

# MST 514– Introduction to Organisation Behaviour

Lecture 13

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# Topics to be covered today

1. Group decision making

# Group Decision Making vs. Individual Choice

- **Group Strengths:**

- Generate more complete information and knowledge
- Offer increased diversity of views and greater creativity
- Increased acceptance of decisions
- Generally more accurate (but not as accurate as the most accurate group member)

- **Group Weaknesses:**

- Time-consuming activity
- Conformity pressures in the group
- Discussions can be dominated by a few members
- A situation of ambiguous responsibility

# Group Decision-Making Phenomena

- **Groupthink**

- Situations where group pressures for conformity deter the group from critically appraising unusual, minority, or unpopular views
- Hinders performance

- **Groupshift**

- When discussing a given set of alternatives and arriving at a solution, group members tend to exaggerate the initial positions that they hold. This causes a shift to more conservative or more risky behavior.

# Group Decision-Making Techniques

## • Interacting groups

- members meet face-to-face and rely on verbal and nonverbal communication.
- Affected by group think.

## • Brainstorming

- An idea-generating process designed to overcome pressure for conformity
- “think the unusual”. Free wheel as many alternatives without criticism.

## • Nominal Group Technique (NGT)

- Works by restricting discussion during the decision-making process
- Members are physically present but operate independently

## • Electronic Meeting

- Uses computers to hold large meetings of up to 50 people

# Evaluating Group Effectiveness

Effectiveness Criteria	Type of Group			
	Interacting	Brain- storming	Nominal	Electronic
Number and quality of ideas	Low	Moderate	High	High
Social Pressure	High	Low	Moderate	Low
Money Costs	Low	Low	Low	High
Speed	Moderate	Moderate	Moderate	Moderate
Task Orientation	Low	High	High	High
Potential for Interpersonal Conflict	High	Low	Moderate	Moderate
Commitment to Solution	High	N/A	Moderate	Moderate
Development of Group Cohesiveness	High	High	Moderate	Low

# Thank you

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