

FOM - CIA 2

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19. , 20. PPT 5 : from page 17 : EMOTIONAL INTELLIGENCE

21. PPT 3 page 9 : MOTIVATION

26. Formal and informal team PPT 13 - page 22, 23

30. Group properties PPT 13 - from page 27

22. Group Theories

1. Maslow's Hierarchy of Needs:

- People are motivated by five levels of needs:
 1. **Physiological needs** (food, water, shelter)
 2. **Safety needs** (security, protection)
 3. **Love and belonging** (relationships, social connections)
 4. **Esteem needs** (respect, recognition)
 5. **Self-actualization** (personal growth, reaching potential)
- People move up the hierarchy as lower-level needs are fulfilled.

2. Herzberg's Two-Factor Theory:

- There are two factors that influence job satisfaction and motivation:
 - **Hygiene factors** (salary, work conditions): These do not motivate, but if absent, they cause dissatisfaction.
 - **Motivators** (achievement, recognition): These create motivation when present, leading to satisfaction.

3. McGregor's Theory X and Theory Y:

- Two contrasting views of employees:

- **Theory X:** Assumes people dislike work, need close supervision, and are motivated primarily by money.
- **Theory Y:** Assumes people enjoy work, are self-motivated, and seek responsibility.
- Managers' beliefs about workers influence their management style.

4. ERG Theory (Alderfer's):

- Similar to Maslow but simpler with three core needs:
 1. **Existence** (basic material needs)
 2. **Relatedness** (social relationships)
 3. **Growth** (personal development)
- People can be motivated by more than one need at a time, and they can move back and forth between levels.

5. Vroom's Expectancy Theory:

- Motivation depends on three factors:
 1. **Expectancy** (belief that effort leads to good performance)
 2. **Instrumentality** (belief that good performance leads to a reward)
 3. **Valence** (the value placed on the reward)
- People are motivated when they believe their effort will lead to a good outcome that they value.

These theories provide different perspectives on what drives people to work and how managers can influence motivation.

24. Difference Between a Group and a Team:

Groups:

- Can be formed based on various factors (e.g., people with a common characteristic like brown hair).
- They have an **informal structure**.
- Members may or may not know everyone in the group.
- Groups have an **individual focus** (members focus on personal goals).
- Tend to have a **variety of goals**.
- Typically have a **single clear leader**.

- Accountability is **individual**.
- They focus on **individual work products**.
- Groups emphasize **efficiency** and are prone to **social loafing** (individuals put less effort in group work).
- Cohesiveness is derived from **similarity** among members.

Teams:

- Formed for a specific purpose or reason.
 - Have a **formal structure**.
 - Members are typically acquainted with each other.
 - Teams have a **collective focus** (members focus on a shared goal).
 - Teams have **unified goals and values**.
 - **Leadership is shared**.
 - Accountability is both **individual and shared**.
 - They produce both **individual and shared work products**.
 - Teams focus on **performance**.
 - There is **enhanced individual effort** in teams.
 - Cohesiveness comes from **diversity** among members.
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Types of Groups:

From the second image, groups can be categorized into two major types:

1. Formal Groups:

- **Committee:** A formal group formed to complete a specific task.
- **Task Group:** A group created for completing a specific, often time-limited task.
- **Command Team:** Typically formed within an organization to follow a chain of command or authority.

2. Informal Groups:

- **Interest Group:** Individuals with common interests come together to form these groups.
- **Clique:** Small, tightly-knit groups often formed within a larger group.
- **Psychological Group:** Groups formed based on shared mental or emotional needs.

Types of Teams:

According to the third image, the major types of teams are:

1. Problem-Solving Teams:

- Focused on identifying and resolving problems within an organization or task.

2. Self-Managed Teams:

- Teams that manage their own work without a traditional managerial structure.

3. Cross-Functional Teams:

- Teams composed of members from different departments or functional areas working toward a common goal.

4. Virtual Teams:

- Teams that collaborate online, with members potentially located in different geographic areas.

23. 1. Attitude

- Definition: Attitudes are evaluative statements or judgments about objects, people, or events.
- Components of Attitudes (ABC Model):
 - **Affective Component:** Emotional or feeling aspect.
 - **Cognitive Component:** Opinion or belief.
 - **Behavioral Component:** Intention to behave in a certain way.

2. Theories of Attitude

- **Cognitive Dissonance Theory:** Refers to the discomfort experienced when holding two conflicting attitudes or behaviors.
- **Self-Perception Theory:** Attitudes are formed by reflecting on actions already taken.
- **A-B Relationship:** Attitudes significantly predict behaviors when moderated by factors like importance, specificity, and social pressures.

3. Types of Attitudes

- **Job Involvement:** Identifying and actively participating in a job.
 - **Organizational Commitment:** Aligning with an organization's goals and maintaining membership.
 - **Job Satisfaction:** Positive or negative feelings about a job.
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4. Values

- Definition: Values are basic convictions about what is personally or socially preferable.
 - **Types of Values** (Rokeach Value Survey):
 - **Terminal Values:** Desirable end-states (e.g., a comfortable life, happiness).
 - **Instrumental Values:** Preferred modes of behavior (e.g., honesty, independence).
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5. Sources of Values

- Parents, friends, teachers, role models, and external reference groups influence values.
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6. Implications of Attitudes and Values

- **Influence on Behavior:** Values and attitudes influence motivation, behavior, and decision-making.
- **Impact on Perception:** They shape how individuals perceive the world and interpret concepts of right and wrong.
- **Workplace Implications:** Employee attitudes towards diversity, satisfaction, and commitment can shape organizational culture and performance.

25. Group team formation

1. Social Identity Theory (Tajfel & Turner):

- **Key Idea:** People form groups based on their identification with a particular social category or group.
- **Group Formation:** Individuals classify themselves and others into "in-groups" (people like us) and "out-groups" (people unlike us).
- **Motivation:** People join groups to enhance their self-esteem and social identity by associating with a positive group.
- **Example:** Employees in a company identifying strongly with their department (e.g., marketing vs. finance).

2. Classical Theory:

- **Key Idea:** Groups are formed based on common interests, goals, or tasks assigned by an organization.
- **Group Formation:** The group is created deliberately to achieve specific organizational or personal objectives.
- **Motivation:** The group's purpose is to fulfill formal goals, often within a structured environment.
- **Example:** A project team is formed in a company to launch a new product.

3. Social Exchange Theory:

- **Key Idea:** Relationships and group membership are based on a cost-benefit analysis of interactions.
- **Group Formation:** People join groups when the perceived benefits (like friendship, support, or knowledge) outweigh the costs (such as time or effort).
- **Motivation:** People are motivated to maintain or join groups where they receive more rewards than costs.
- **Example:** A study group forms because members believe they'll benefit from sharing knowledge, while the time commitment is worth the reward.

4. Tuckman's Theory of Group Formation (Stages of Group Development):

- **Key Idea:** Groups go through five stages of development as they form and grow.
- **Stages:**
 1. **Forming:** Group members come together, get to know each other, and establish initial roles.
 2. **Storming:** Conflicts and competition arise as members try to establish their place in the group.
 3. **Norming:** The group begins to establish norms, collaborate, and agree on roles.
 4. **Performing:** The group reaches full functionality and works effectively towards its goals.
 5. **Adjourning:** The group completes its task and disbands, or members transition out of the group.
- **Example:** A project team at work goes through initial meetings (forming), disagreements over approach (storming), collaboration (norming), successful task completion (performing), and closure (adjourning).

5. Balance Theory (Heider):

- **Key Idea:** People prefer balanced relationships and seek harmony in their social interactions.
- **Group Formation:** Groups form when individuals' relationships are balanced, meaning people like those who share similar attitudes and dislike those with opposing views.
- **Motivation:** People are motivated to form or join groups where they feel balanced connections and avoid cognitive dissonance (mental discomfort from imbalance).
- **Example:** A group of friends forms because they all like the same sports team, and they avoid people who support rival teams.

Summary:

- **Social Identity Theory:** We join groups based on our self-identification with them.
- **Classical Theory:** Groups form based on formal goals or tasks.
- **Social Exchange Theory:** We join groups when the rewards outweigh the costs.

- **Tuckman's Theory:** Groups develop through a process of forming, storming, norming, performing, and adjourning.
- **Balance Theory:** We form groups with those who have similar views to maintain harmony and avoid imbalance.

27. 1. Social Loafing:

- **Definition:** When individuals put in less effort while working in a group than when working alone.
- **Reason:** People feel their individual contributions are less noticeable in a group, leading them to "slack off."
- **Example:** In a group project, some members may contribute less because they rely on others to carry the work.
- **Solution:** Assign clear roles and responsibilities to ensure accountability.

2. Groupthink:

- **Definition:** When a group prioritizes harmony and consensus over critical thinking, leading to poor decision-making.
- **Reason:** Desire to avoid conflict and maintain group unity can suppress dissenting opinions or alternative ideas.
- **Example:** A team avoids questioning a flawed plan because everyone wants to keep the meeting short and friendly.
- **Solution:** Encourage open discussion, critical thinking, and diverse viewpoints to prevent groupthink.

3. Group Polarization:

- **Definition:** The tendency for group discussions to lead members to adopt more extreme positions than they initially held.
- **Reason:** In a group, like-minded individuals reinforce each other's beliefs, pushing the group toward more extreme decisions or views.
- **Example:** A political discussion among like-minded people results in everyone adopting a more radical stance than before.
- **Solution:** Introduce opposing viewpoints to balance the discussion and encourage more moderate conclusions.

29. Factors determining group cohesiveness

- Make the group smaller.
- Encourage agreement with group goals.
- Increase time members spend together.
- Increase group status and admission difficulty.
- Stimulate competition with other groups.
- Give rewards to the group, not individuals.
- Physically isolate the group.