

TEAM MANAGEMENT AND GROUP DYNAMICS

MGT213

**MANAGEMENT PRACTICES AND
ORGANIZATIONAL BEHAVIOR**

Topic 11 | Week 11

BBA Program | Summer **2025**



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TOPICS TO LEARN

- ❑ Definitions of Groups and Teams
- ❑ Differences between Groups and Teams
- ❑ Types of Teams
- ❑ Group/Team Development: The Five-Stage Model
- ❑ Group/Team Development: The Punctuated-Equilibrium Model
- ❑ Group/Team Norms
- ❑ Group/Team Cohesiveness
- ❑ Leadership Roles for a Group/Team Leader

DEFINITIONS OF GROUPS AND TEAMS

Groups

Two or more individuals working together with individual goals but a related interest or identity.

Example: Study groups, support groups, and professional associations.

Teams

A group of people working together to achieve a shared purpose or goal.

Example: Sports teams, project teams, and emergency response teams.

DIFFERENCES BETWEEN GROUPS AND TEAMS

Particulars	Work Groups	Work Teams
Purpose and Goals	Individual goals loosely aligned.	Shared purpose or common goal pursued collectively.
Interdependence	Members work independently.	High interdependence; reliance on each other's contributions.
Structure	Less formal structure.	More structured setup.
Roles	Roles may not be clearly defined.	Clearly defined roles and responsibilities for each member.
Communication	Communication may be less frequent or formal.	More frequent, open, and collaborative communication.
Decision Making	Decision-making may be individualized or hierarchical.	Participatory decision-making involving multiple members.
Accountability	Individual-focused accountability.	Collective accountability for team performance.
Performance Measurement	Evaluation based on individual achievements.	Evaluation based on collective outcomes and shared goals.

DIFFERENCES BETWEEN GROUPS AND TEAMS

Work groups are highly interdependent, with members relying on each other's contributions to accomplish tasks and achieve goals.

True/False?

DIFFERENCES BETWEEN GROUPS AND TEAMS

Work groups may not have clearly defined roles or responsibilities for each member.

True/False?

DIFFERENCES BETWEEN GROUPS AND TEAMS

Members of both work teams and groups have a shared purpose or common goal that all members work towards collectively.

True/False?

TYPES OF TEAMS

Problem-Solving Teams

Problem-solving teams are composed of hourly employees from the same department who meet to discuss improvements in quality, efficiency, and work environment.

Informal Teams

Informal teams are operational teams that staff members form of their own accord. These are unofficial teams that work independently from managers or supervisors.

TYPES OF TEAMS

Cross-Functional Teams

Cross-functional teams are made up of employees from about the same hierarchical level but different work areas, who come together to accomplish a task.

TYPES OF TEAMS

Virtual Teams

Virtual Teams are made up of physically dispersed members who collaborate using technology and communication tools like video conferencing, email, etc.

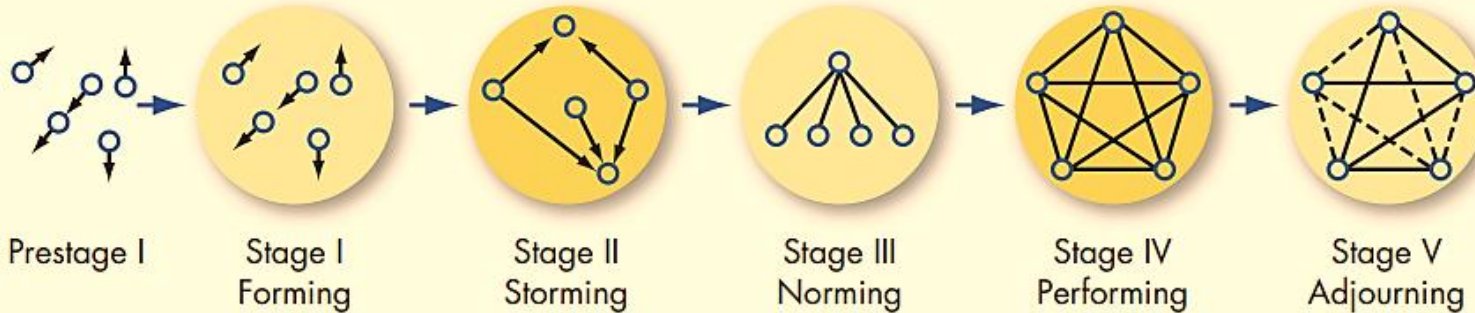
Management Guidelines for Effective Virtual Teams

- ☐ Establish trust among members.
- ☐ Monitor team progress closely.
- ☐ Publicize team efforts and products within the organization.

GROUP/TEAM DEVELOPMENT: THE FIVE-STAGE MODEL

Exhibit 9-1

Stages of Group Development



GROUP/TEAM DEVELOPMENT: THE FIVE-STAGE MODEL



Stage 1: Forming

- ❑ Characterized by uncertainty about purpose, structure, and leadership.
- ❑ Members "test the waters" to understand group dynamics.

Example: Team members gather for their first meeting, expressing initial ideas cautiously.

GROUP/TEAM DEVELOPMENT: THE FIVE-STAGE MODEL



Stage 2: Storming

- ❑ Intragroup conflict emerges as members resist constraints and vie for control.
- ❑ Clear hierarchy of leadership begins to form.

Example: Disagreements arise over project direction and task delegation, leading to conflicts.

GROUP/TEAM DEVELOPMENT: THE FIVE-STAGE MODEL



Stage 3: Norming

- ❑ Close relationships develop, and group cohesiveness increases.
- ❑ Strong sense of identity and camaraderie emerges.

Example: Team resolves conflicts, develops closer relationships, and collaborates more effectively.

GROUP/TEAM DEVELOPMENT: THE FIVE-STAGE MODEL



Stage 4: Performing

- ❑ Group structure is functional, and energy is directed towards task performance.
- ❑ Synergy achieved as members work together efficiently.

Example: Group focuses on executing project tasks efficiently, leveraging individual strengths.

GROUP/TEAM DEVELOPMENT: THE FIVE-STAGE MODEL



5. ADJOURNING

Stage 5: Adjourning

- ❑ Last stage for permanent groups; involves wrapping up activities.
- ❑ Members may feel upbeat about accomplishments or sad about disbandment.

Example: Team reflects on achievements and bonds formed, prepares to disband.

GROUP/TEAM DEVELOPMENT: THE FIVE-STAGE MODEL

While working on your MGT213 term paper project, you and the other team members are facing disagreements about the direction of the project and conflicts over decision-making and control. You are at which of the following group development stage?

- A. Forming
- B. Storming
- C. Norming
- D. Performing
- E. Adjourning

GROUP/TEAM DEVELOPMENT: THE FIVE-STAGE MODEL

For your MGT213 term paper project, you and the other team members have gathered for your first meeting. You are uncertain about your individual roles but are expressing your initial ideas about the project. You are at which of the following group development stage?

- A. Forming
- B. Storming
- C. Norming
- D. Performing
- E. Adjourning

GROUP/TEAM DEVELOPMENT: THE FIVE-STAGE MODEL

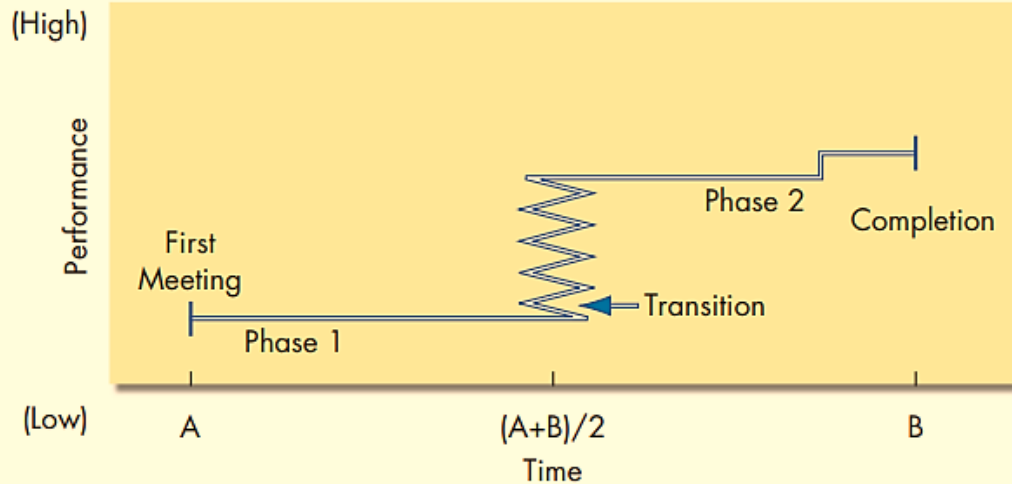
While working on your MGT213 term paper project, you and the other team members are now experiencing a more cohesive group dynamic. All of you are collaborating more effectively since there's a shared commitment to achieving the project's goals. You are at which of the following group development stage?

- A. Forming
- B. Storming
- C. Norming
- D. Performing
- E. Adjourning

GROUP/TEAM DEVELOPMENT: THE PUNCTUATED-EQUILIBRIUM MODEL

Exhibit 9-2

The Punctuated-Equilibrium Model



GROUP/TEAM DEVELOPMENT: THE PUNCTUATED-EQUILIBRIUM MODEL

Temporary groups with deadlines don't seem to follow the usual five-stage model. Rather, they follow **the punctuated-equilibrium model**, according to studies.

The unique sequencing of actions (or inaction) in this model are:

- (1) Their first meeting sets the group's direction,
- (2) the first phase of group activity is one of inertia,
- (3) a transition takes place exactly when the group has used up half its allotted time,
- (4) this transition initiates major changes,
- (5) a second phase of inertia follows the transition, and
- (6) the group's last meeting is characterized by markedly accelerated activity.

GROUP/TEAM NORMS

All groups have established **norms** — acceptable standards of behavior shared by their members that express what they ought and ought not to do under certain circumstances.

EVERY GROUP PROJECT



GROUP/TEAM NORMS

Performance Norms	Probably the most common is a performance norm , providing explicit cues about how hard members should work, what the level of output should be, how to get the job done, what level of tardiness is appropriate, and the like.
Appearance Norms	Dress codes, unspoken rules about when to look busy
Social Arrangement Norms	With whom to eat lunch, whether to form friendships on and off the job
Resource Allocation Norms	Assignment of difficult jobs, distribution of resources like pay or equipment

GROUP/TEAM COHESIVENESS

Groups differ in their **cohesiveness** — the degree to which members are attracted to each other and motivated to stay in the group.

Some work groups are cohesive because –

- ☐ the members have spent a great deal of time together,
- ☐ the group's small size facilitates high interaction, or
- ☐ external threats have brought members close together.

GROUP/TEAM COHESIVENESS

Cohesiveness affects group productivity.

Exhibit 9-5

Relationship Between Group Cohesiveness,
Performance Norms, and Productivity

		Cohesiveness	
		High	Low
Performance Norms	High	High productivity	Moderate productivity
	Low	Low productivity	Moderate to low productivity

GROUP/TEAM COHESIVENESS

The smaller a group is, the less cohesive it is.

True/False?

GROUP/TEAM COHESIVENESS

If cohesiveness is high and performance norms are low, group productivity will be low.

True/False?

LEADERSHIP ROLES FOR A GROUP/TEAM LEADER

Coach

Facilitator

Influencer

**Individual
Contributor**

Trainer

Manager

Motivator

Organizer

**Integrator/
Strategist**

**Communi-
cator**

**Decision
Maker**

Visionary

THANK YOU



CONSULTATION HOURS

Sunday and **Tuesday**

12:20 PM - 2:35 PM

Monday and **Wednesday**

10:50 AM - 2:35 PM



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