

Groups

→ two or more interacting and interdependent individuals that come together to achieve goals.



formal

- defined by the organization's structure and have tasks (work related)

informal

- normal friend-ship
- defined by common interests

Stages of group development

① Forming



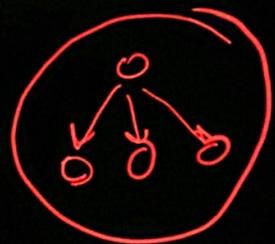
- people join group
- define its purpose
- define its goals
- structure
- leadership

② Storming



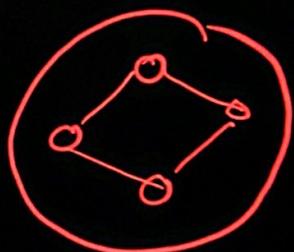
- conflicts arrive
- ↳ leadership
- ↳ how things should be
- a hierarchy emerges

③ norming



- close relationships.
- cohesiveness.
- structure solidifies.
- common sense of direction
- a trust is established.

④ Performing



- the actual implementation of the task occurs.
- fully functioning.
- all manpower is utilized.

⑤ Adjourning



- disassembly
- wrapping up the tasks.
- temporary member leave
- others look forward to next project.

FACTORS THAT DETERMINE GROUP PERFORMANCE OR SATISFACTION:

- ① External factors imposed on the group
 - organizations strategy and goal
 - selection criteria

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- organization's strategy and goal
- selection criteria
- formal rules
- authority relationships
- culture

② Group member resources

What resources does the member bring to the group?

- skills, abilities, personality traits, problem solving, conflict management
- Dominance / assertiveness is considered to negatively impact the group.

③ Group structure

How structured is the group?

- roles and tasks are assigned
- rules and regulations are imposed
- leadership is held.

roles:

Behaviour pattern that is expected from someone occupying a given position in the social unit.

e.g. negotiator, leader

they are expected to do different things.

norms:

acceptable practices / standards and expectations upheld within a group

e.g.: In Korea, group members do not leave office till leader does

e.g.: in America, they go out for drinks or to party

- Boundaries are set.

Conformity:

to comply with expectations to fit in the group

- individuality or differences are stripped away.

... uniformity → more easy to

- more conformity \rightarrow more easy to work together.

↳ groupthink:

Status systems

status: formal ranking or grading within a group.

- setting a status hierarchy
- makes group members more responsible.
- makes command chain streamlined.
- performance increases.
- reward based system.

example: employees will work more if they know their status will be set higher.

Group size:-

formal size (number of people)

of a group.

- based on amount and type of work

ex - large group \rightarrow getting diverse input.

small group \rightarrow getting specialized input.

↳ Social loafing (free riders)

tendency of people to not extend

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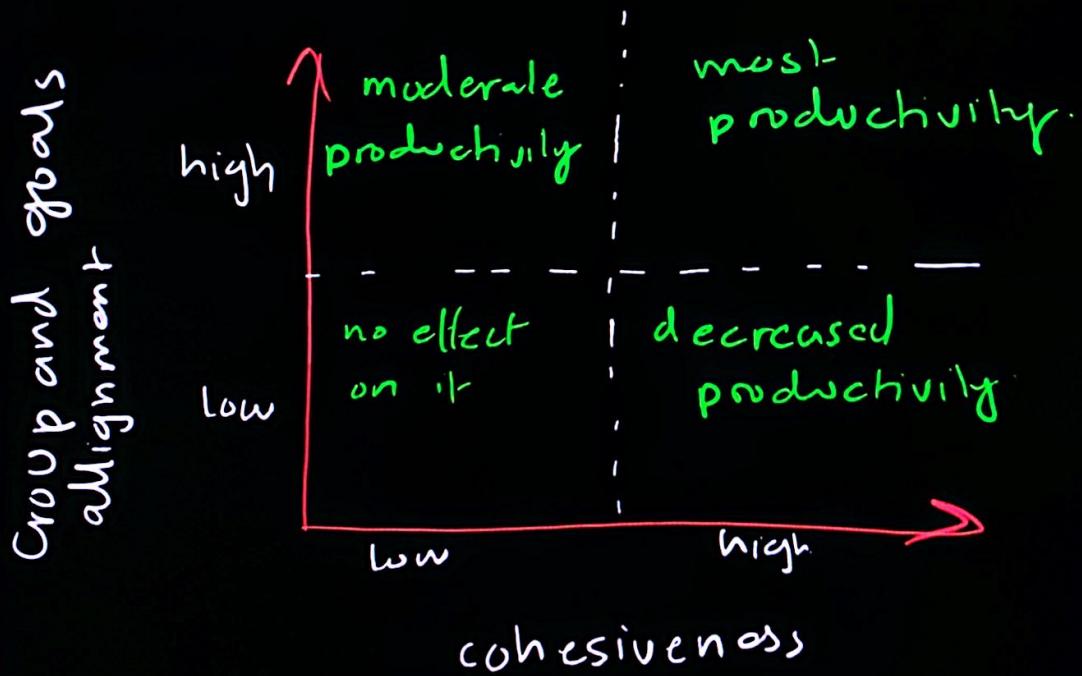
\hookrightarrow Social loafing (free riders)

tendency of people to not extend efforts or help in a group because "others are doing the job".

\hookrightarrow Group cohesiveness:

the degree to which group members are attracted to one another and share common goals.

- \rightarrow agreements
- \rightarrow no conflicts
- \rightarrow growth



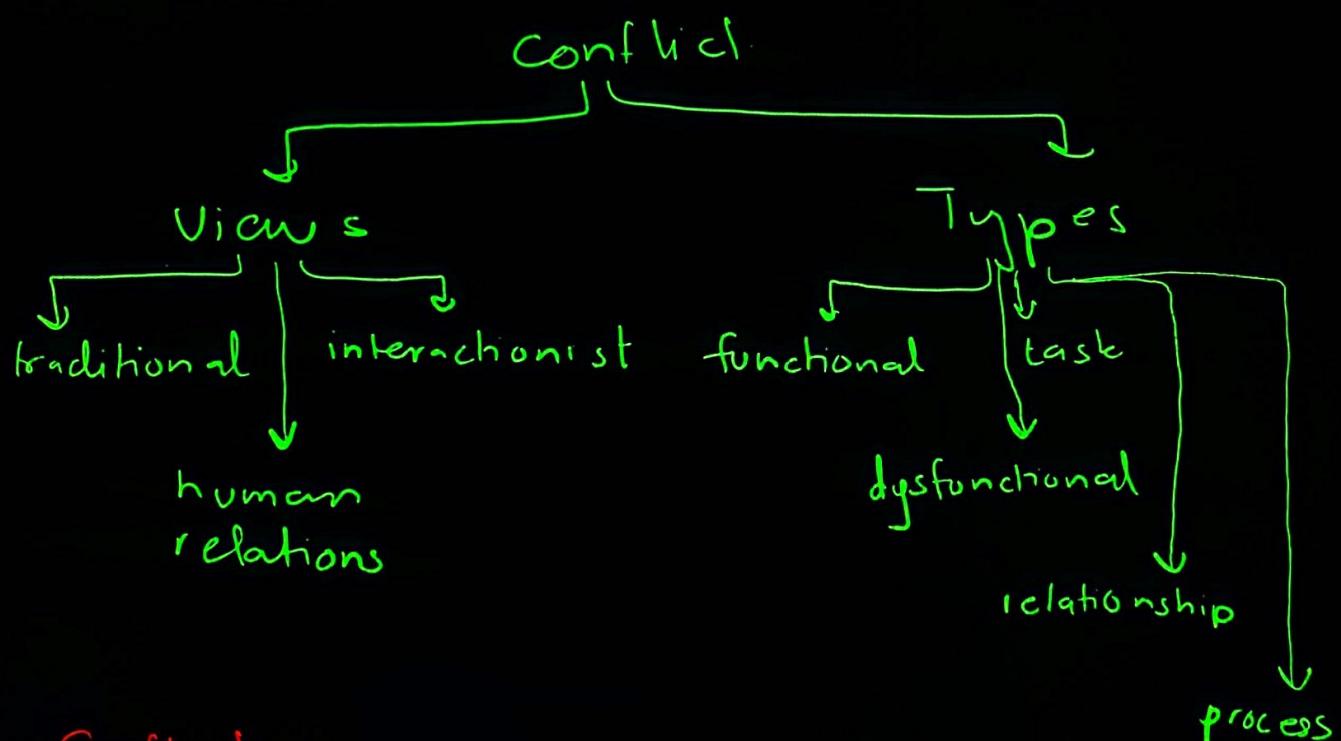
GROUP PROCESSES:

GROUP PROCESSES

decision making:

- more diversified solutions
- more innovation
- more knowledge and experience involved
- may take time to reach to a decision.

Conflict management



Conflicts

precived differences and incompatibilities that cause interference or opposition.

traditional view

conflict should be avoided

human related view

- conflict is inevitable
- can also be positive.

interactionist views

→ traditional view

conflict should be avoided

→ human related view

→ conflict is inevitable

→ can also be positive.

→ Interactionist view

→ conflict is necessary

types

functional dysfunctional task

constructive • destructive • over goals
+ve • -ve • over content
of work

relationship

• interpersonal
relations
conflict

process
conflict on
how work
will be done

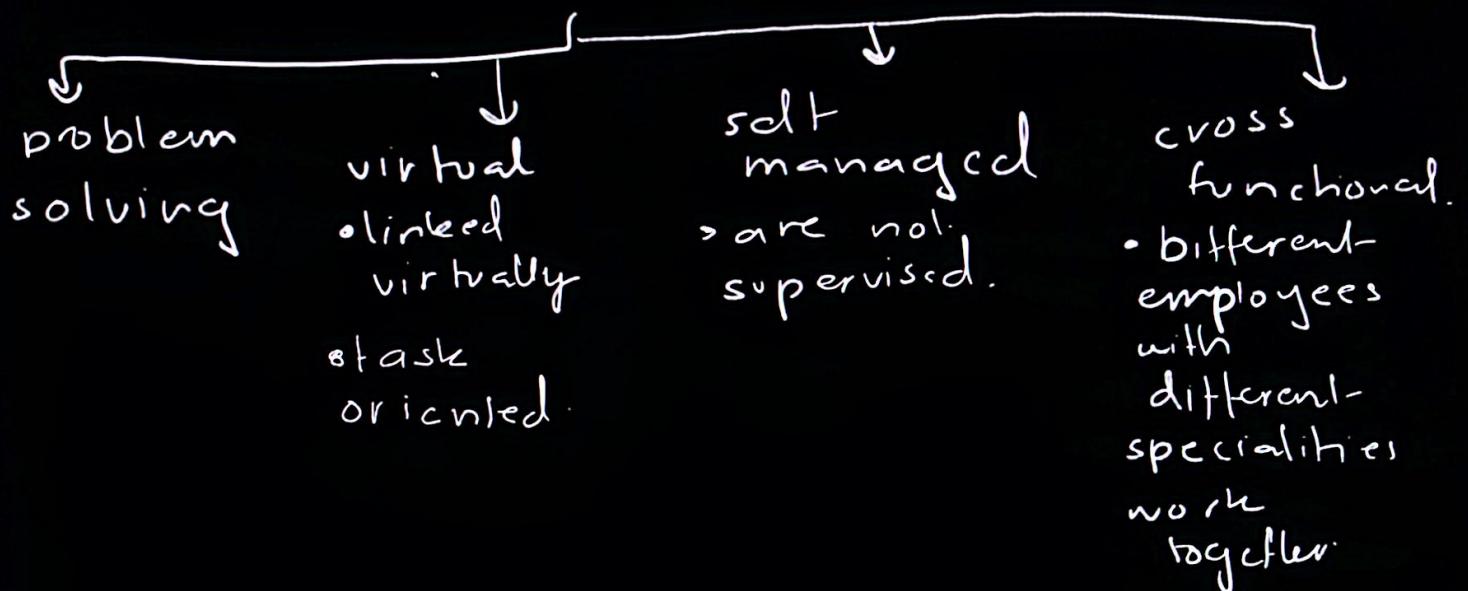
GROUP TASKS

effectiveness of group depends on

- complexity of task
- interdependence task
- communication
- output & input of task
- at
- task.

types of

types of teams



Conditions for a successful team:

- good communication
- clear goals
- internal and external support
- negotiating skill
- relevant skills
- mutual trust
- appropriate leadership
- unified commitment

Challenges in Managing Teams: A Summary

1. Managing Global Teams:

- Drawbacks:
 - Unique challenges due to cultural differences.
 - Issues with understanding group member resources in diverse cultural contexts.
 - Structural differences in conformity, status, social loafing, and cohesiveness.
- Benefits:
 - Capitalizing on diverse ideas in multicultural teams.
 - Collaborative conflict management style in collectivistic cultures.

2. Group Member Resources in Global Teams:

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2. Group Member Resources in Global Teams:

- Challenging due to cultural characteristics.
- Managers need to understand cultural traits and potential for stereotyping.
- Relationship between group performance and cultural characteristics.

3. Group Structure in Global Teams:

- Differences in conformity based on cultural norms.
- Varied importance of status across cultures.
- Social loafing with a bias towards individualistic cultures.
- Challenges in achieving cohesiveness due to higher mistrust and miscommunication.

4. Group Processes in Global Teams:

- Communication issues due to language differences.
- Importance of developing communication skills.
- Multicultural teams benefit from a wide range of information use.
- Managing conflict, especially in virtual teams.

5. Manager's Role:

- Focus on developing communication skills.
- Consider cultural differences when choosing the type of global team.
- Sensitivity to unique differences of each team member.
- Create an environment promoting efficiency and effectiveness.

HRM.

↳ company needs to establish and sustain a productive workforce which is where HRM plays a role.

why is it important?

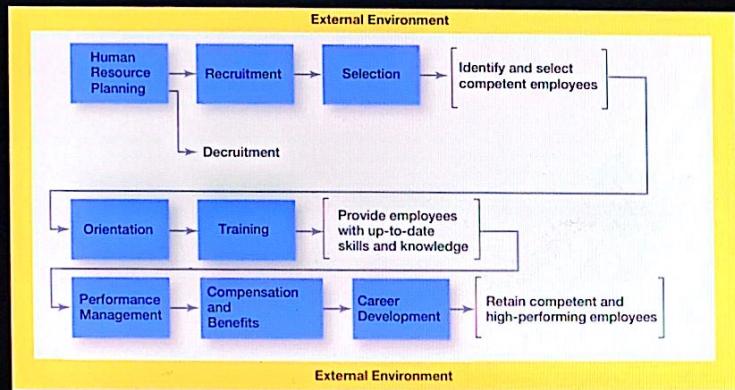
- for company performance
- source of competitive advantage
- HRM is important part of organizational strategy

high work practices

work practices that lead to both, individual and collective organizational success and performance.

- open communication
- give employees more control over decision making
- performance based compensation.
- decentralization
- self-managed teams.
- employee involvement
- flexible job assignments
- access to information increased
- training

HRM process:



External factors that affect NRM.

- The economy

- job market is influenced by recessions and economic growth.
- layoffs in recession
- e.g.: the great depression.

- Labour unions

- an organization that represent workers and protect their interests through collective bargaining.
- e.g.: strikes or work stoppages.

- Laws and rulings.

- legal frameworks and workforce regulations play a big role.
- Discrimination of any kind is abolished.

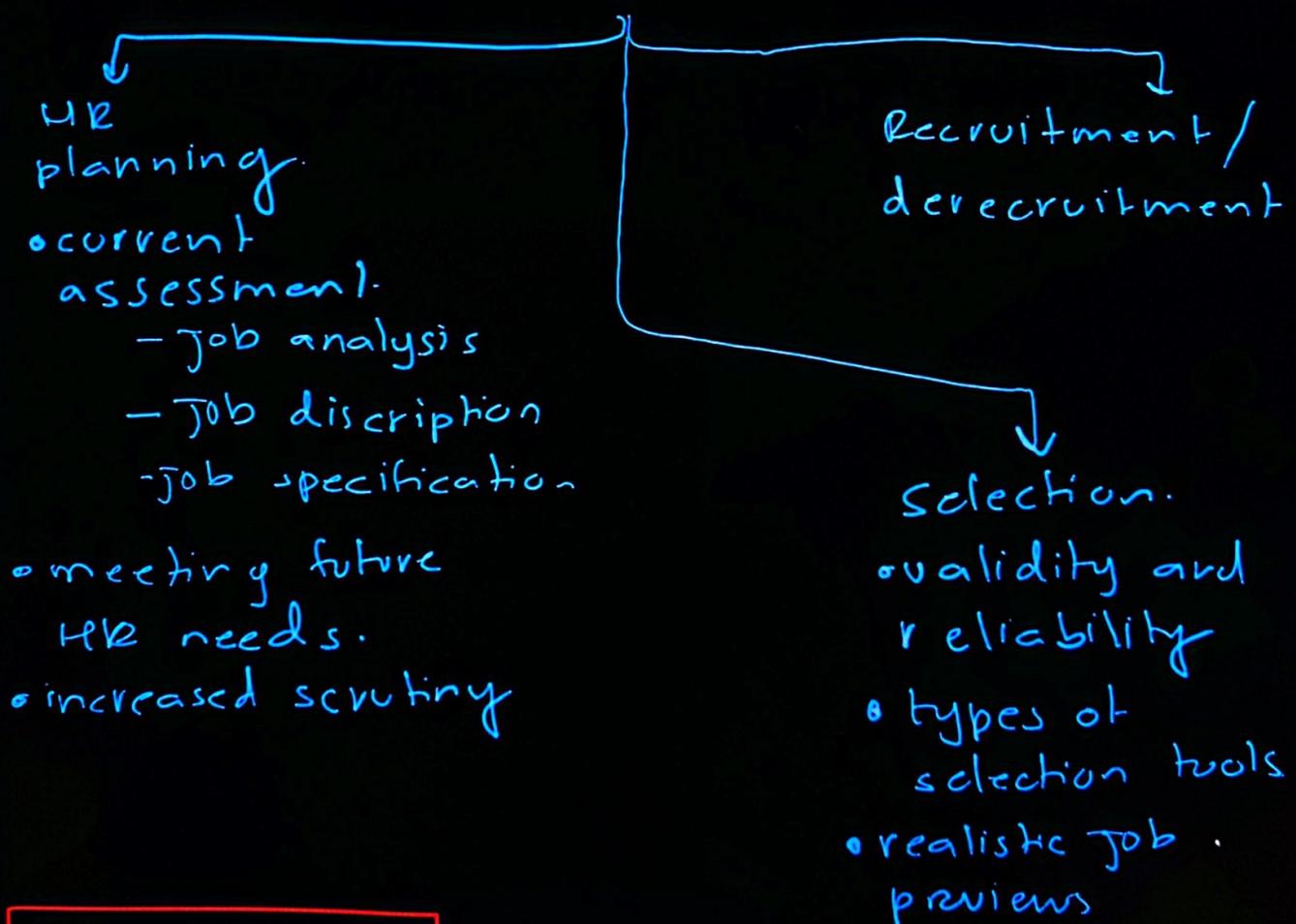
- e.g.: Patient protection law
Affirmative action.

Demography

- means the impact audience has.
- old people should be accommodated
- gen. Y's needs.
- diversification of HRM decisions and processes.

PROCESS OR HRM

IDENTIFYING AND SELECTING EMPLOYEES



HR planning

ensures there is right number of people and right types of people in the right place at the right time.

Job analysis:

An assessment of what behaviours and what skills are required for the job.

- what knowledge, what skills, what characteristics are required for the job.

after Job analysis. a **Job description** is finalized.

Job description:

a written statement describing the job and what it entails.

Job specifications:

- qualifications + experience / training required.

- knowledge skills and attributes required.

Recruitment

Locating, identifying and attracting new employees.

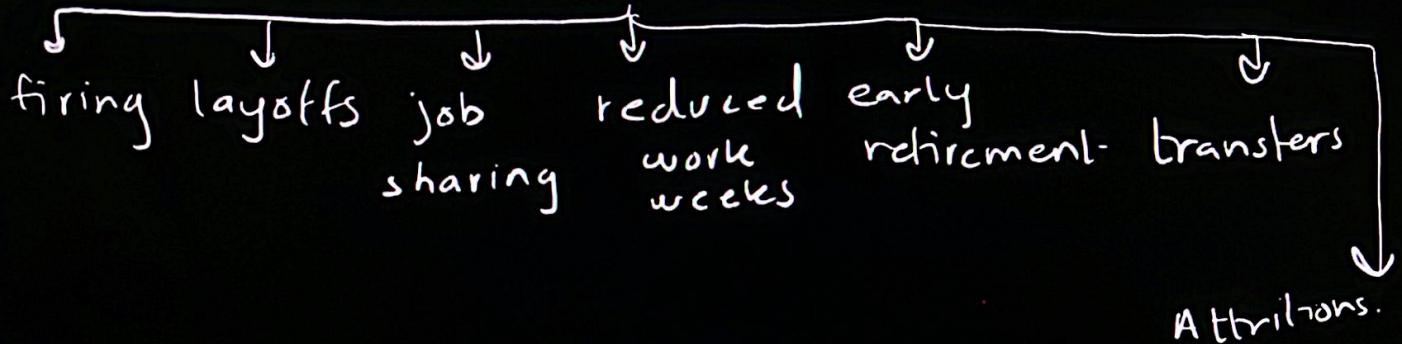
Redundancy

reducing workforce

Requirements:



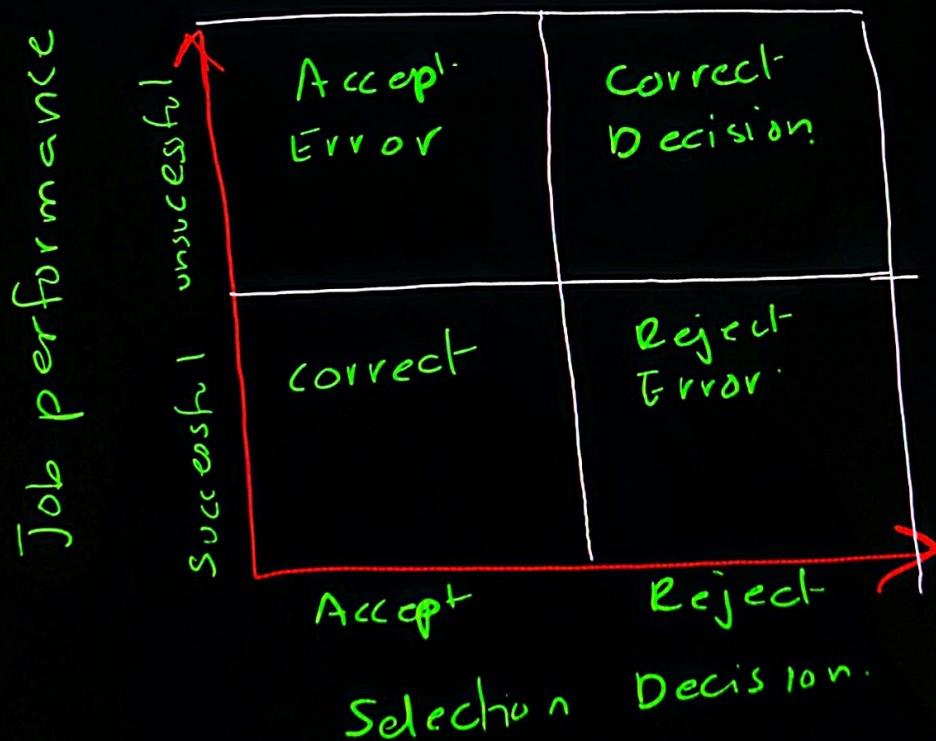
Beregründungen:



Selection:

Screening Job applicants.

- going through CVs, resumes
- taking interviews, test, technical test
- background checks



Selection Tools:

- physical exams
- interview
- performance simulations
- written forms
- application forms

Realistic job previews

- eliminates misconceptions and surprises.
- introduces them to what job is like without any commitment.
- preview of job shows both negative and positive sides of jobs

Orientation

introduction of job to new employees.



- familiarizes the employees with the work unit
- introduction to coworkers
- makes employees learn about their contributions and expectations.

- introduces employee to the organizational goals.
- involves tour
- philosophy, history etc.

EMPLOYEE TRAINING

- provides employees with knowledge, skill and additional opportunities necessary for job advancement.

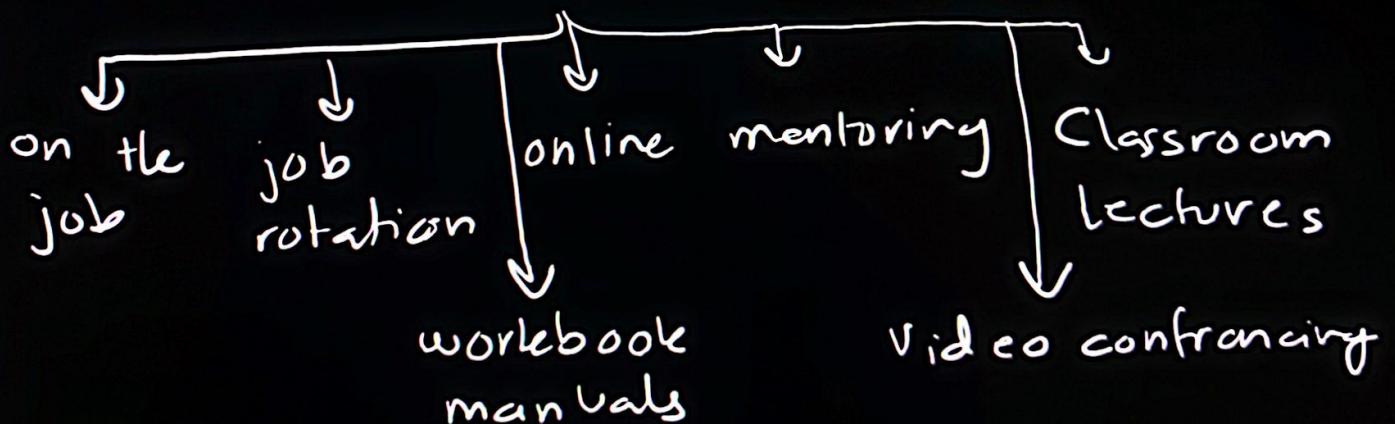
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- ↳ General training
 - routine task
 - not technical
 - e.g communication skills

- ↳ Specific training
 - job specific
 - technical
 - e.g managing a leadership position

training methods.



PERFORMANCE MANAGEMENT SYSTEMS

- establishes standards to evaluate how the employee is performing.
- performance evaluation
 - ↳ performance appraisal methods

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- performance evaluation.

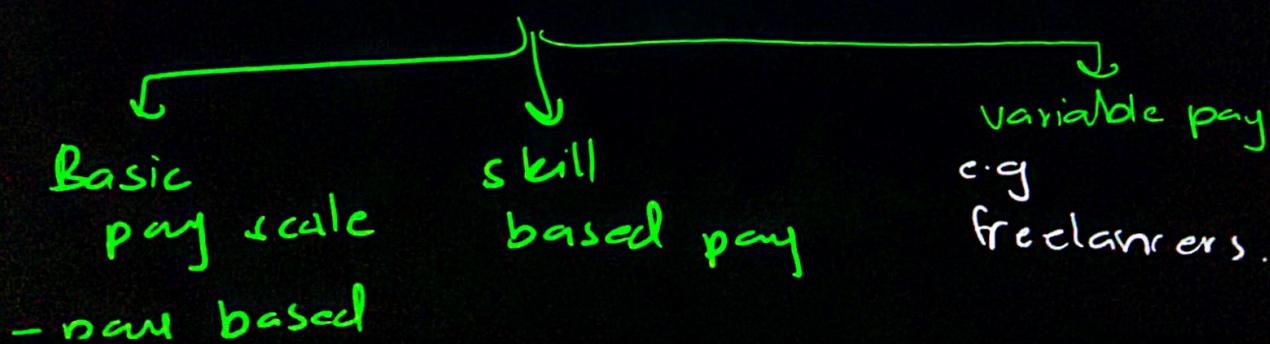
performance appraisal methods

giving performance reviews to employees.

Written Essay	EXHIBIT 12-10 Performance Appraisal Methods
Evaluator writes a description of employee's strengths and weaknesses, past performance, and potential; provides suggestions for improvement.	
+ Simple to use - May be better measure of evaluator's writing ability than of employee's actual performance	
Critical Incident	
Evaluator focuses on critical behaviors that separate effective and ineffective performance.	
+ Rich examples, behaviorally based - Time-consuming, lacks quantification	
Graphic Rating Scale	
Popular method that lists a set of performance factors and an incremental scale; evaluator goes down the list and rates employee on each factor.	
+ Provides quantitative data; not time-consuming - Doesn't provide in-depth information on job behavior	
BARS (Behaviorally Anchored Rating Scale)	
Popular approach that combines elements from critical incident and graphic rating scale; evaluator uses a rating scale, but items are examples of actual job behaviors.	
+ Focuses on specific and measurable job behaviors - Time-consuming; difficult to develop	
Multiperson Comparison	
Employees are rated in comparison to others in work group.	
+ Compares employees with one another - Difficult with large number of employees; legal concerns	
MBO	
Employees are evaluated on how well they accomplish specific goals.	
+ Focuses on goals; results oriented - Time-consuming	
360-Degree Appraisal	
Utilizes feedback from supervisors, employees, and coworkers.	
+ Thorough - Time-consuming	

COMPENSATION

performance based rewards
can be financial or non financial.



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