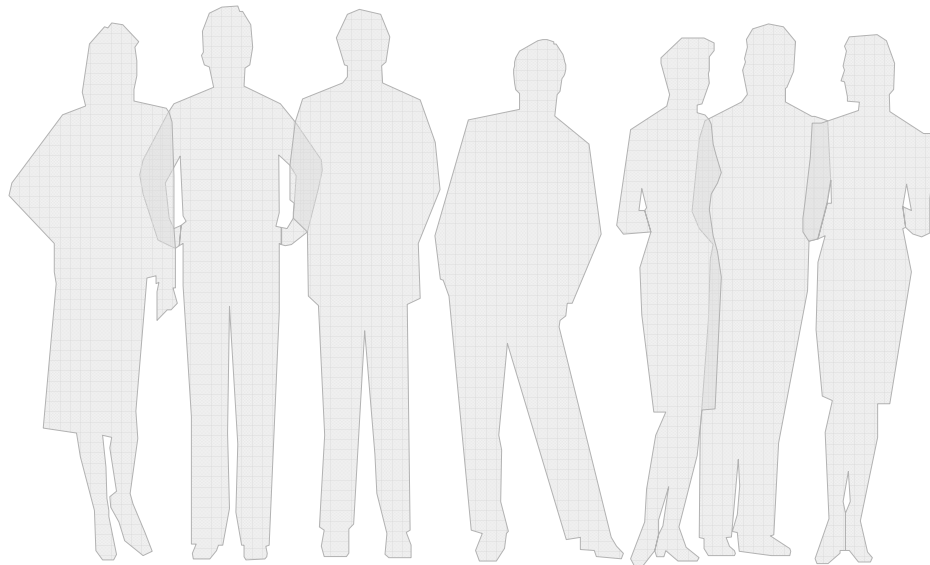
**Knowledge,  
Skills, and  
Abilities**

**Personality  
Characteristics**

# Group Member Resources Cont.

## ➤ **Knowledge, Skills, and Abilities**

- Interpersonal skills
  - Conflict management and resolution
  - Collaborative problem solving
  - Communication
- Personality Characteristics
  - Sociability
  - Initiative
  - Openness
  - Flexibility



➤ Personality characteristics affects group productivity, morale and cohesiveness.

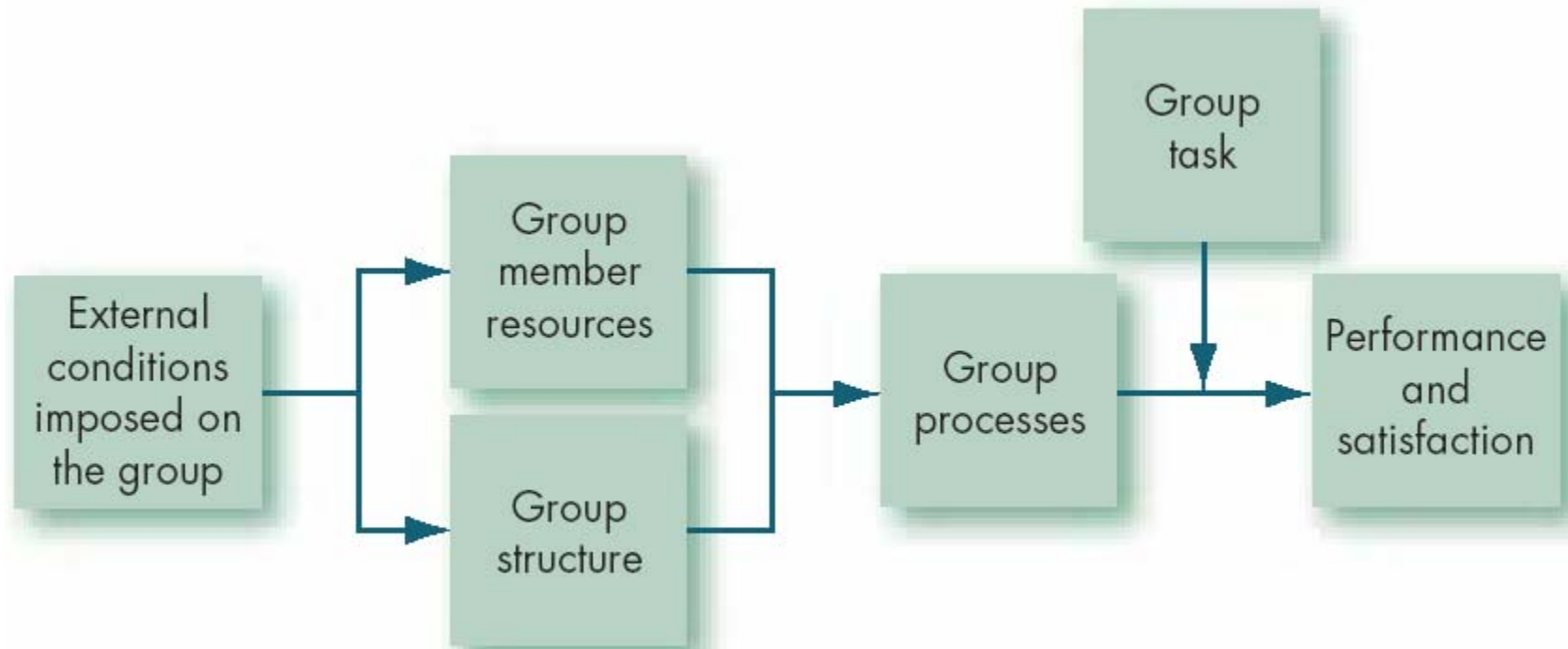
sociability, initiative, flexibility, openness

- positive connotation

authoritarianism, dominance, unconventionality

- negative connotation

# Group Behavior Model- Group Structure



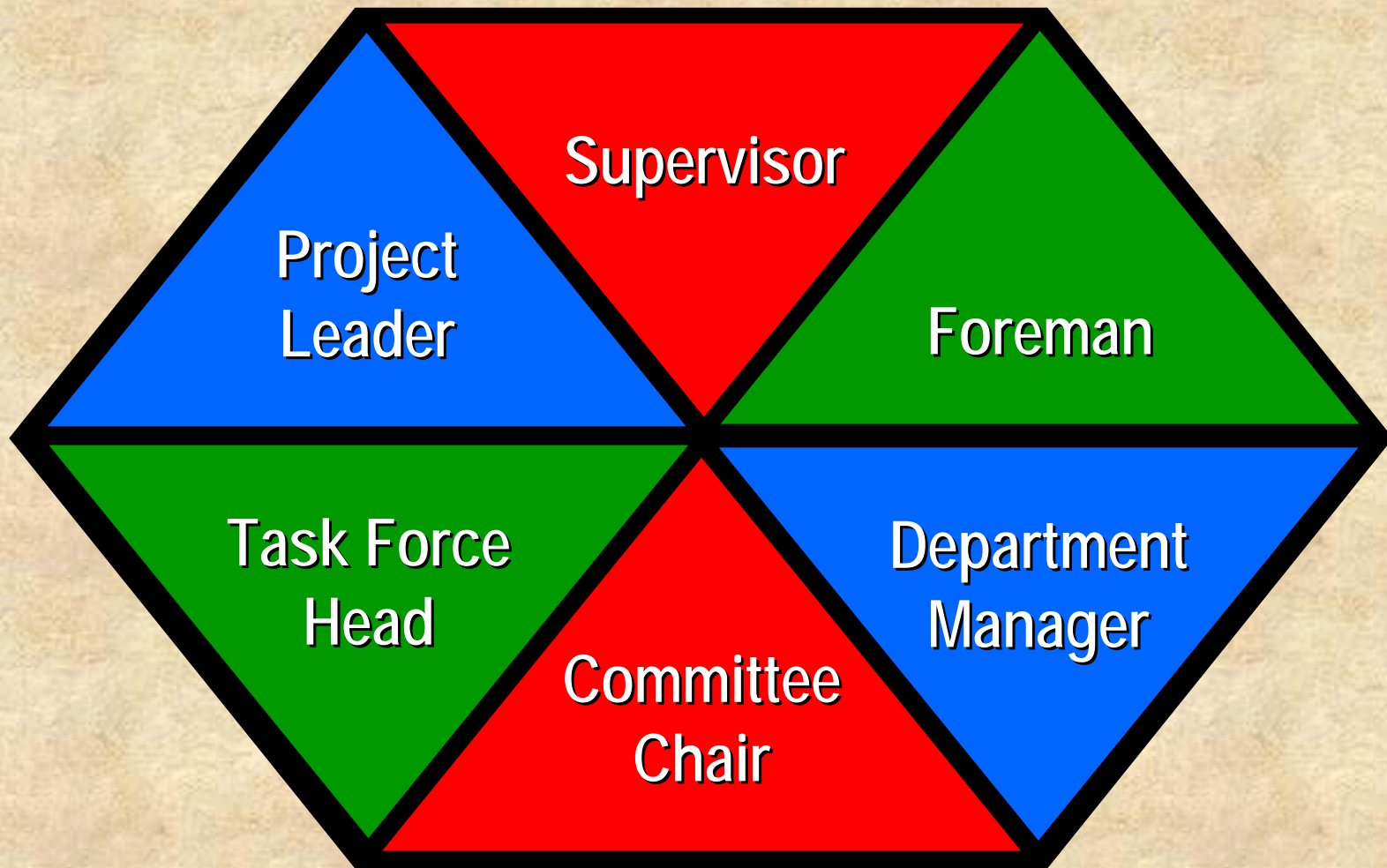
# GROUP STRUCTURE

- Work groups not are unorganized mobs.
- Have a structure that shapes the behavior of members of group.

# STRUCTURE VARIABLES

- Formal leadership
- Roles
- norms
- group status
- Group size
- The degree of group cohesiveness

# Formal Group Leadership



# Formal Leadership

- Leadership that is imposed on the group by the organization.
- Leaders who derive their power from the positions they occupy in the organizational structure.
- Formal leaders may or may not also be the informal leaders of the groups in which they function.

“ All the world is a stage and all men and women merely players”.

- Shakespeare

**Identity**

**Expectations**

# **Group Roles**

**Conflict**

**Perception**

# Roles

## ➤ Role (s)

on the job roles  
off the job roles

## ➤ Role Identity

## ➤ Role Perception



# Group Properties—Roles (cont'd)

## ➤ Role Expectations



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## Psychological Contract

An unwritten agreement that sets out what management expects from the employee and vice versa

### When not met

- negative repercussions on employees performance
- disciplinary action from employers

# Group Properties—Roles (cont'd)

## Role Conflict

### Impact on behavior

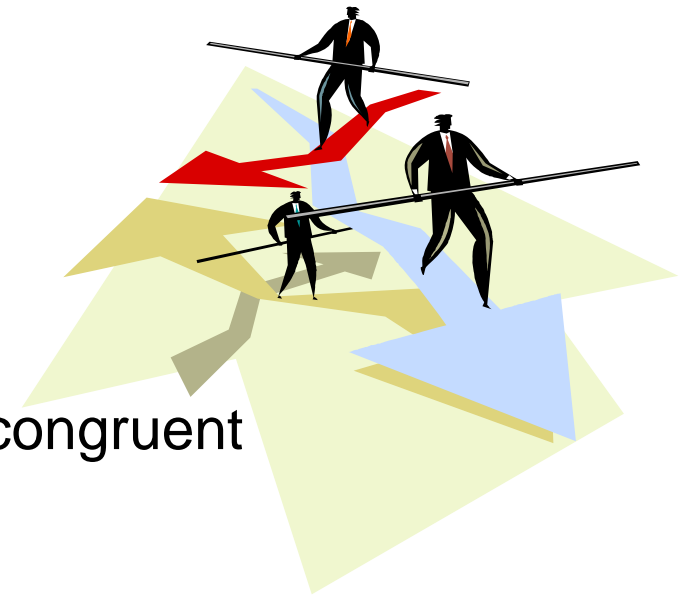
increase in tension

frustration

withdrawal

negotiation

redefine facts to make them appear congruent



## Check-up:

Lorraine is a non-traditional student (she's 51 years old) and is working in a group for a class project. They keep turning to her for the answers to questions. Which of the following might the group have that is driving Lorraine's experience?

Groupthink

Groupshift

Role Conflict

Role Expectations

The group may have role expectations of Lorraine—e.g., because she's older, she should be the wise one and know the answers like a parent should.

One should not criticize his/her boss in public

# Group Properties—Norms

## Norms

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



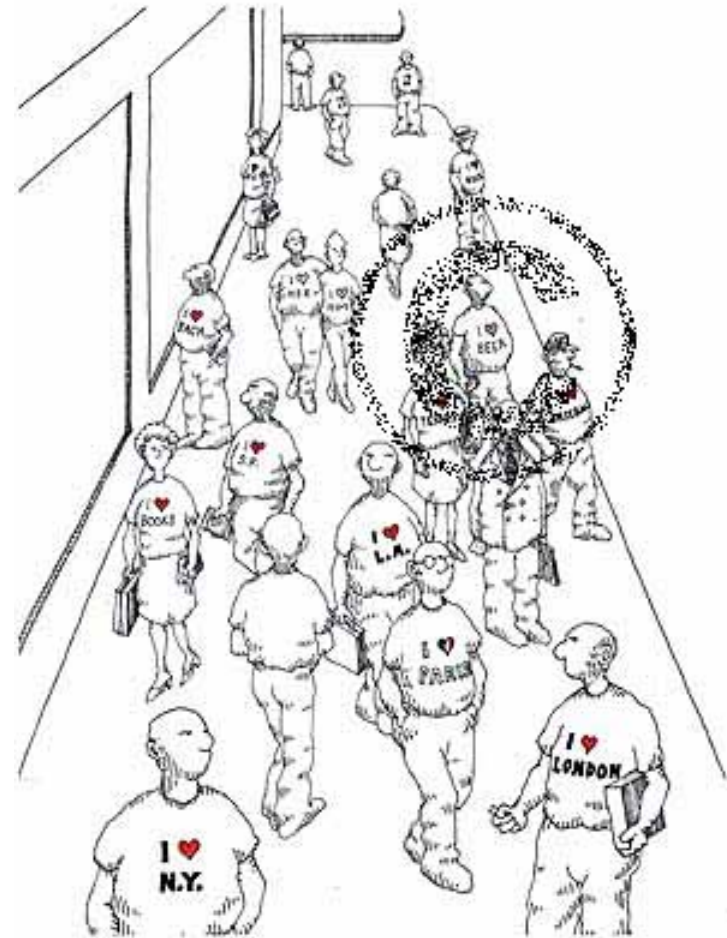
## Classes of Norms

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

# Group Structure—Norms (cont'd)

## Conformity

Adjusting one's behavior to align with the norms of the group



# Group Structure—Norms (cont'd)

## Reference Groups

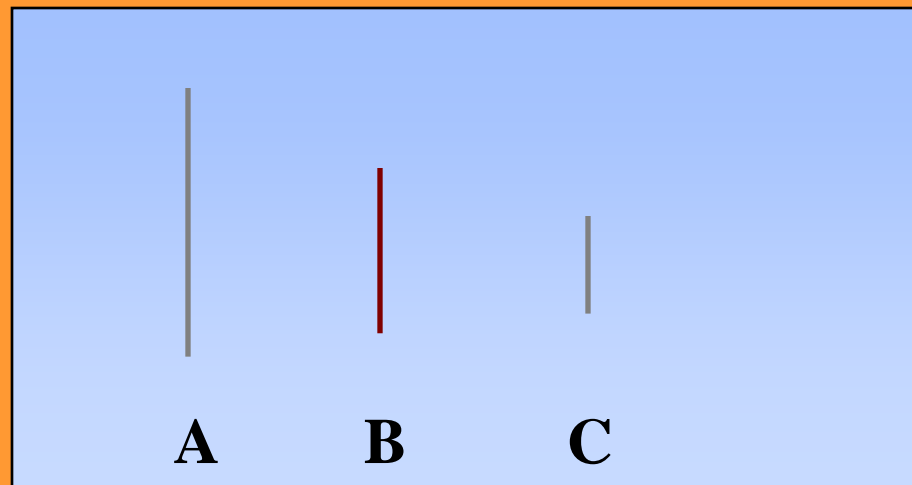
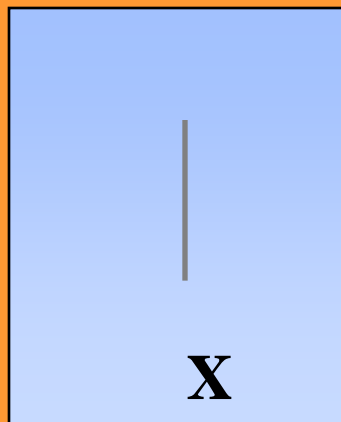
Important groups to which individuals belong or hope to belong and with whose norms individuals are likely to conform

### Characteristics of Reference Group

1. Each person is aware of the other
2. The person defines himself/herself as a member
3. Group members are significant for him or her

## Impact of group pressures on individuals in the group

### ❖❖❖ Studies by Solomon Asch ❖❖❖



**Conclusion - there are group norms that press us toward conformity. i.e. we desire to be one of the group and avoid being visibly different.**

# Group Structure—Norms (cont'd)

## Deviant Workplace Behavior

Antisocial actions by organizational members that intentionally violate established norms and result in negative consequences for the organization, its members, or both

Group norms can influence the presence of deviant behavior.



# Types of Deviant Workplace Behavior

## Category

## Examples

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Production

Leaving early  
Intentionally working slowly  
Wasting resources

Property

Sabotage  
Lying about hours worked  
Stealing from the organization

Political

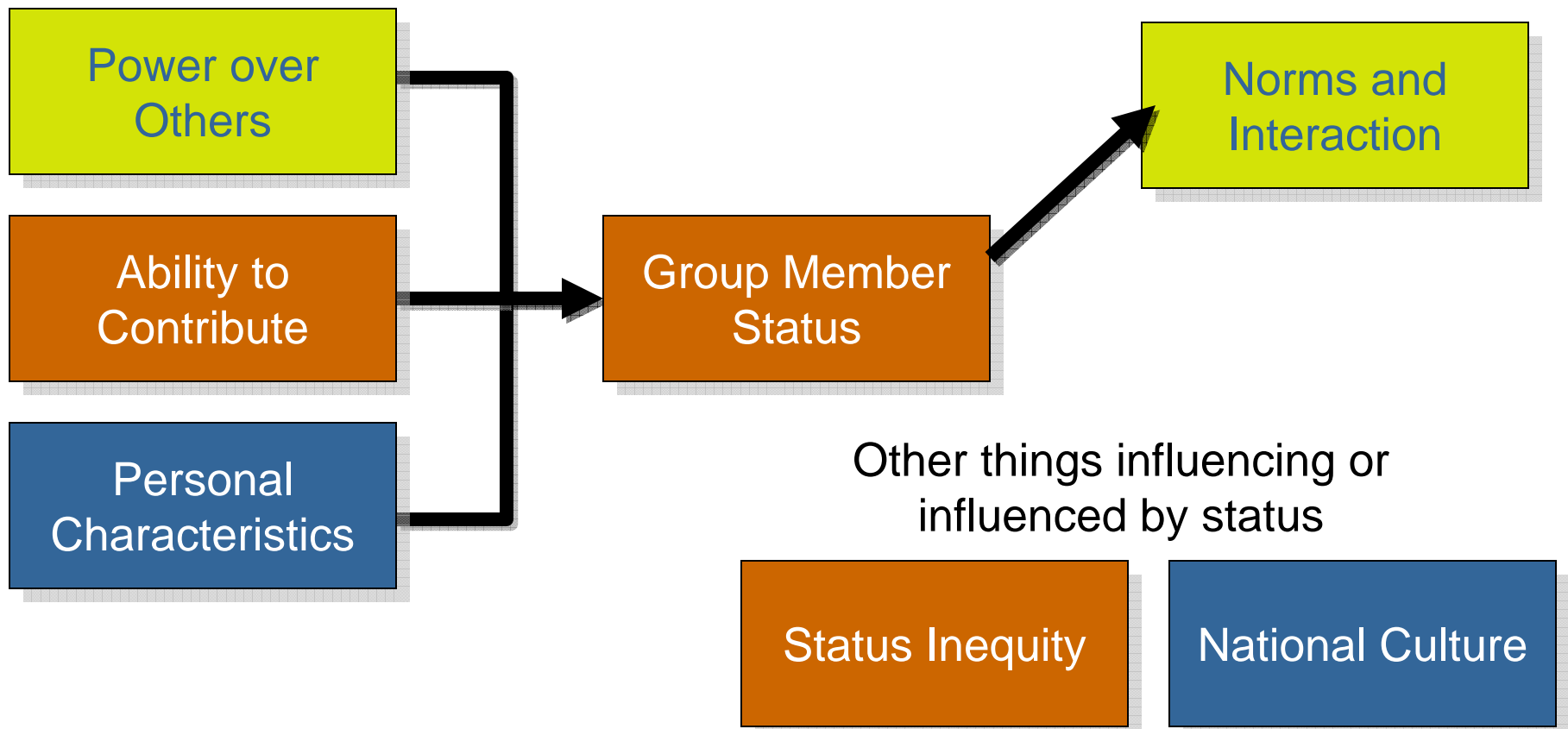
Showing favoritism  
Gossiping and spreading rumors  
Blaming coworkers

Personal Aggression

Sexual harassment  
Verbal abuse  
Stealing from coworkers

# Group Structure—Status

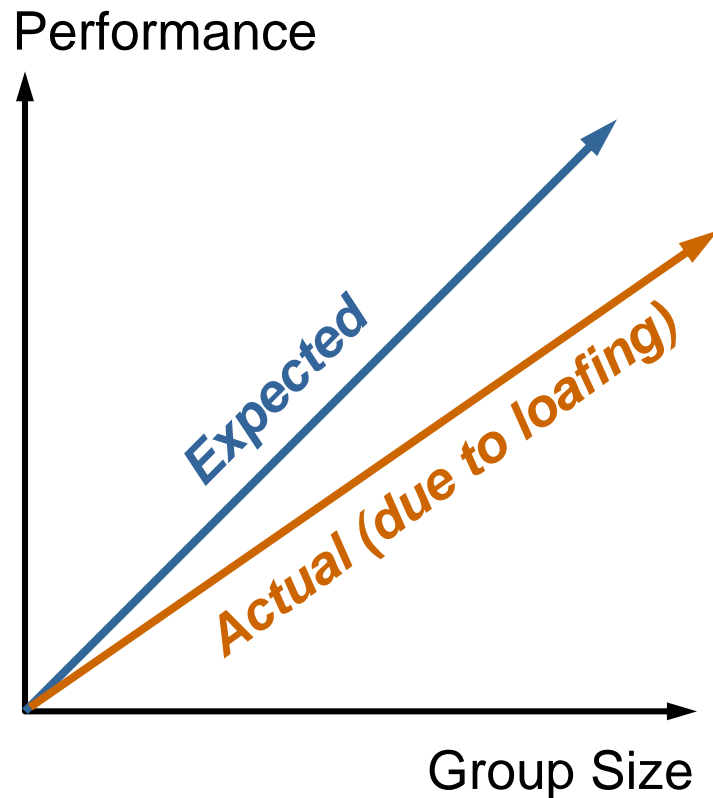
**Status:** A socially defined position or rank given to groups or group members by others



# 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 5 to 7 perform better overall than larger or smaller groups.

## Causes of Social Loafing

- Belief that others are not carrying their fair share.
- Reestablish equity by reducing effort
- Dispersion of responsibility.
- Results cannot be attributed to any single person
- The relationship between an individual's input and the group's output is clouded
- Individuals tempted to become free riders and coast on the group's efforts

### How to reduce social loafing?

individual efforts must be identified

# Group Structure—Cohesiveness

## Cohesiveness

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

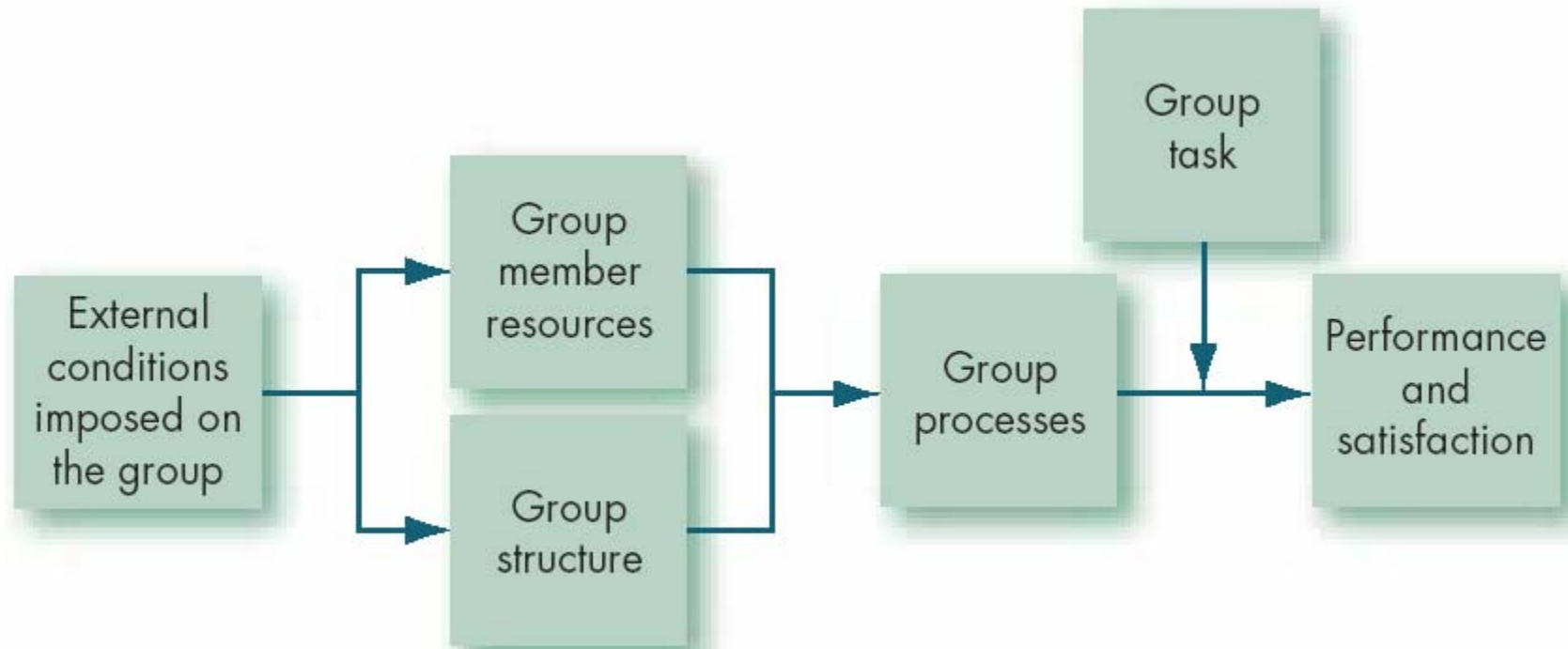
### Increasing Group Cohesiveness

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.

# Relationship Between Group Cohesiveness, Performance Norms, and Productivity

		<b>Cohesiveness</b>	
		High	Low
<b>Performance norms</b>	High	High productivity	Moderate productivity
	Low	Low productivity	Moderate to low productivity

# Group Behavior Model- Group Processes



# Group Processes

- Communication patterns
  - formal
  - informal
- decision process
- leader behavior
- power dynamics
- conflict interactions

# Group Processes

## **synergy**

An action of two or more substances that results in an effect that is different from the individual summation of the substances.



# Effects of Group Processes

Potential group  
effectiveness

+

Process  
gains

-

Process  
losses

=

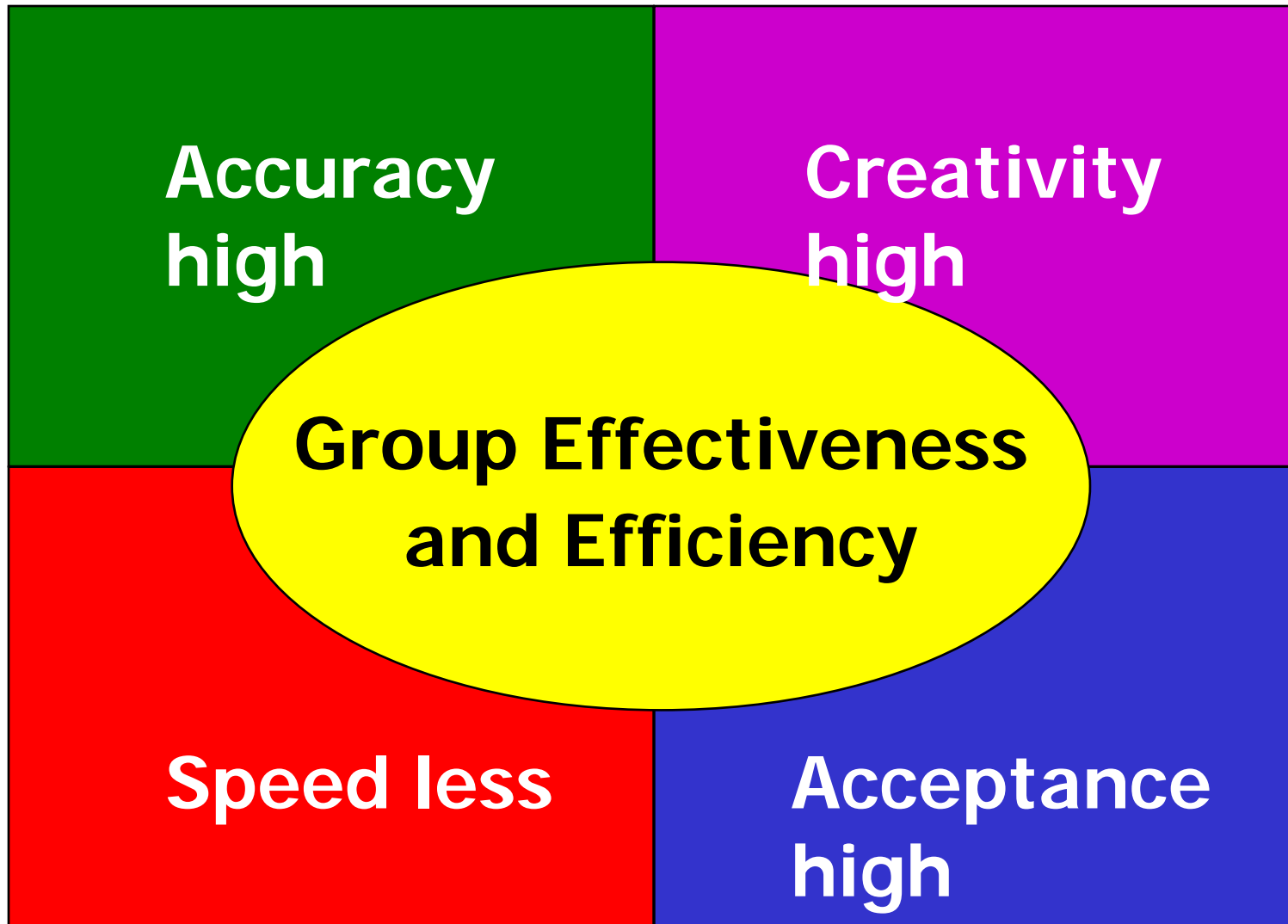
Actual group  
effectiveness

# Group Decision Making

## ➤ 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 (cont'd)



# **Group Decision Making**



**Groupthink**

**Groupshift**

## ➤ **Groupthink**

- describes situations in which group pressures for conformity deter the group from critically appraising unusual, minority, or unpopular views. This can dramatically hinder performance of the group.

## Symptoms of the Groupthink Phenomenon

- Group members rationalize any resistance to the assumptions they have made.
- Members apply direct pressures on those who express doubts about shared views or who question the alternative favored by the majority.
- Members who have doubts or differing points of view keep silent about misgivings.
- There appears to be an illusion of unanimity.

## Fighting Groupthink

- **Actively seek input from all members.**
- **Appoint one group member as devil's advocate who is always going to question the majority perception.**

## Group Decision Making (cont'd)

### **Groupshift**

In discussing a given set of alternatives, group members tend to exaggerate the initial positions that they hold. In some situations, caution dominates, and in others shift is towards greater risk.

**Interacting**

**Brainstorming**

**Techniques for Group  
Decision Making**

**Nominal**

**Electronic**

# Group Decision-Making Techniques

## ➤ **Interacting Groups**

- members meet face to face and rely on both verbal and nonverbal interaction to communicate with each other.

## ➤ **Weakness**

- pressure individual members toward conformity of opinion.

# Brainstorming

An idea-generation process that specifically encourages any and all alternatives, while withholding any criticism of those alternatives.

# Brainstorming

- People sit around a table.
- The group leader states the problem clearly.
- Members give various alternatives in a given length of time.
- No criticism is allowed
- All the alternatives are recorded for later discussion and analysis.
- One idea stimulates others, and group members are encouraged to “think the unusual.”

## Rules of Brainstorming

- Rule 1: Postpone and withhold your judgment of ideas
- Rule 2: Encourage wild and exaggerated ideas
- Rule 3: Quantity counts in the initial stage, not quality
- Rule 4: Build on the ideas put forward by others
- Rule 5: Every person and every idea has equal worth

## 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.

## The Nominal Group technique

- All members are physically present, but operate independently.
- Each member writes down their ideas on the problem and then makes a presentation.
- Followed by group discussion
- Each member silently and independently rank-orders the ideas.
- The idea with the highest aggregate ranking determines the final decision.

# Electronic meeting

- Blend of nominal group technique with sophisticated computer technology.
  - Members sit around a horseshoe-shaped table with computer terminals.
  - Issues are presented to participants. They type their responses onto their computer screen.
  - Responses are displayed on a projection screen.
- The major advantages
  - anonymity
  - honesty
  - and speed

# Evaluating Group Effectiveness

## TYPE OF GROUP

<b>Effectiveness Criteria</b>	<b>Interacting</b>	<b>Brainstorming</b>	<b>Nominal</b>	<b>Electronic</b>
<b>Number and quality of ideas</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>High</b>
<b>Social pressure</b>	<b>High</b>	<b>Low</b>	<b>Moderate</b>	<b>Low</b>
<b>Money costs</b>	<b>Low</b>	<b>Low</b>	<b>Low</b>	<b>High</b>
<b>Speed</b>	<b>Moderate</b>	<b>Moderate</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Task orientation</b>	<b>Low</b>	<b>High</b>	<b>High</b>	<b>High</b>
<b>Potential for interpersonal conflict</b>	<b>High</b>	<b>High</b>	<b>Low</b>	<b>Moderate</b>
	<b>Low</b>			
<b>Commitment to solution</b>	<b>High</b>	<b>Not applicable</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Development of group cohesiveness</b>	<b>High</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>

## **Conflict:**

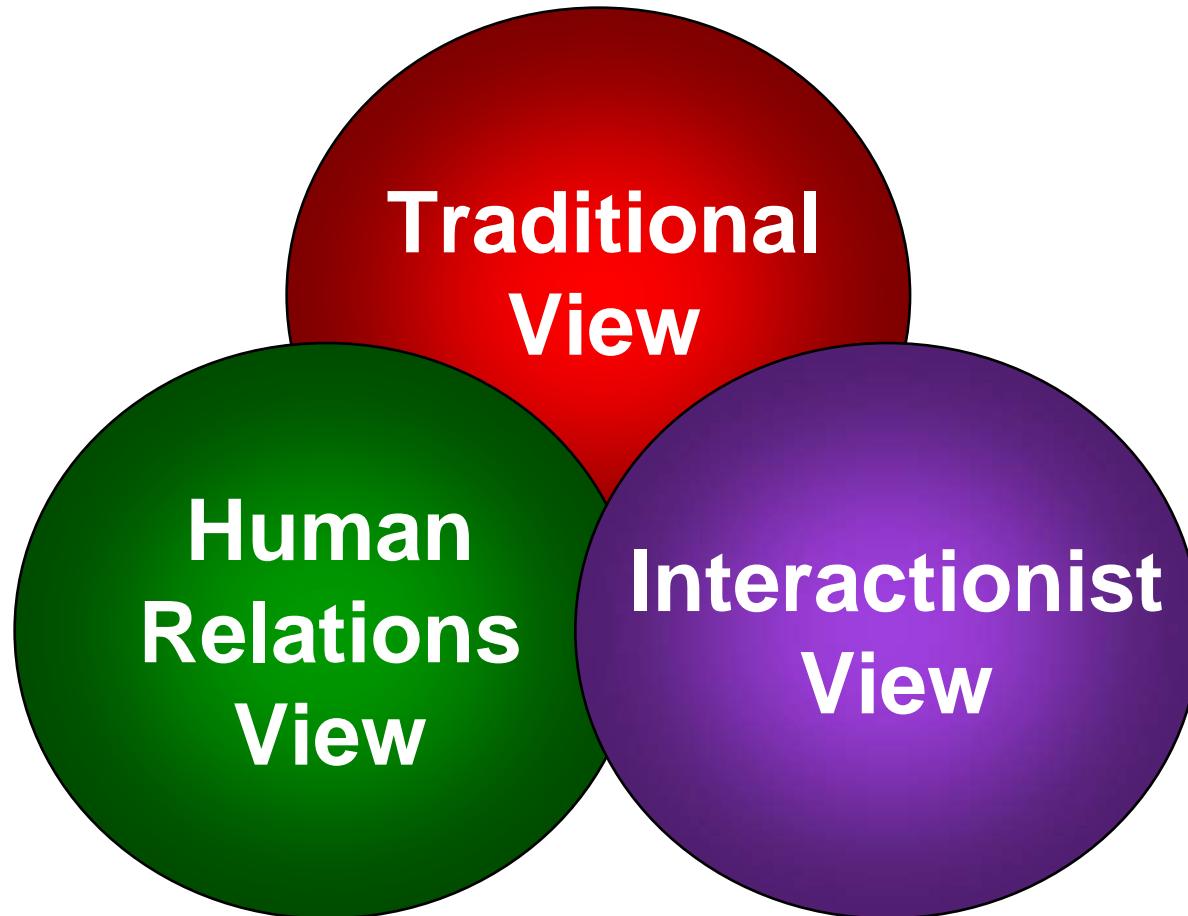
- Conflict is a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect something that the first party cares about.**
- Conflict is a process in which an effort is purposely made by A to offset the efforts of B by some form of blocking that will result in frustrating B in attaining his goals or furthering his interests**

# Conflict

## ➤ **Definition**

- That point in an ongoing activity when an interaction “crosses over” to become an interparty conflict
- Encompasses a wide range of conflicts that people experience in a group.
  - Incompatibility of goals
  - Differences over interpretations of facts
  - Disagreements based on behavioral expectations

## Transitions in Conflict Thought



# Transitions in Conflict Thought

## **traditional view of conflict**

The belief that all conflict is harmful and must be avoided.

### **Causes:**

- **Poor communication**
- **Lack of openness**
- **Failure to respond to employee needs**



# Human relations view

- conflict - a natural occurrence in all groups and organizations
- conflict is inevitable, it should be accepted
- At times conflict is beneficial

**Interactionist view** : encourages conflict in group/teams

## **interactionist view of conflict**

The belief that conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively.

**harmony**  
**peace**  
**tranquility**  
**cooperation**



**static**  
**apathetic**  
**nonresponsive**  
**to needs for**  
**change and**  
**innovation**

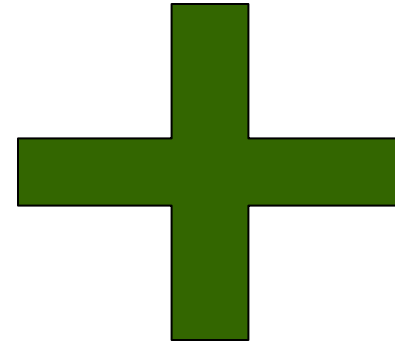
Group leaders should maintain minimum level of conflict to keep the group

- viable
- self-critical
- creative

# Functional versus Dysfunctional Conflict

## **functional conflict**

Conflict that supports the goals of the group and improve its performance.



## **dysfunctional conflict**

Conflict that hinders group performance.

```
graph BT; A[Negative Emotions] --> B[Conflict Definition]; C[Positive Feelings] --> B;
```

**Conflict Definition**

**Negative Emotions**

**Positive Feelings**

# TYPES OF CONFLICTS

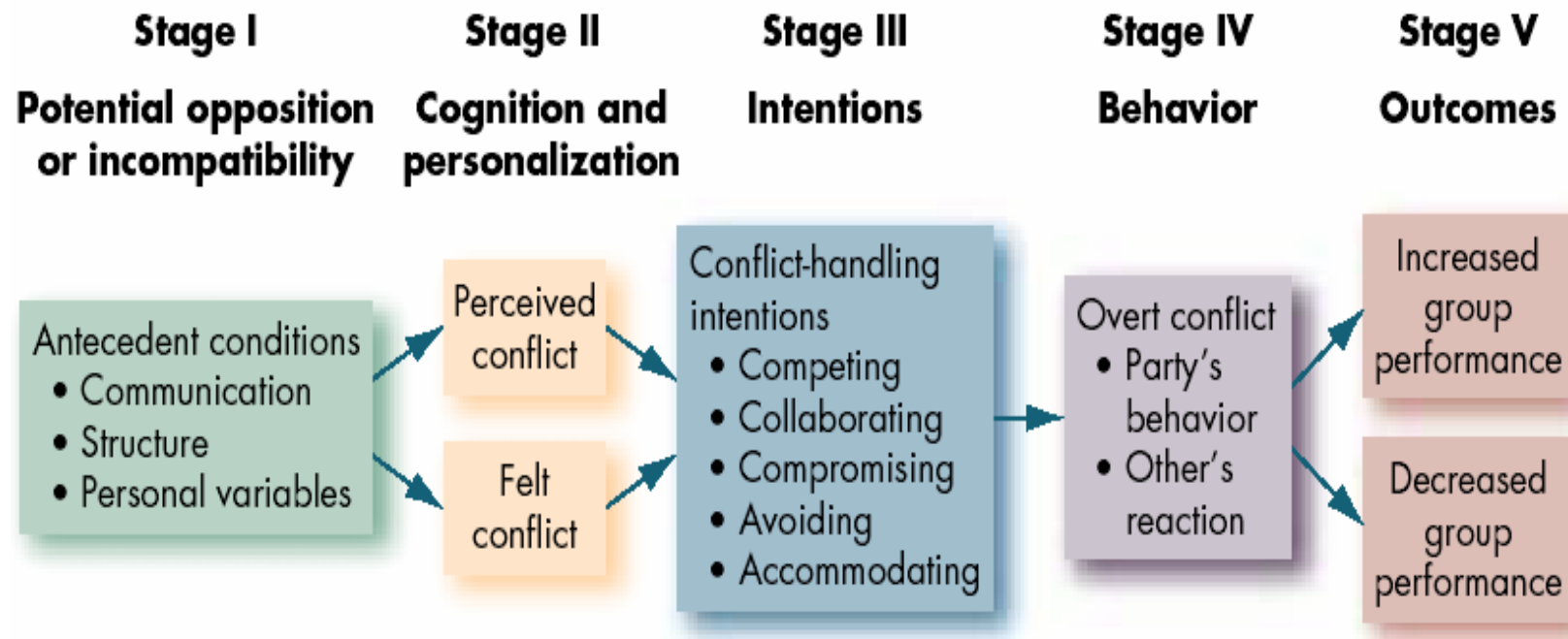
```
graph TD; A[TYPES OF CONFLICTS] --- B[Task Conflict]; A --- C[Relationship Conflict]; A --- D[Process Conflict];
```

**Task Conflict**

**Relationship Conflict**

**Process Conflict**

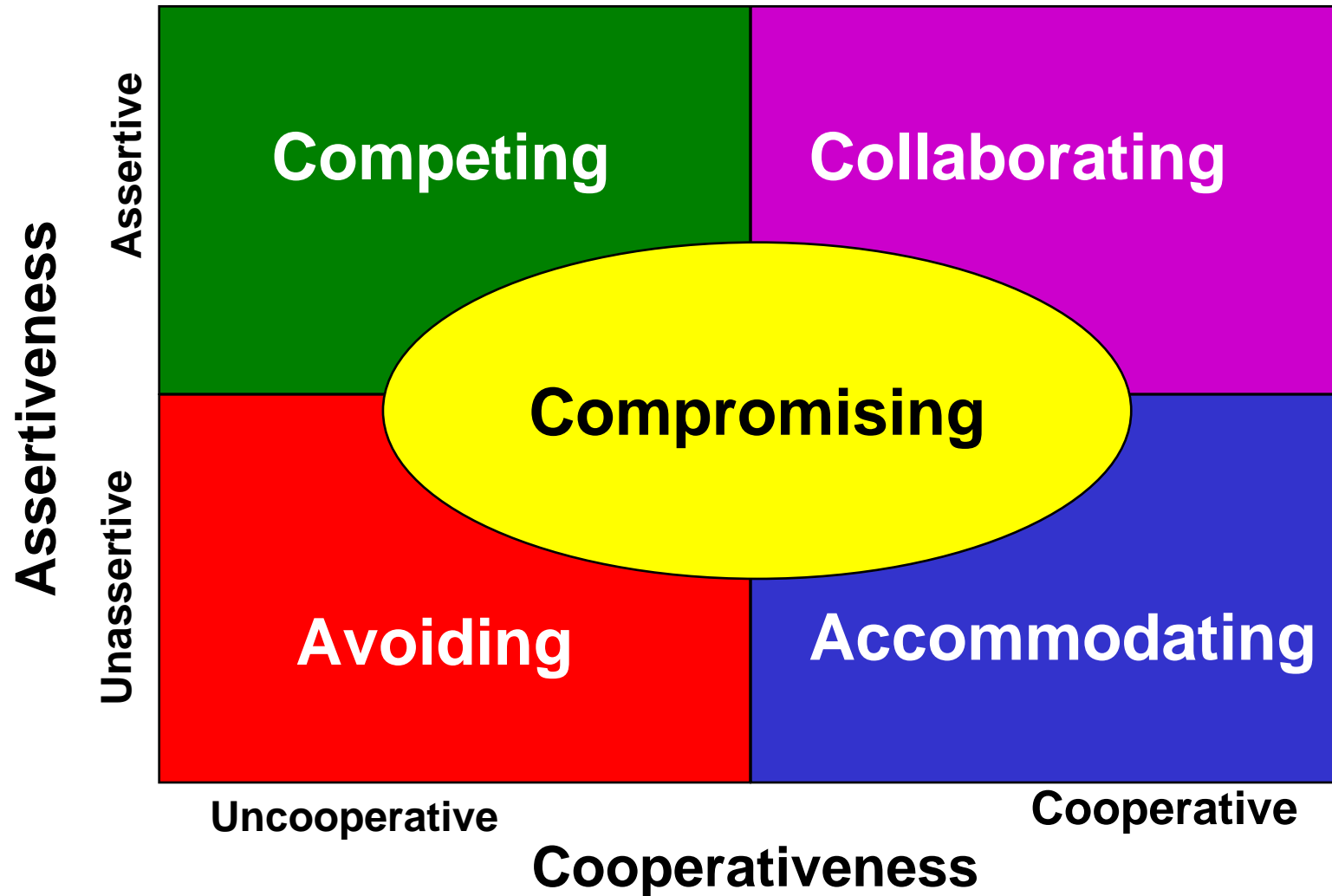
# The Conflict Process



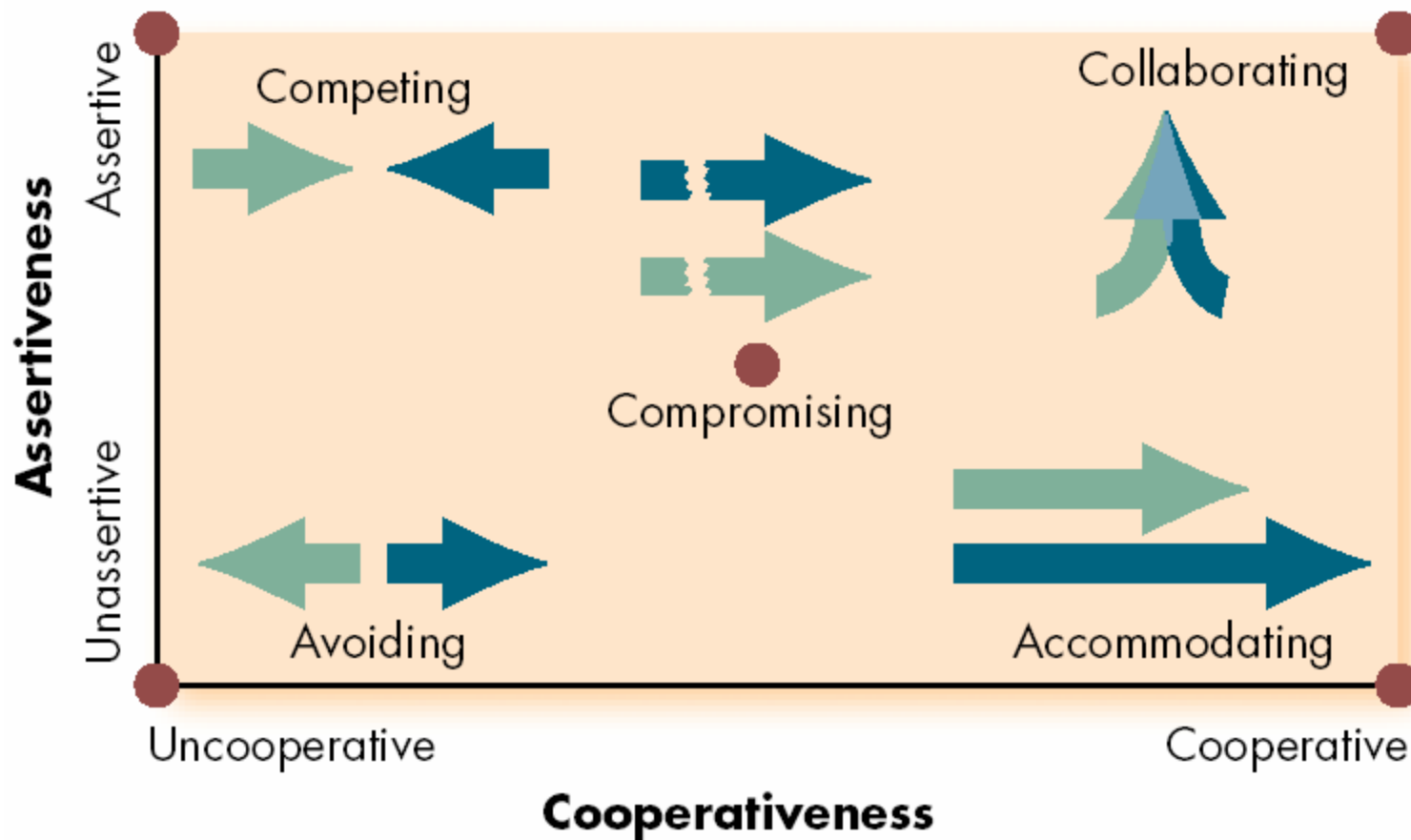
## conflict process

Process with five stages:  
potential opposition or incompatibility, cognition and personalization, intentions, behavior, and outcomes.

## Stage III: Conflict-Handling Intentions



# Dimensions of Conflict-Handling Intentions



## Stage IV: Behavior and Conflict Intensity

**Dysfunctional  
Conflict**

**Overt efforts to destroy the other party**

**Aggressive physical attacks**

**Threats and ultimatums**

**Assertive verbal attacks**

**Overt questioning or challenging of others**

**No Conflict**

**Minor disagreements or misunderstandings**

# Conflict Resolution Techniques in a group

**Problem Solving**

**Superordinate Goals**

**Resource Expansion**

**Avoidance**

**Smoothing**

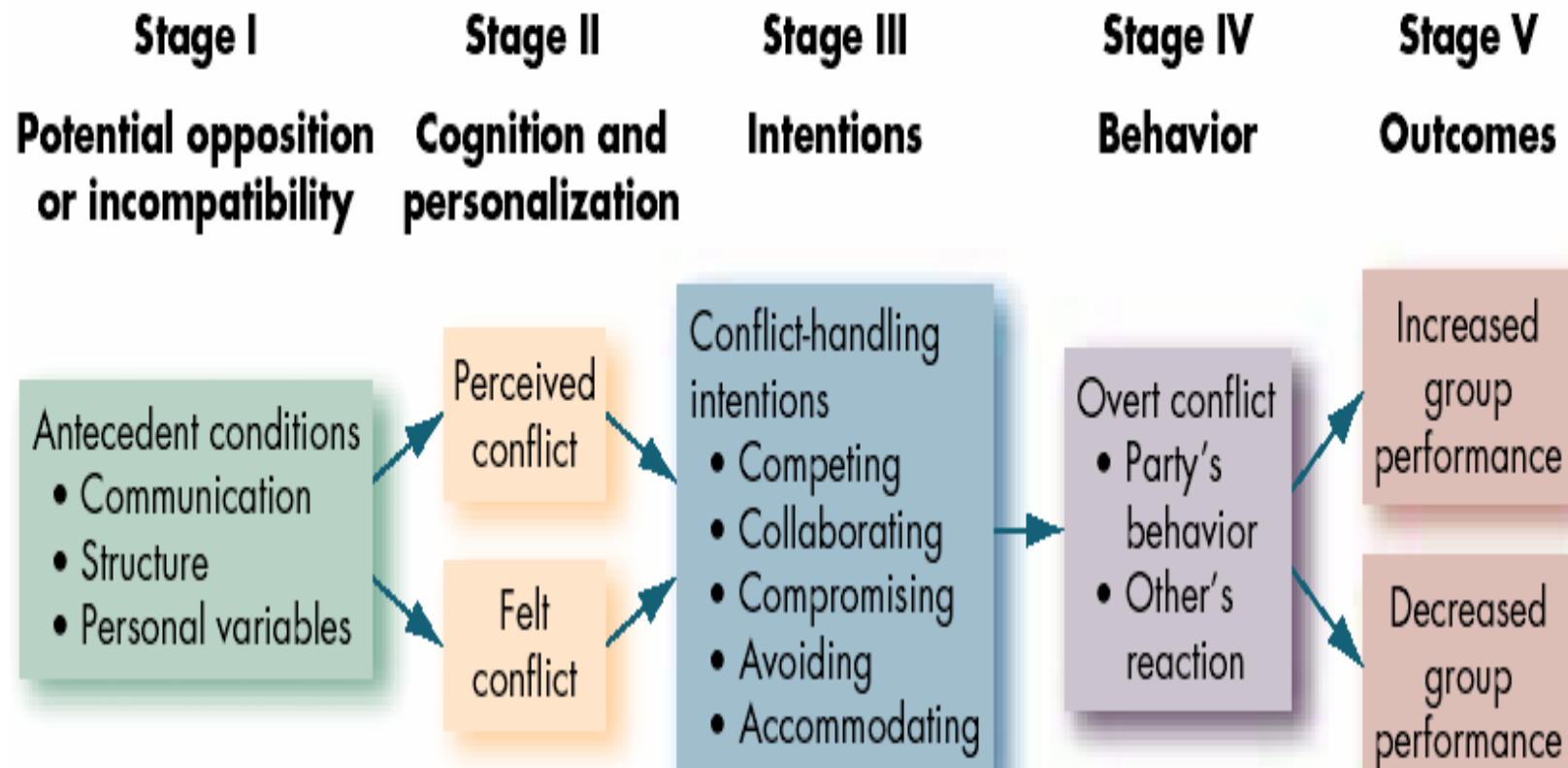
**Compromise**

**Authoritative Command**

**Human Variables**

**Structural Variables**

# The Conflict Process



# Check-up: Conflict

Suppose you are a staunch Congressi and your uncle is a B J Pien. Every time he sees you, he tries to pick a fight about politics and “those stupid Hindu muslim riots.” What conflict handling intention should you use in dealing with him?

Competing

Collaborating

Accommodating

Avoidance



## Stage V: Outcomes

- **Functional Outcomes from Conflict**
  - Increased group performance
  - Improved quality of decisions
  - Stimulation of creativity and innovation
  - Encouragement of interest and curiosity
  - Creation of an environment for self-evaluation and change
- **Creating Functional Conflict**
  - Reward dissent and punish conflict avoiders

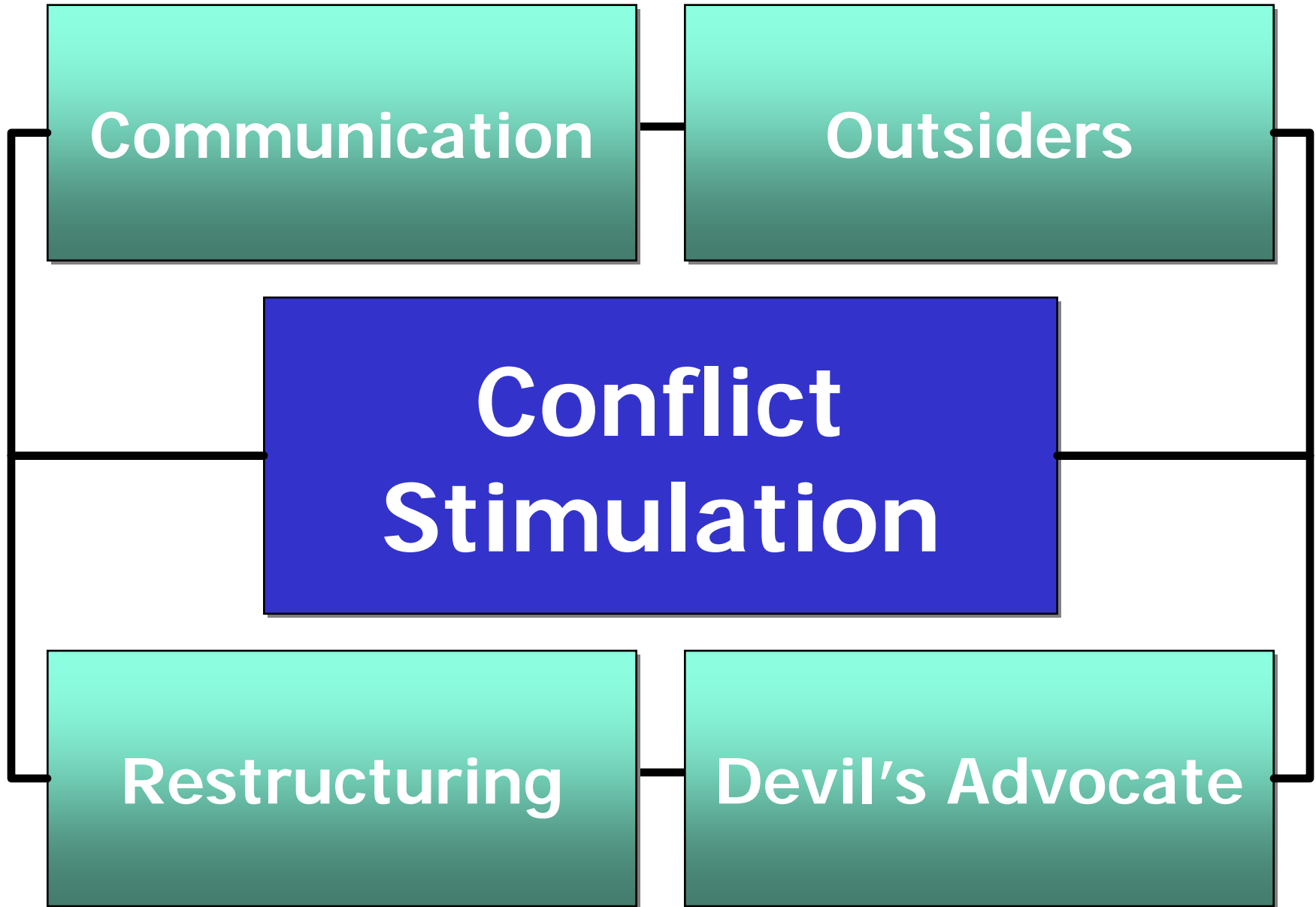
**Communication**

**Outsiders**

**Conflict  
Stimulation**

**Restructuring**

**Devil's Advocate**



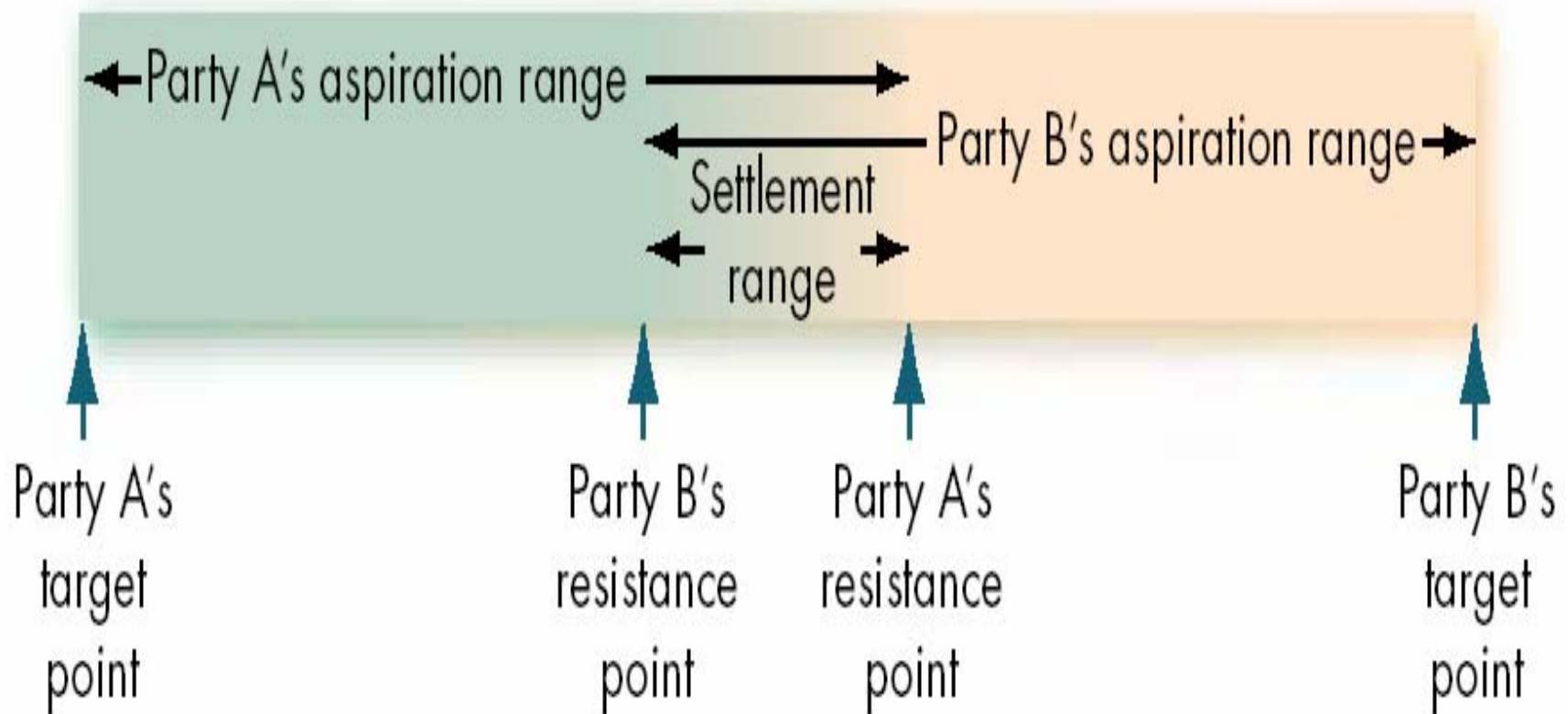
## Stage V: Outcomes

- **Dysfunctional Outcomes from Conflict**
  - Development of discontent
  - Reduced group effectiveness
  - Retarded communication
  - Reduced group cohesiveness
  - Infighting among group members overcomes group goals

# NEGOTIATION

- Process in which two or more parties exchange goods or services and attempt to agree upon the exchange rate for them.
- Negotiation and bargaining terms used interchangeably.

# Staking Out the Bargaining Zone



## ***Types of Bargaining***

- ***Distributive bargaining***
- ***Integrative bargaining***

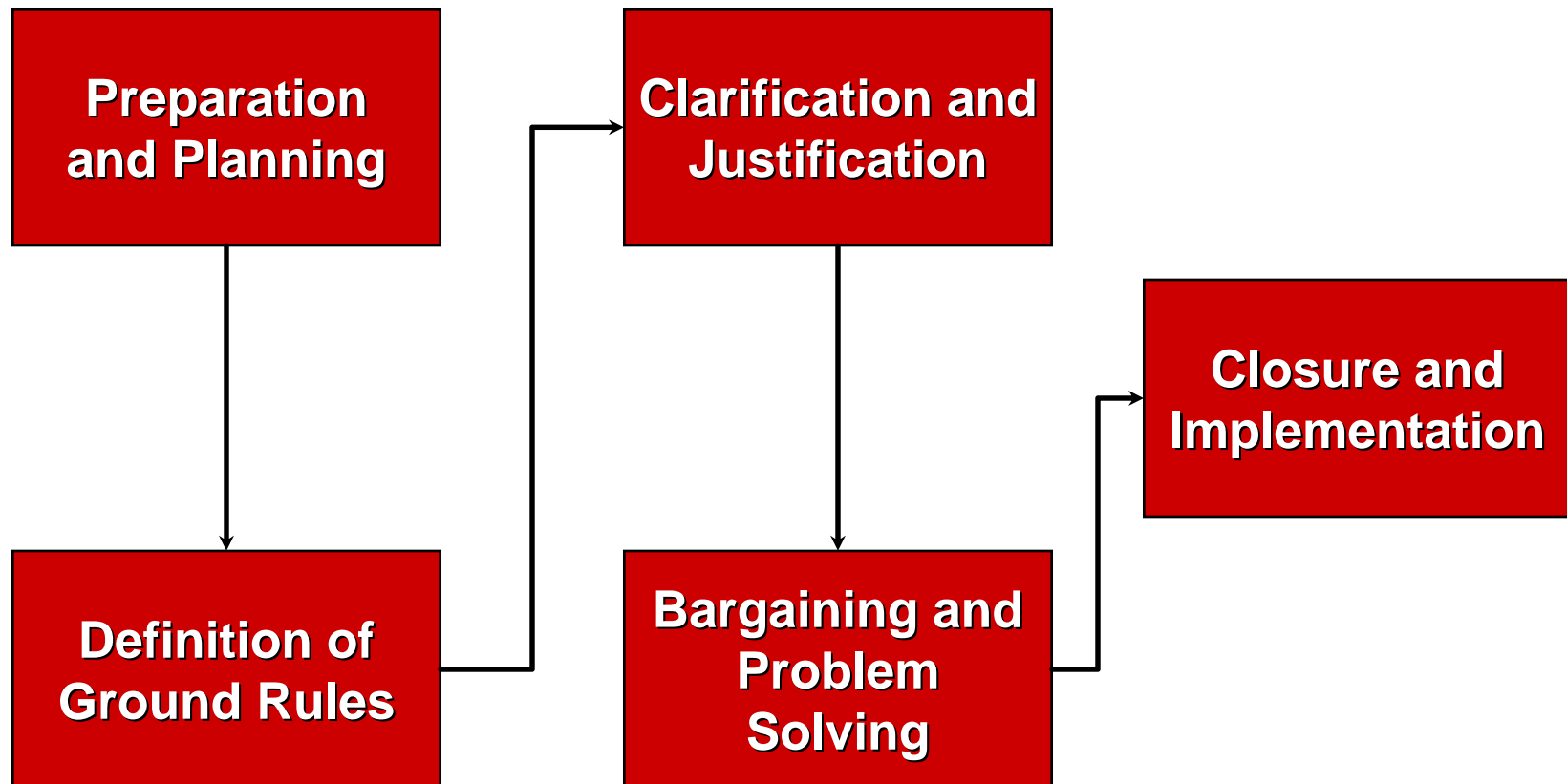
# Distributive versus Integrative Bargaining

<b>Bargaining Characteristic</b>	<b>Distributive Characteristic</b>	<b>Integrative Characteristic</b>
Available resources	Fixed amount of resources to be divided	Variable amount of resources to be divided
Primary motivations	I win, you lose	I win, you win
Primary interests	Opposed to each other	Convergent or congruent with each other

# Integrative bargaining to succeed,

- open
- candid
- sensitive
- trusting
- flexible

# The Process of Negotiation in a group



# BATNA

The **B**est **A**lternative **T**o a **N**egotiated **A**greement; the lowest acceptable value (outcome) to an individual for a negotiated agreement

## Information develop a strategy

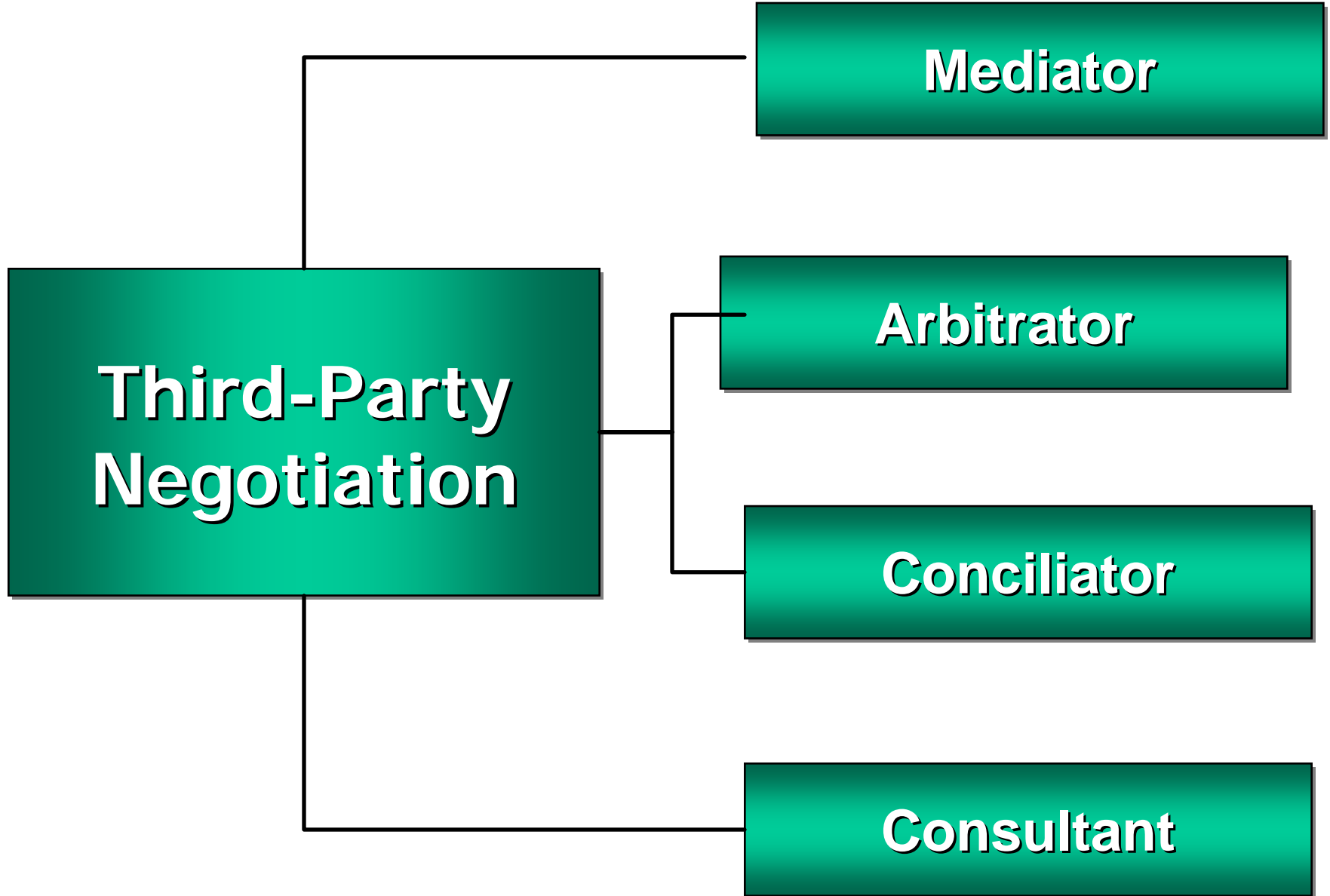
- Determine Best Alternative To a Negotiated Agreement (**BATNA**) ie. lowest value acceptable to you for a negotiated agreement
- Any offer received that is higher than BATNA is better than an impasse

# Negotiation Issues

**Gender  
Differences**

**Personality  
Traits**

**Cultural  
Differences**



# Third-Party Negotiations

## Mediator

A neutral third party who facilitates a negotiated solution by using reasoning, persuasion, and suggestions for alternatives

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## Arbitrator

A third party to a negotiation who has the authority to dictate an agreement.



# Third-Party Negotiations (cont'd)

## **Conciliator**

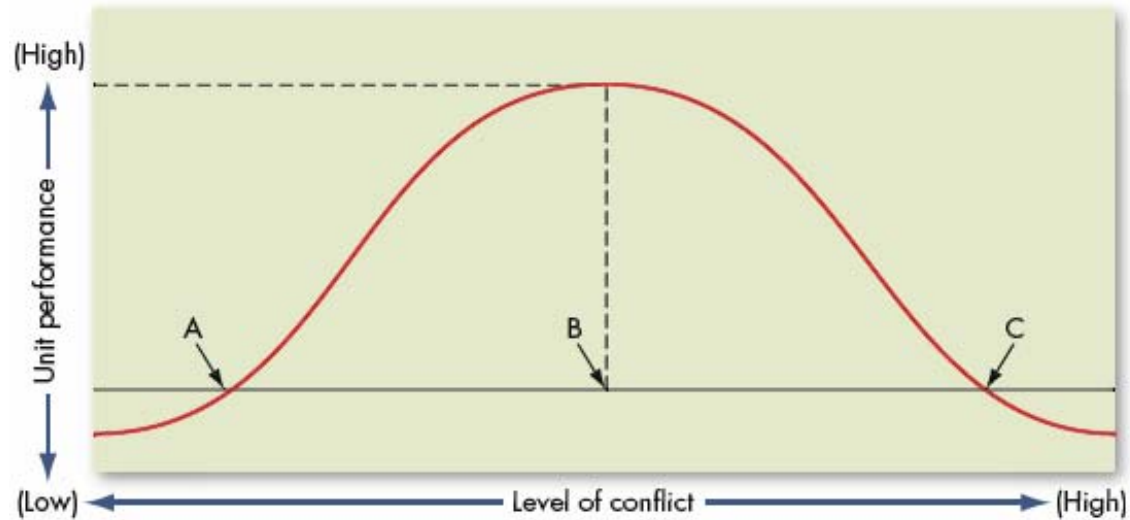
A trusted third party who provides an informal communication link between the negotiator and the opponent

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## **Consultant**

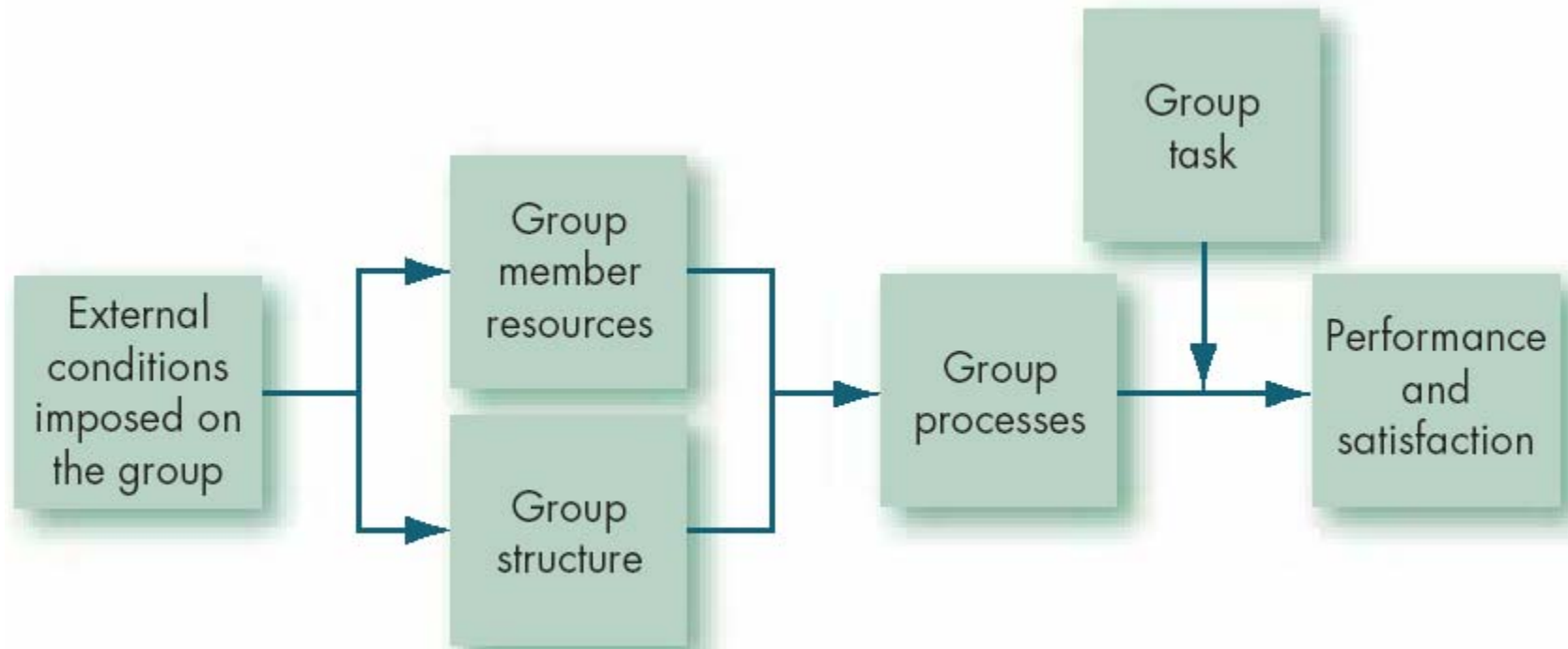
An impartial third party, skilled in conflict management, who attempts to facilitate creative problem solving through communication and analysis

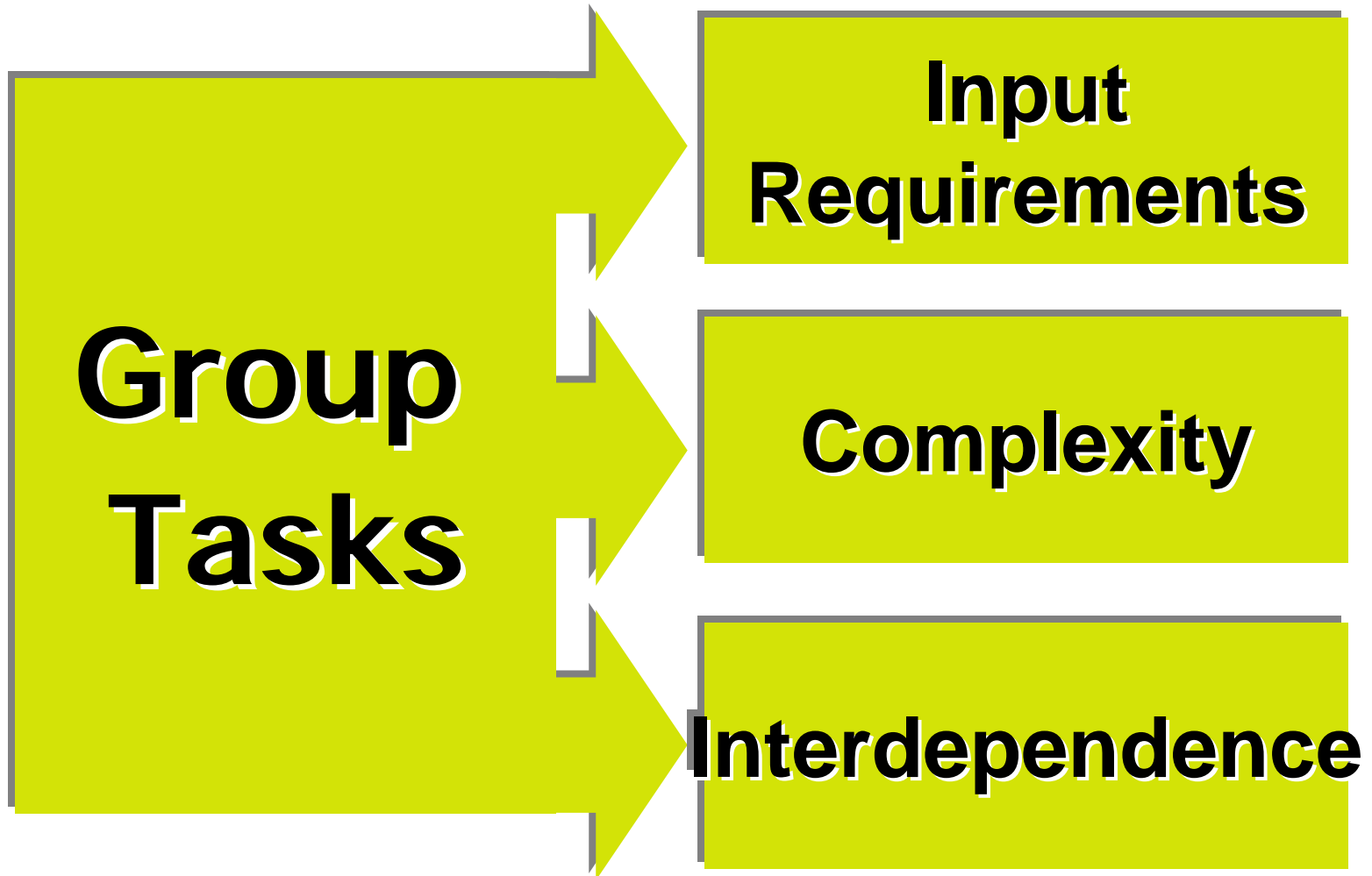
# Conflict and Unit Performance



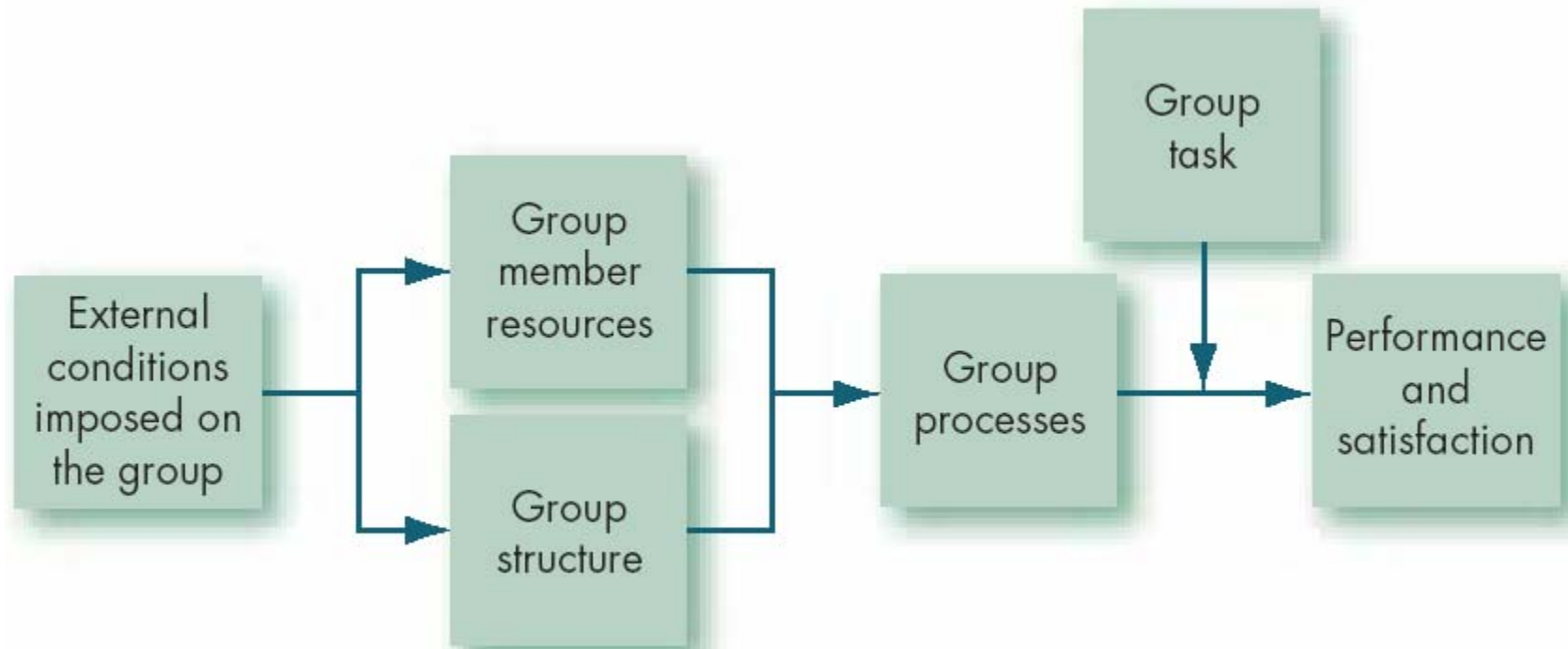
Situation	Level of conflict	Type of conflict	Unit's internal characteristics	Unit performance outcome
A	Low or none	Dysfunctional	Apathetic Stagnant Nonresponsive to change Lack of new ideas	Low
B	Optimal	Functional	Viable Self-critical Innovative	High
C	High	Dysfunctional	Disruptive Chaotic Uncooperative	Low

# Group Behavior Model-Group Task





# Revising Group Behavior Model



## Check-Up:

List two drawbacks of brainstorming and two pluses of the Nominal Group Decision-making Technique. Compare your answers with your neighbor and discuss which one you would use for a group project in this class and why.