

DEVELOPMENT OF GROUP.

- American Organisational psychologist Bruce Tuckman presented a robust model in 1965 which is still widely used.

There are 35 stages

1) FORMING -

- Characterised by a great deal of uncertainty about the group's purpose, structure & leadership
- Members trying to determine what type of behaviour is acceptable
- Initial entry of members to a group
- Defining group rules and real test
- Stage is complete when members think themselves as part of the group.

2) STORMING

- Intra conflict group - members accept as one but there is a constant resistance on individuality
- Conflict over who will control the group
- A period of high emotion & tension among group members.
- Clarify membership expectations
- Understand interpersonal style of members
- Stage complete when a relatively clear hierarchy of leadership within group is there.

3) NORMING

- develops close relationship & demonstrates cohesiveness
- Strong sense of group identity
- members come together as a coordinated unit
- Stage complete when structure is solidified and a common set of expectations of what defines correct member behaviours

4) PERFORMING -

- fully functional and accepted
- energy moved from getting to know each other to performing
- For permanent work group, this is last stage
- marks emergence of mature, organised and well-functioning group
- members deal with complex tasks & ~~handle~~ ^{handle} internal disagreement in creative way.

5) ADJOURNING -

- Only for temporary committees, teams, task forces, etc. similar groups that have limited ^{task}
- prepares for its disbandment. Attention-wrap ^{happy to accomplish} ^{actual}
- Diff response of members ^{← sad for loss of potential}
- imp for temporary group
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GROUP DECISION MAKING

Group and org^{nal} effectiveness hinge on minimizing process losses, achieving process gains, aligning group goals with org^{nal} goals, and having the appropriate level of group cohesion.

- 3 types of group imp. in many org. are top management team, self managed work team, research & development team.

ADVANTAGES.

- more knowledge through pooling group resources
- ↑ acceptance & commitment due to work in decisions
- greater understanding due to participation of decision stages.

DISADVANTAGES.

- Pressure in groups to conform
- Domination by one forceful member
- Amt of time required, becuz group is slower than individual to make decision

Two by-products of group decision.

Group think -

holding position different from that of the dominant majority are under pressure to suppress, withhold or modify their true feeling and beliefs

- Group focused on performance than learning are likely to fall victim to group think.

Group shift or Group polarization

describes the way group members tends to exaggerate their initial positions when discussing a given set of alternatives to arrive at a solution

In some situations, caution dominates there is a conservative shift while in other situations groups tend towards a risky shift.

GROUP DECISION MAKING TECHNIQUES.

① Interacting groups - members meet face-to-face & rely on both verbal or non verbal communication
- there might be pressurization on individuals by group towards conformity of opinions

BRAIN STORMING.

- overcome pressures for conformity
- encourage any & all alternatives while withholding criticism.
- session of BS, half dozen - dozen people sit - leader states the problem in clear manner - members give alternatives freely in given time
- no criticism recorded for later discussion
think of the unusual.

NOMINAL GROUP TECHNIQUE

- techniques restrict discussion & interpersonal communication during decision making process.
- Physically present in meeting - but operate independently
- Steps.
 - o before discussion, each member independently write down idea about the problem
 - o each member present one idea to the group. No discussion takes place until all ideas recorded or presented
 - o group discusses the ideas to clarify & evaluate
 - o Each group member silently & independently rank orders the ideas. and higher aggregate ranking determines the final decision