

MST 514– Introduction to Organisation Behaviour

Lecture 11

August, 2015



Topics to be covered today

1. Group development

Defining and Classifying Groups

Group:

– Two or more individuals interacting and interdependent, who have come together to achieve particular objectives

• Formal Group:

– Defined by the organization's structure with designated work assignments establishing tasks

• Informal Group:

– Alliances that are neither formally structured nor organizationally determined

– Appear naturally in response to the need for social contact

– Deeply affect behavior and performance

Subclassifications of Groups

Formal Groups

- Command Group
 - A group composed of the individuals who report directly to a given manager
- Task Group
 - Those working together to complete a job or task in an organization but not limited by hierarchical boundaries

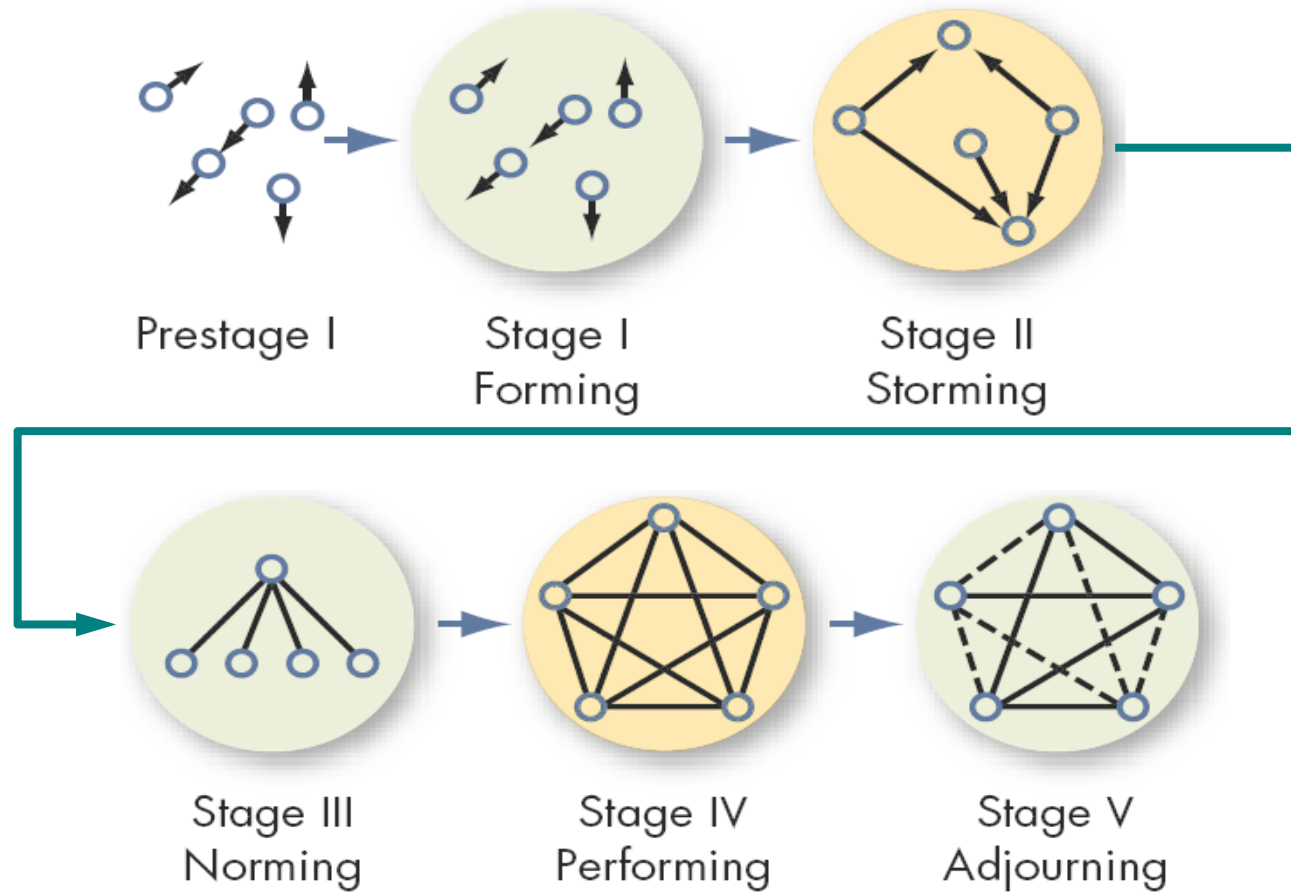
Informal Groups

- Interest Group
 - Members work together to attain a specific objective with which each is concerned
- Friendship Group
 - Those brought together because they share one or more common characteristics

Why People Join Groups – Social Identity

- Similarity
- Distinctiveness
- Status
- Uncertainty Reduction

Five Stages of Group Development Model



The Five Stages of Group Development

1. Forming
 - Members feel much uncertainty
2. Storming
 - Lots of conflict between members of the group
3. Norming
 - Members have developed close relationships and cohesiveness
4. Performing
 - The group is finally fully functional
5. Adjourning
 - In temporary groups, characterized by concern with wrapping up activities rather than performance

An Alternative Model for Group Formation

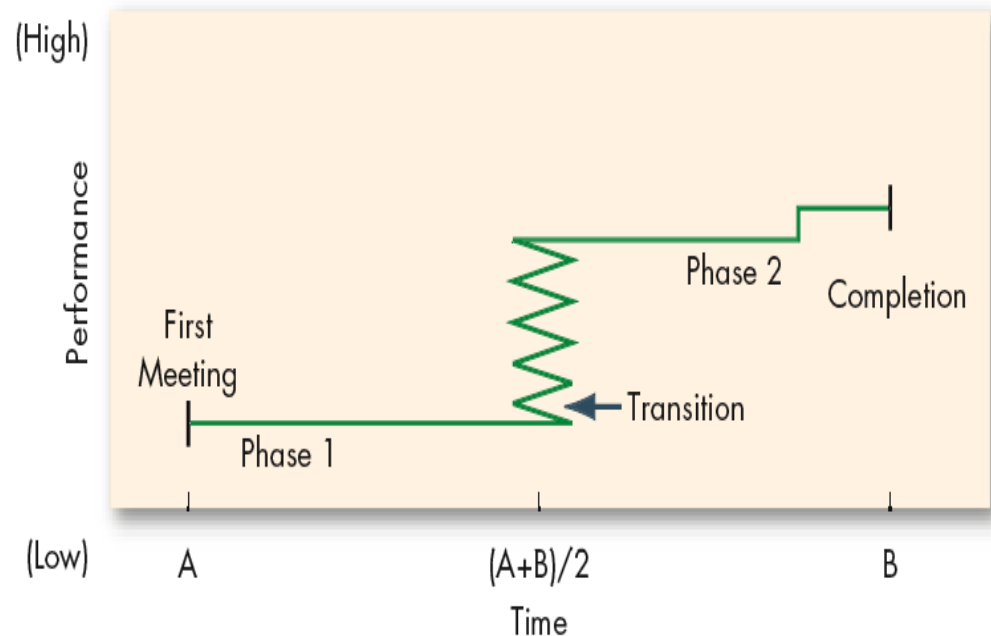
Temporary groups with deadlines don't follow the five-stage model

•Punctuated-Equilibrium Model

–Temporary groups under deadlines go through transitions between inertia and activity—at the halfway point, they experience an increase in productivity.

–Sequence of Actions

1. Setting group direction
2. First phase of inertia
3. Half-way point transition
4. Major changes
5. Second phase of inertia
6. Accelerated activity



Thank you

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