SUBJECT
ORGANIZATIONAL
BEHAVIOR

UNIT-3 NOTES

GROUP

A group is a collection of two
or more individuals
Who interact, share common
goals or interests, and
Perceive themselves as part
of the same entity.

Groups can vary in size, purpose, and structure, from Informal social circles to highly organized teams in Workplaces

Features of the group

Common Goals: Members typically share objectives or interests that bring them together.

Interdependence: Members rely on one another to

achieve their goals, fostering collaboration.

Roles and Norms: Each member may take on specific roles, and groups often establish norms that guide behavior.

Communication: Effective communication is essential for coordination and building relationships among members.

Cohesion: A sense of belonging and unity can enhance group dynamics and motivation.

Diversity: Varied backgrounds and perspectives can enrich group discussions and problem-solving.

Conflict Resolution: Groups may experience conflicts that require strategies for

resolution to maintain harmony.

Decision-Making: Groups often make decisions collectively, which can involve discussions, voting, or consensus-building.

Leadership: Effective leadership can influence group dynamics, guiding members and ensuring goals are met.

Development Stages: Groups often go through stages (e.g., forming, storming, norming, performing, and adjourning) as they evolve.

Tuckman's model outlines five stages of group development:

Forming (Orientation Stage)

Description: This is the initial stage when group members

come together and try to understand their roles and the group's purpose.

Characteristics:
Members are polite, cautious, and reserved.
Focus is on getting to know each other.
Dependence on a leader for direction.
Uncertainty about roles and goals

2. STORMING

Description: As members express their opinions and assert themselves, conflicts or disagreements arise.

Differences in working styles and surface

Characteristics
. Competition for roles or influence.

.Conflicts over decisions and group direction.

. Resistance to control or tasks.

. Group members may feel frustration or tension.

3. Norming (Establishment Stage)

Description: After resolving conflicts, the group establishes norms and begins to work more harmoniously. A

sense of unity and collaboration develops.
Characteristics:
Clear roles and responsibilities are defined. Group members develop trust and respect. Improved Communication and cooperation.

4. Performing (Productivity Stage)

Description: The group functions efficiently, with members working independently and collaboratively toward common goals. The focus Is on achieving results. Characteristics

High motivation and commitment to the task. Minimal conflict; smooth functioning.

Members are confident in their roles and abilities.

Problem-solving and decision-making are effective.

5. Adjourning (Termination Stage)

Description: This final stage occurs when the group's task is completed, and members either disband or move on to new projects.

Members reflect on achievements and relationships.

Some may feel a sense of loss or sadness.

The group may celebrate its success.

Group decision making

Group decision-making involves multiple individuals coming together to analyze a

problem, consider alternatives, and reach a consensus or make a collective choice. Here are some key aspects:

Advantages:
Diverse Perspectives: Different backgrounds and experiences lead to a wider range of ideas.

Enhanced Creativity: Collaboration can spark innovative solutions.

Shared Responsibility: Decisions feel less daunting when shared among a group.

Increased Buy-in: Group members are often more committed to a decision they helped create.

Disadvantages:

Groupthink: The desire for harmony can suppress dissenting opinions.

Time-Consuming: Reaching a consensus can take longer than individual decision-making.

Conflict: Differing opinions can lead to disagreements and tension.

Accountability Issues: It's often harder to pinpoint responsibility in a group setting.

Key Steps in Group Decision-Making:

Define the Problem:

Clearly articulate what needs to be decided.

Gather Information: Collect relevant data and perspectives.

Generate Alternatives: Brainstorm potential solutions.

Evaluate Options: Discuss the pros and cons of each alternative.

Make a Decision: Reach a consensus or vote if necessary.

Implement the Decision: Put the chosen solution into action.

Review and Reflect: Assess the outcome and the decision-making process.

Team

A team is a group of individuals who come together to achieve a

common goal or complete a task. Teams can be formed in various contexts, such as workplaces, sports, community projects, or academic settings.

Here are some important aspects of teams:

Characteristics of Effective Teams:

Clear Goals: Teams need a well-defined purpose and

objectives to focus their efforts

.

Roles and Responsibilities: Each member should understand their role and how it contributes to the team's success.

Communication: Open, honest communication fosters collaboration and helps resolve conflicts.

Trust and Respect: Team members should feel safe sharing ideas and providing feedback.

Diversity: A mix of skills, backgrounds, and perspectives can enhance creativity and problem-solving.

Key Differences between Group and Team

The terms "group" and "team" are often used interchangeably, but they have distinct characteristics. Here are the key differences:

Purpose:
Group: Individuals come together primarily for sharing information or resources. The focus is more on individual contributions rather than collective goals.

Team: Members work collaboratively towards a common goal. Teamwork is essential, and success is measured by collective performance.
Interaction:
Group: Interaction is typically less structured and can be informal. Members may not rely on each other to achieve personal goals.
Team: Interaction is more collaborative and purposeful.

Members depend on each other's skills and contributions to achieve the team's objectives.

Accountability:

Group: Accountability tends to be individual. Each member is responsible for their own tasks, and success is based on individual effort.

Team: Accountability is shared. Members are collectively responsible for the team's outcomes, which

fosters collaboration and mutual support.

Leadership:

Group: Leadership may be more directive, with one person guiding the group's activities.

Team: Leadership is often more democratic or shared, with all members contributing to decision-making processes.

Duration:

Group: Can be temporary and may form for a specific task or discussion.

Team: Often has a longer-term commitment, working together over an extended period to achieve ongoing goals.

Synergy:

Group: Synergy is limited, as the focus is more on individual contributions.

Team: There is a greater emphasis on synergy, where

collaboration enhances overall performance and innovation.

Conflict is a disagreement or clash between individuals or groups, often arising from differing interests, values, beliefs, or goals. While conflict can be challenging, it can also lead to growth and innovation if managed effectively

Types of Conflict:

Interpersonal Conflict: Occurs between individuals, often due to personality clashes or differing opinions.

Intragroup Conflict: Happens within a group or team, typically related to roles, responsibilities, or differing work styles.

Intergroup Conflict: Involves disputes between different teams or departments, often

due to competition for resources or differing goals. Organizational Conflict: Arises from structural issues within an organization, such as policies, procedures, or management styles.

Causes of Conflict

Differences in Values: Varying beliefs or principles can lead to misunderstandings.

Communication Issues: Miscommunication or lack of communication can escalate tensions.

Resource Scarcity: Competition for limited resources, such as time, money, or personnel, can create conflict.

Personality Clashes: Different personalities and working styles may lead to friction.

Managing Conflict:

Open Communication:
Encourage honest
discussions about the issues
at hand.

Active Listening: Ensure that
all parties feel heard and
understood.

**Focus on Interests, Not
Positions:** Look for underlying
interests rather than sticking
rigidly to positions.

Set Ground Rules: Establish
guidelines for how conflicts
will be discussed and

resolved.

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POWER

Power is the ability or capacity to influence the behavior of others, make decisions, and control resources. In an organizational context, power can manifest in various forms, impacting relationships,

dynamics, and overall effectiveness.
he ability to force someone to act in a certain way through threats or punishment.

Reward Power: The ability to offer rewards or incentives to influence others' behavior.

Legitimate Power: Power derived from a formal position or role within an organization or society.

Expert Power: Influence based on specialized knowledge or skills that others recognize and respect.

Referent Power: Power that comes from being admired or liked; often associated with charisma and personal relationships.

Informational Power: The ability to control access to

information, influencing
decisions and perceptions.

Connection Power: Influence
derived from relationships
with influential people or
networks.

Moral Power: Power based
on ethical or moral authority,
often used to inspire or lead
others based on principles.

Politics in organizations refers to the activities and behaviors that individuals or groups engage in to gain influence, power, or advantages within a workplace.

Here are some key aspects:

Power Dynamics
Formal vs. Informal Power: Understanding the distinction between official authority and the influence that comes from

personal relationships or expertise.

Political Alliances: Forming coalitions or alliances to strengthen one's position or achieve common goals.

2. Influence Tactics

Negotiation and Persuasion: Using communication skills to convince others and gain support for ideas or initiatives.

Networking: Building relationships to increase

influence and access resources.

3. Decision-Making

Bureaucratic Politics: How organizational structure and processes can influence who has a say in decisions.

Agenda Setting: The ability to shape what issues are prioritized within the organization.

4. Conflict and Resolution

Conflict Management: Navigating disputes that arise from differing interests or power struggles. Compromise and Collaboration: Working with others to find mutually beneficial solutions.

5. Organizational Culture
Norms and Values: How the underlying culture of an organization affects political behavior and interactions.

Leadership Styles: Different approaches to leadership can impact the political landscape within the organization.

6. Ethics and Integrity

Ethical Considerations: Balancing personal ambition with ethical standards and the organization's values.

Transparency: The importance of openness in political dealings to foster trust and integrity.

7. Impact on Performance

Positive Effects: Political behavior can sometimes lead to beneficial changes and improved performance. Negative Consequences: Excessive politics can create toxicity, reduce morale, and hinder productivity.

Leadership

Leadership is the process of influencing and guiding individuals or groups toward

achieving specific goals or objectives. It involves setting a vision, inspiring and motivating team members, and fostering a supportive environment that encourages collaboration and innovation.

Importance of Leadership Direction and Vision: Leaders provide a clear direction and vision for the team or organization, helping

members understand their roles in achieving goals.

Motivation and Inspiration: Effective leaders inspire and motivate their team members to perform at their best and remain committed to their work.

Conflict Resolution: Leaders play a crucial role in managing and resolving conflicts within teams, fostering a harmonious work environment.

Change Management:
Leaders guide teams through change, helping them adapt to new circumstances and challenges while minimizing resistance.

Team Development:
Strong leaders mentor and develop team members, enhancing their skills and competencies, which contributes to overall team success.

Organizational Culture:
Leadership shapes the culture of an organization by establishing values, norms, and behaviors that promote a positive work environment.

Decision-Making:
Leaders are responsible for making critical decisions that impact the team or organization, requiring sound judgment and foresight.

Leadership Styles

Autocratic Leadership

Description: The leader makes decisions unilaterally and expects team members to comply without input.

Advantages: Quick decision-making, clear direction.

Disadvantages: Can lead to low morale and lack of creativity.

Democratic Leadership

Description: The leader involves team members in the

decision-making process, valuing their input and feedback.

Advantages: Higher morale, increased creativity, and collaboration.

Disadvantages: Decision-making can be slower, and not all input may be relevant.

Laissez-Faire Leadership

Description: Leaders provide minimal supervision and allow

team members to make decisions and solve problems independently.

Advantages: Fosters creativity and autonomy.

Disadvantages: Can lead to confusion and lack of direction if team members need more guidance.

CONCLUSIONS

Leadership is a multifaceted process that involves

influencing, guiding, and motivating individuals or groups to achieve common goals. Understanding different leadership styles, qualities, and the challenges leaders face can help individuals develop their leadership skills and become more effective leaders. By fostering a positive team environment and encouraging collaboration, effective leaders can drive

organizational success and inspire their teams to reach new heights.

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THANK YOU