

# **UNIT – 3**

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## **Unit 3: Includes**

- *Perception: meaning and definition,*
- *Process of Perception,*
- *Factors influencing perception,*
- *Perceptual errors or distortions.*
- *Group Dynamics and Team Development: Group dynamics- definition and importance,*
- *Types of groups,*
- *Group formation,*
- *Group development,*
- *Group performance factors,*
- *Group norms,*
- *Group status,*
- *Group size, cohesiveness, social loafing.*
- *Team: types,*
- *Team composition factors,*
- *Team development.*

**Objectives:** Aim of this unit is to acquaint students with the:

- a. *Meaning, process of perception and factors influencing perception*
- b. *Meaning of Group dynamics, procedure of group formation, types of groups and group performance factors*
- c. *The concept team, types of team, composition of team and team development*

## **PERCEPTION:**

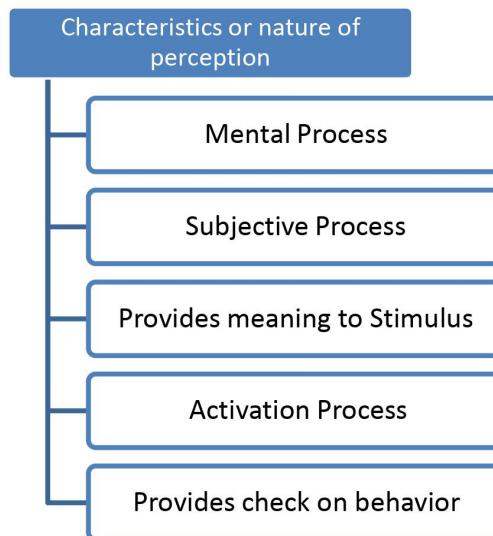
Perception can be characterized as a process by which individuals organize and interpret their measurable experiences so as to give sense to their situation. Whoever it may be, maybe what you see may not be exactly the same as target reality. This doesn't have to be, but there's a daily difference e.g.: It's possible that all members of an organization with an excellent working atmosphere, fantastic working conditions, interesting job mission, great pay, understanding and diligent administration but, as most of us know, discovering such a place of work is very shocking. Throughout OB's investigation, awareness is critical throughout light of the cons of individuals.

According to **Joseph Reitz**; “Perception includes all those processes by which an individual receives information about his environment—seeing, hearing, feeling, tasting and smelling.”

In the words of **Luthens Fred**, “Perception is an active psychological process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.”

**Udai Pareek** said, “Perception can be defined as the process of receiving, selecting, organising, interpreting, checking and reacting to sensory stimuli or data.”

According to **Rickey Griffin**, “Perception is a set of processes by which an individual becomes aware of and interprets information about the environment.”



### Process of Perception:

There are three stages of perception process are;

1. Selection.
2. Organization.
3. Interpretation.

## Process of Perception



- Selection

The world around us was packed with endless stimuli that we should follow, but our brains didn't have the energy to pay attention to everything. And the first decision stage is to decide what we want. When we pick one object in our universe, whether it's a smell, a feeling, a sound, or something else, it's the stimulus that's being attended. Selecting is the first aspect of the perception process, where we concentrate our attention on the sensory feedback that is coming in. In selection, we choose stimuli which attract our attention. We focus on those that distinguish our senses (seeing, sound, smell, taste and touch).

- Organization

When we have chosen to take care of stimuli in the world, and the option sets in our brain a sequence of reactions. This neural process starts when our sensory receptors (touch, taste, smell, sight, and hearing) are triggered. Organizing is the second part of the process of perception in which we sort and categorize information we perceive based on cognitive patterns that are innate and learnt. Through using proximity, similarity, and difference (Stanley, mo), we sort items into patterns three ways.

- Interpretation

Having attended to a stimulus, and having obtained and arranged the information from our minds, we perceive it in a way that makes sense using our current knowledge. The word Interpretation means we're taking the information we've sensed and organized and turning it into something we can classify. We can better understand and react to the world around us by putting different stimuli into the categories. Other experiences include sensing, arranging, and processing details about people and what they are doing and doing. The feeling is a primary function of perception, because it relates to external information. First of all the perceiver will pick what will be experienced in the perceptual phase. Instead, as listeners recognize the type of sound and equate it with other sounds heard in the past, the organization is retained. Interpretation and categorization are generally the most subjective areas of perception, since they involve decisions as to whether listeners like what they hear and want to continue listening. We conduct instant assessments that cause unconscious conclusions of positive and negative reactions to others outside of our consciousness.

Selection, organization, and interpretation of perceptions can differ from one person to another. Based on these, the perceptual performance of the perceiver implies varying beliefs, attitudes, behaviors, etc. Therefore, when people react differently in a situation, by examining their perceptual process, they can explain part of their behavior, and how their perceptions lead to their responses.

### **Factors Affecting Perception**

Perception is the technique a man or woman uses to select, „oz and interpret facts to create a meaningful picture. However, perception no longer relies solely on the physical stimulus but also on the relationship between the stimulus and the surrounding environment and the conditions within the person. Perception is a way by which people arrange and interpret their sensory perceptions to provide their environment with what means.

How one perceives, however, can be significantly different from objective truth. It is the system that selects, receives prepares and interprets the data from the outdoor surroundings to make it significant.

This input of significant selections and behavior resulting in the details. A number of elements work to form and distort perception from time to time. These elements may live in the perceiver within the perceived object or goal, or in the context of the situation in which the understanding is made.

When a person arrives at a target and attempts to interpret what he or she sees, the perception is closely influenced by the individual perceiver's personal traits.

Personal traits which affect perception consist of the attitudes, personalities, motivations, interests, past experiences, and expectations of a individual.

There are certain elements that affect the goal like- novelty, motion, sounds, size, background, proximity, similarity, etc.

The characteristics of the destination being determined will influence what is perceived. Since goals no longer exist in isolation, the relationship between a goal and its context also affects interpretation, as does our propensity to group dosing items together and comparable matters.

There are also certain situational factors, such as the time of perceiving others, work environments, social settings, etc., which affect the process of perception.

Besides these: there are several separate elements such as perceptual learning which is entirely based on previous experiences or any extraordinary training we receive: each of us learns to prioritize certain sensory stimuli and ignore others.

Another issue is the mental set: which refers to being prepared or ready to acquire a certain sensory input. This anticipation holds the disciplined man or woman with favorable attention and focus. The understanding stage we have may also change how we perceive his or her behaviors.

For instance; if a person knows that his friend is being pressured for household troubles then she may forget her snappy comments. Learning has an important perceptual effect.

In humans it generates anticipation. Additionally, the essence of the matters that must be interpreted is an important factor. By nature we mean, whether or not the object is visible or audible, and whether or not it includes images, persons or animals.

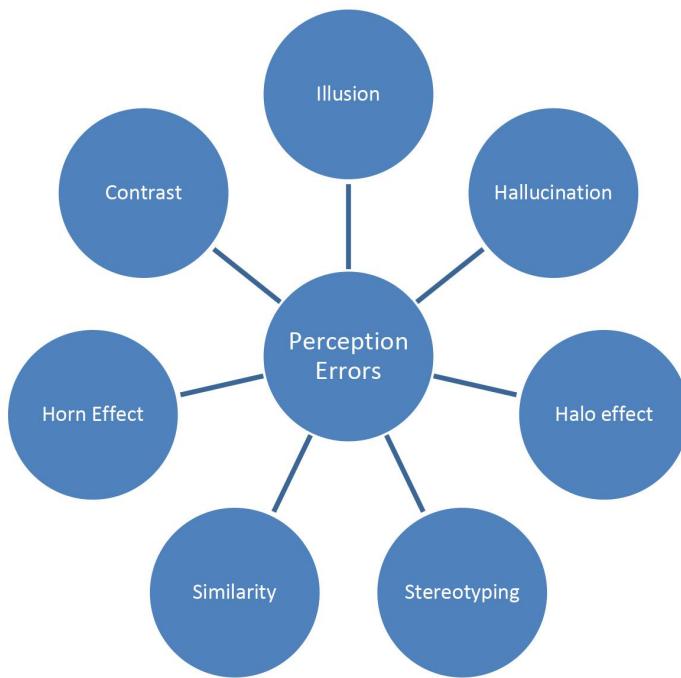
With the assistance of every human being's physiological and psychological characteristics, perception is determined when feeling is conceived with only the physiological characteristics.

Therefore, perception is no longer simply what one sees through the eyes it is a far more complex mechanism by which a person selectively absorbs or assimilates the stimuli in the world, cognitively organizes the interpreted data into a specific pattern and then interprets the information to make an assessment of what is happening in one's setting.

When a man or woman appears at a target and tries to interpret what he or she sees, that interpretation is closely influenced by the perceiving person's personal characteristics.

There are a few mistakes in perception which are described as follows:

1. Illusion.
2. Hallucination.
3. Halo Effect.
4. Stereotyping.
5. Similarity.
6. Horn Effect.
7. Contrast.



### **Illusion**

False thinking is delusion. The individual is going to botch an improvement here, and see it wrongly. In darkness, for example, a rope is mixed up like a snake, or the other way around. An unknown individual's voice is mixed up like the voice of a friend. A person that remains a way off and that may not be seen as a recognized entity.

### **Hallucination**

Wherever the individual sees any stimuli, it can't be present in any situation. This mystery is called Hallucination. The person may see an object, a person, and so on, or he may hear some voice out, but there are actually no articles and sounds.

### **Halo effect**

Individuals are evaluated on the basis of apparent positive quality, aspect, or function. A corona impact works when we draw a general impression about a person based .4 for example, on a solitary trademark, knowledge, friendliness or appearance. In the end of the day, that is the tendency to score a man

consistently high or low in different characteristics on the off chance that he is exceedingly high or low in one specific attribute: if a worker does not have several unfortunate shortcomings, his boss will award him a high rating in any other region of work.

### **Stereotyping**

Individuals will typically fall into a general class based on physical or social characteristics in either situation, and then they are assessed. We use the simple route called stereotyping at the point where we judge others based on our understanding of the gathering that the individual has a place to.

### **Similarity**

Frequently, individuals will in general search out and rate all the more emphatically the individuals who are like themselves. This propensity to affirm of comparability may make evaluators give better appraisals to representatives who show similar interests, work techniques, perspectives or models.

### **Horn Effect**

At the point where the person is judged solely on the basis of an obvious negative attribute or highlight. These findings are lower than an acceptable rate in a general ranking. He can't spruce up in the office, which is why he could possibly grind away too.

### **Contrast**

The propensity to rate individuals comparative with others instead of to the individual execution the individual is doing. Or maybe will assess a representative by contrasting that worker's exhibition and different workers.

### **Group Dynamics**

A group is when "two or more people share a common definition and evaluation of themselves and behave in accordance with such a definition." (Vaughan & Hogg, 2002, Page 200).

According to Keith Davis – "The social process by which people interact face to face in small groups is called group dynamics. It is concerned with the interaction of individuals in a face to face relationship. It focuses on team work, wherein small groups are constantly in contact with each other and share their ideas to accomplish the given tasks."

### **Importance of Group Dynamics**

The following importance of group dynamics as under:

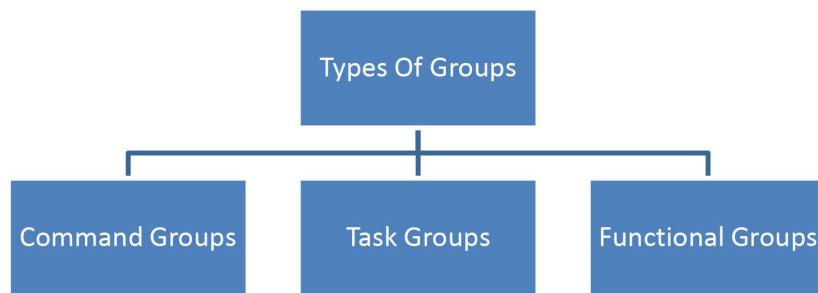
The group can influence the way it believes the members. The leaders are often informed by other leaders interacting within the party. Compared to a group with a bad leader, a group with a strong leader makes good.

1. The group will provide the impact of collective effort, i.e. if the collective is made up of positive thinking then each time its performance is more than double.
2. Apart from that, group dynamism can give the individuals work fulfillment.
3. Group may also impart the spirit of the team among members.

4. Also members' attitudes & ideas depend on group dynamism. For example, with the help of the facilitator negative thinkers convert to positive thinkers.

### Types of Group

A common way of classifying a group is through whether they are formal or informal in nature or not. Formal working groups are set up to achieve Organizational goals through an organization. Also, formal groups could take the form of command groups, task groups, and functional groups. It is decided by using the Organizational chart that depicts accepted formal connections within an organization between persons. Examples of command group are managers and faculty members in a business school, college managers and teachers, manufacturing supervisors and supervisors, and so on.



### 1. COMMAND GROUPS

Through the aid of the Organizational map, command groups are assured, and sometimes consist of a supervisor and the subordinates who report to that supervisor. An example of a command group is the president of the academic division and the representatives of the faculty within that department.

### 2. TASK GROUPS

Task groups consist of people working collectively to attain a common task. Members are collectively added to achieve a narrow variety of goals within a specified period of time. Task groups are often referred to as task forces, too. The organization appoints members and assigns the targets and duties to be fulfilled. Examples of assigned tasks include the development of a new product, the enhancement of a production process or the motivational contest proposal.

### 3. FUNCTIONAL GROUPS

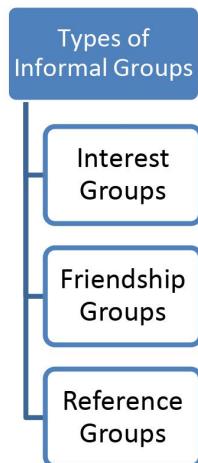
With the support of the enterprise a functional group is formed to accomplish dear objectives within an unspecified time frame. Functional organizations remain in place until existing goals d priorities have been accomplished. Examples of functional group may be a department for advertising and marketing, a department for the customer service, or an accounting department.

Unlike formal groups, informal groups are shaped naturally and responsively to individuals' common interests and shared values. They are created for purposes other than the attainment of Organizational objectives and no longer have a specified time frame. Informal groups may have a significant effect both

pleasant and negative in groups. Informal groups may take the form of interest groups, groupings of friendships or reference groups.

- **Informal Group –**

There are different types of informal groups:



### **1. INTEREST GROUPS.**

Interest groups generally go on over time, and may also end longer than general informal groups. Furthermore, leaders of interest groups may not be in the same Organizational department process today, but they are certain collectively by some shared interest. Team hobbies' aspirations and ambitions are special to each group and can no longer be aligned with corporate expectations and goals. College students who work together to create a community learning for a particular class will be an example of an interest group.

### **2. FRIENDSHIP GROUPS**

Friendship groups are influenced by members sharing common social events, political views, oral values, or different regular bonds. Members enjoy the company of each other, and meet frequently to engage in these events after work. For example, as soon as a month, a group of employees structuring a friendship group may also have an exercise group, a softball team, or a potluck lunch. Friendship groups enhance things to do or stage the office drama among the Organizational members when they share some common hobby such as taking part in certain sports activities, etc.

### **3. REFERENCE GROUPS**

A reference category is kind of a category that people use to find themselves. The fundamental purposes of the reference groups, Cherrington says, are social validation and social comparison. Public approval encourages people to explain their behaviors and beliefs and public affirmation enables individuals to understand their own actions by comparing themselves against others. Reference classes have a significant impact on the actions of members. Through discussing themselves with other stakeholders, individuals will evaluate if their conduct is acceptable or not, and whether their behaviors and beliefs are right or wrong.

## Group Development

### Stages of Group Development



According to the Five-Stage Model of group development, groups go through five distinct stages during the process of its development. These are as follows:

1. Forming is the early stage of community growth where the group leaders come in touch with each other first and get to know each other. This stage is primarily characterized by a feeling of confusion among the group participants as they are now trying to develop floor policies and relationship patterns among themselves.
2. Storming is the next stage characterized by a high level of conflict between the members. Members often show greater animosity to each other and resist influence by the chief. If such disputes are no longer resolved correctly, the community can also dissolve additionally.
3. Norming is the third stage of the group growth process at some point where the individuals of the group come closer to each other and the group continues to act as a cohesive unit. The group members now identify with the group and share a responsibility to achieve the group's desired stage of success. The standardization stage is complete when members of the community can set a common goal and decide on how to accomplish it.
4. Performing is the fourth stage when the group is prepared to start its work sooner or later. As the group is now fully formed after their internal acceptance and sharing responsibility conflicts, have been resolved, they can now devote strength to achieving their goals.

5. Adjourning is the closing stage when the group starts to dissolve itself periodically after meeting the goals for which it was once formed.

### **Group Performance Factors**

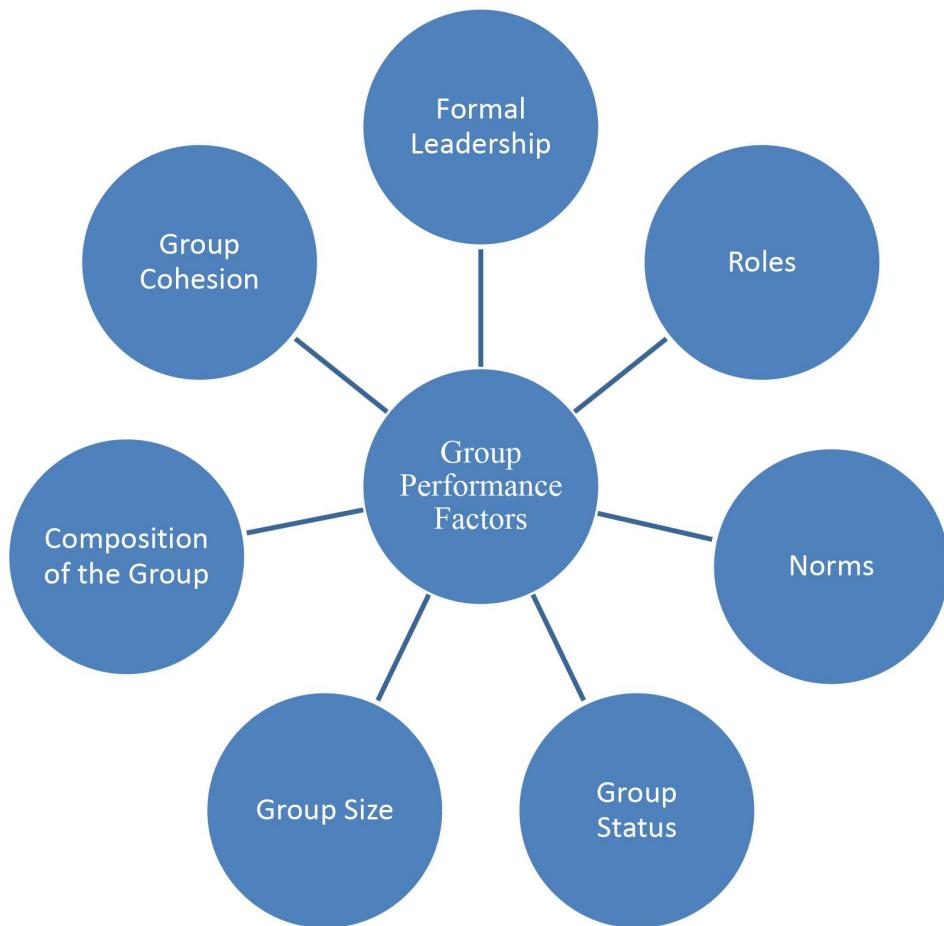
A group is described as two or more interacting and independent individuals who have collectively come to attain specific goals. With the assistance of certain significant variables or influences, group habits are influenced or influenced. The principal variables are:

#### **1. Formal leadership:**

Virtually every task force has a structured chief. Superior, foreman, mission chief, department manager, general manager, chairman or managing director etc. are the general titles of such leaders. Such leaders may play an important role in the success of the party. Furthermore they are responsible for group loss.

#### **2. Roles:**

The world is a stage, with all men and women simply being players. All individuals in groups are actors; they enjoy distinctive kinds of roles. A function is a projected action in a social unit at a given position. Specific groups place extraordinary positions on particular individuals. In a community, we can have unique ideas about function.



Role identity: there are positive behaviors and attitudes that are consistent with a position. This is called identity of role.

- Perception of the role: Team leaders want perception of the role. Task comprehension in an individual's understanding of how he or she will behave in a given situation.
- Role expectations: Role expectations are described as how others behave in a given situation when one needs to act.
- Role conflict: Role conflict is a scenario in which a man or woman is confronted through expectations of a divergent role.

### 3. **Norms:**

Both classes have certain norms set up. Norms refer to suitable behavioral requirements that are shared by members of the group. Formalized principles are written in corporate documents, and certain rules and legislation are guaranteed to be followed by all individuals within an organization. But in organizations most norms are informal.

### 4. **Group status:**

Status may also be described, through others, as a social rank or position given in a group. We live in a community organized by categories. Status is important to leaders of the party.

### 5. **Group size:**

The group dimension determines the ordinary overall performance or behavior of the group. Small groups are faster at assignment finish than big ones. If the group is influenced by problem solving, the best for small groups is to large groups. So if the aim of the hand is to achieve productivity, smaller groups are better.

### 6. **Composition of the group:**

Since group is affiliation with variety of abilities and knowledge of unique kinds of humans. If a group is heterogeneous in terms of age , gender, ethnicity, educational background, attitudes , beliefs, abilities, and expertise as an alternative to homogeneous, it can be tremendous to a job as a whole.

### 7. **Group cohesion:**

The degree to which individuals are attracted to each other and inspired to remain in the group is known as group cohesiveness. The cohesiveness of group behavior is considerably affected by the use of group. The following suggestions can make cohesiveness of a larger group:

#### i. the group smaller

- a. Make Increase the members spend together
- b. Encourage agreement about group goals
- c. Increase the status of the group
- d. Stimulate opposition with different group
- e. Give reward to the group rather than the members
- f. Physically isolate the group

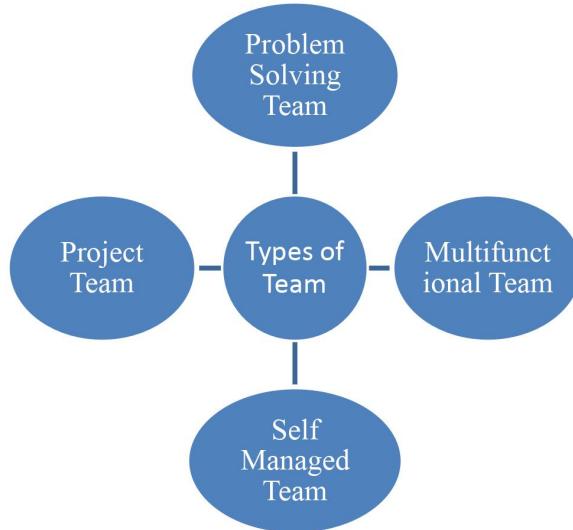
### **Social loafing**

Social loafing refers to people 's propensity to put even less energy into functioning within a group context. This phenomenon, further considered to be the Ringelmann effect, was first cited in 1913 through the French agricultural engineer Max Ringelmann. In one study, in my view, and in groups, he had human beings pull on a rope. He concluded that as the number of pulling people grew, the overall

pulling pressure of the group used to be much less than the effort of the individual had been when measured alone.

### Teams and Types of Teams

Teams have a wide variety of things to do. They will produce products, provide services, conclude deals, plan projects, advise and take decisions. The four most popular types of groups that you are likely to find in an organization are defined aptly throughout this section: problem-solving teams, self-managed work teams, cross-fiction teams and virtual teams.



#### 1. Problem-Solving Teams

The feedback or offer suggestions about how to develop work strategies and approaches in problem-solving teams. Rarely, however, are such teams allowed to arbitrarily bring all of their supported behavior into law. Some of the most widely practiced functions of problem-solving teams at some point in the 1980s was once great circles that are working teams of eight to ten workers and managers who have a common place of duty and typically meet to address their best issues, see why the problems occur, propose solutions, and take corrective action.

#### 2. Multifunctional teams

There are teams made up of around the same hierarchical level of workers, but from distinct areas of work that come together to accomplish a task. The goal was to improve verbal communication and job tracking, leading to better productivity and more happy customers.

#### 3. Self-managed teams

Self-managed teams work in many departments to organize complex tasks involving research , design, process creation, and even resolution of Organizational problems , particularly for cross-departmental projects involving people of similar age. Although a self-managed team's internal leadership style is fantastic from ordinary management and helps to neutralize the often-related problems with ordinary leadership styles, a self-managed group also needs to assist senior management to function effectively.

Additionally, the teams which are self-managed can be interdependent or independent. Of course, the mere mistreatment by a self-managed team of a team of people does not make them both a team and self managed.

#### **4. Project teams**

Also known as an enterprise team will be a team which was used solely for a given period of time and for a specific, clearly definable purpose. Typically managers label human groups as "teams" based primarily on having a common goal. Members of these teams may belong to different groups, but tasks for the same project may be assigned, allowing outsiders to see them as a single entity.

#### **Short Questions:**

1. Define perception
2. Explain the perceptual errors?
3. What do you mean by group dynamics?
4. Explain the term team.
5. Explain the concept of social loafing?
6. What do you mean by group performance factors?
7. Define group.

#### **Long Questions:**

1. Define perception and also explain the factors which influence perception?
2. What is group dynamics? What are the types of groups?
3. Explain the stages of group formation?
4. Explain the team types and stages of team development?
5. Describe in details the types of groups and also explain process of group formation.
6. Write a detailed note on team development.
7. What do you mean by team. Also explain the team composition factors in detail.