Management and Organisational Behaviour

Week 8

Module evaluation and module conclusion

Recap

What did we discuss last week?

Last Week…

- The concept of strategic management
- Types of strategic direction
- Strategic analysis
- Boston Matrix vs Porter’s 5 Forces

Today’s lesson

- Groups and Teams
- Module Evaluation
- Module Quiz

Management and Organisational Behaviour

Groups & Teams

Today's objectives

1. To explain the meaning and importance of work groups and teams
2. To distinguish between them, formal & informal
3. To analyse role relationships and conflict
4. To understand what makes a work group effective
5. To evaluate the importance of groups and teams for effective organisational performance

Discussion

- What is a group?
- What is a team?

- Are they different? If so, how?

Definition of a group: Schein

Any number of people who:

- Interact with one another
- Are psychologically aware of one another
- Perceive themselves to be a group

Group characteristics: Adair

A collection of people who share most of the following characteristics:

- A definable membership
- Group consciousness
- A sense of shared purpose
- Interdependence
- Interaction
- Ability to act in a unitary manner

Teams

- A team is more than just a group with a common aim.
- It is a group in which the contributions of individuals are seen as complementary.

- Teams occur when a number of people have a common goal and recognise that their personal success is dependent on the success of others.

They are all interdependent.

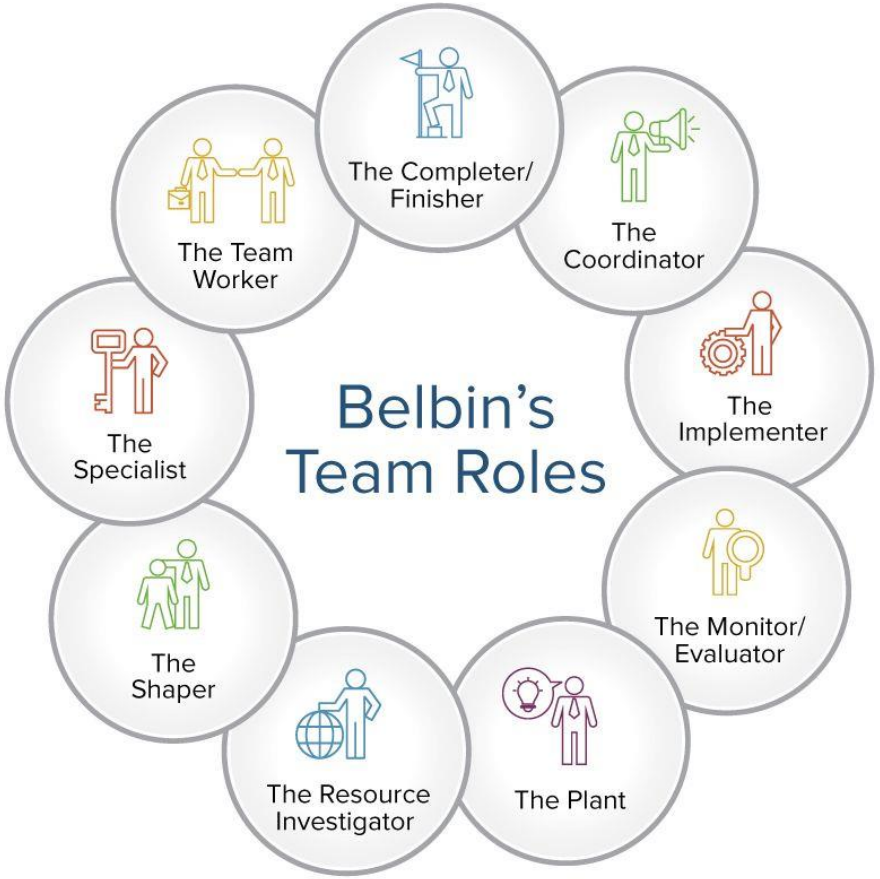
In practice, this means that in most teams people will contribute individual skills, many of which will be different.' Crainer (1998)

"Collaboration, working together is the keynote of a team activity" Adair (1986)

Belbin's team-roles

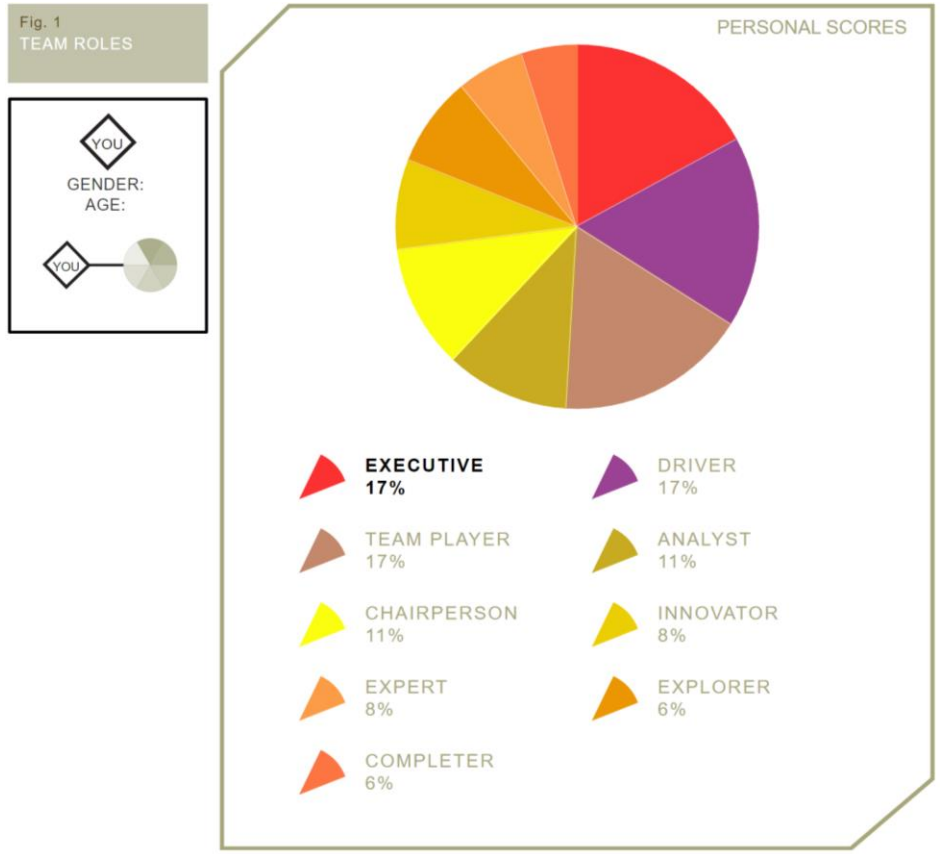
A team-role is a pattern of behaviour, characteristic of the way in which one team member interacts with another whose performance serves to facilitate the progress of the team as a whole.

"No one's perfect, but a team can be"
"There's no 'i' in team"



Belbin, 2010

Activity : Do the test – 15 minutes



- So, what are you? Did you expect this?
- Share with the class via the Chat if you wish

Differences between a team and a group

	Team	Group
Size	Limited	Medium or Large
Selection	Crucial	Immaterial
Leadership	Shared or rotating	Solo
Perception	Mutual knowledge understanding	Focus on leader
Style	Role spread co-ordination	Convergence conformism
Spirit	Dynamic interaction	Togetherness persecution of opponents

from Elsevier Ltd.

Formal and informal groups

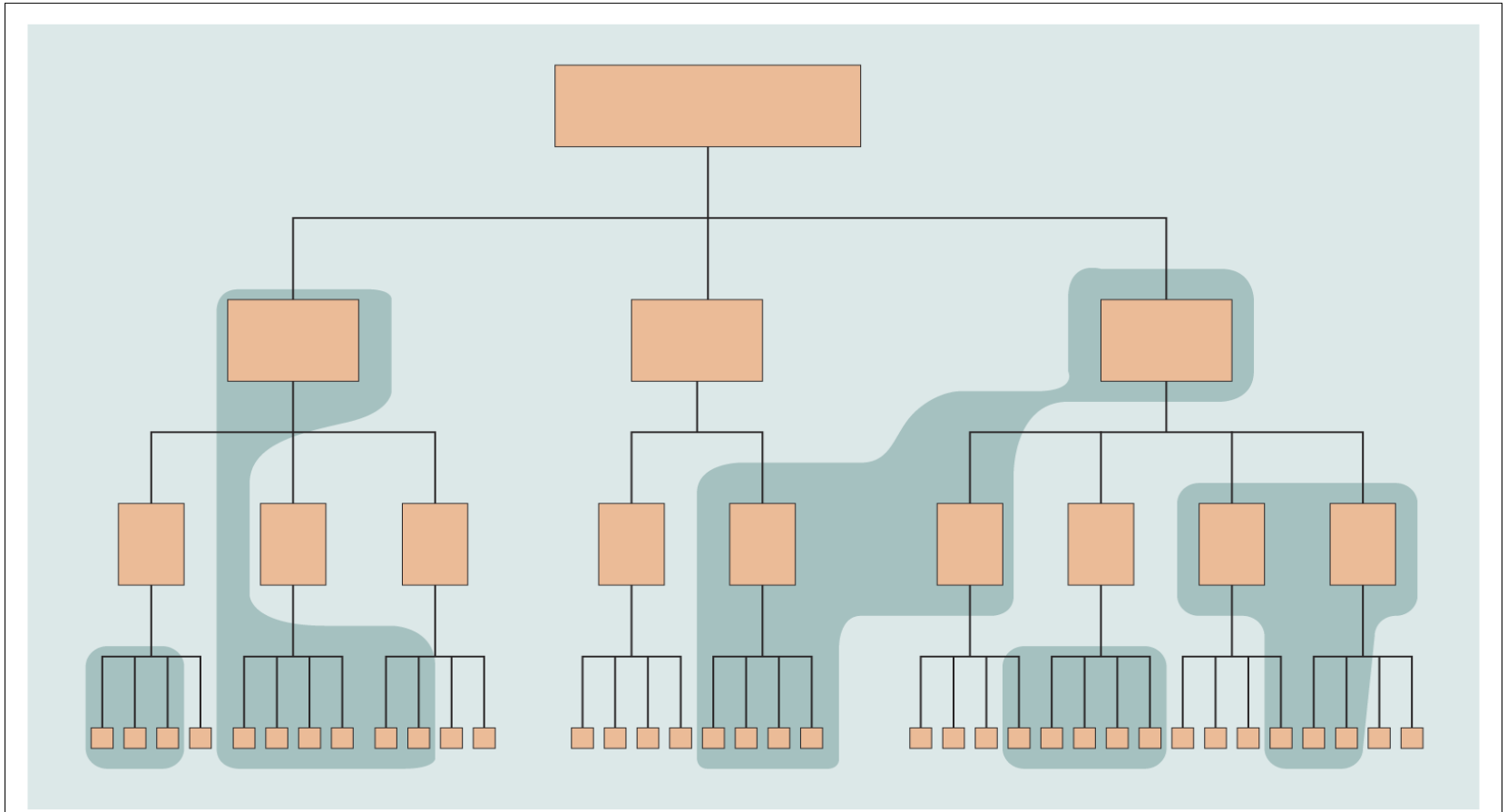
Formal Groups

- Are created to achieve **specific organisational objectives** and are concerned with the **co-ordination** of work activities
- Group members have **defined roles** and the nature of work tasks to be undertaken is a predominant feature of the group
- Tend to be relatively **permanent**, although there may be a change in the membership of the team

Informal Groups

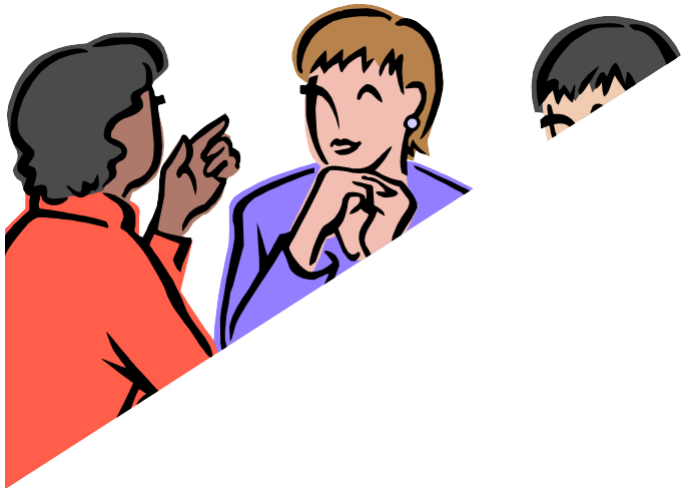
- Serve to satisfy the **psychological and social needs of group members** not related necessarily to the tasks to be undertaken
- They are **based on personal relationships** and membership can cut across the formal structure of the organisation

Examples of informal groups within the formal structure of an organisation



Major functions of informal groups

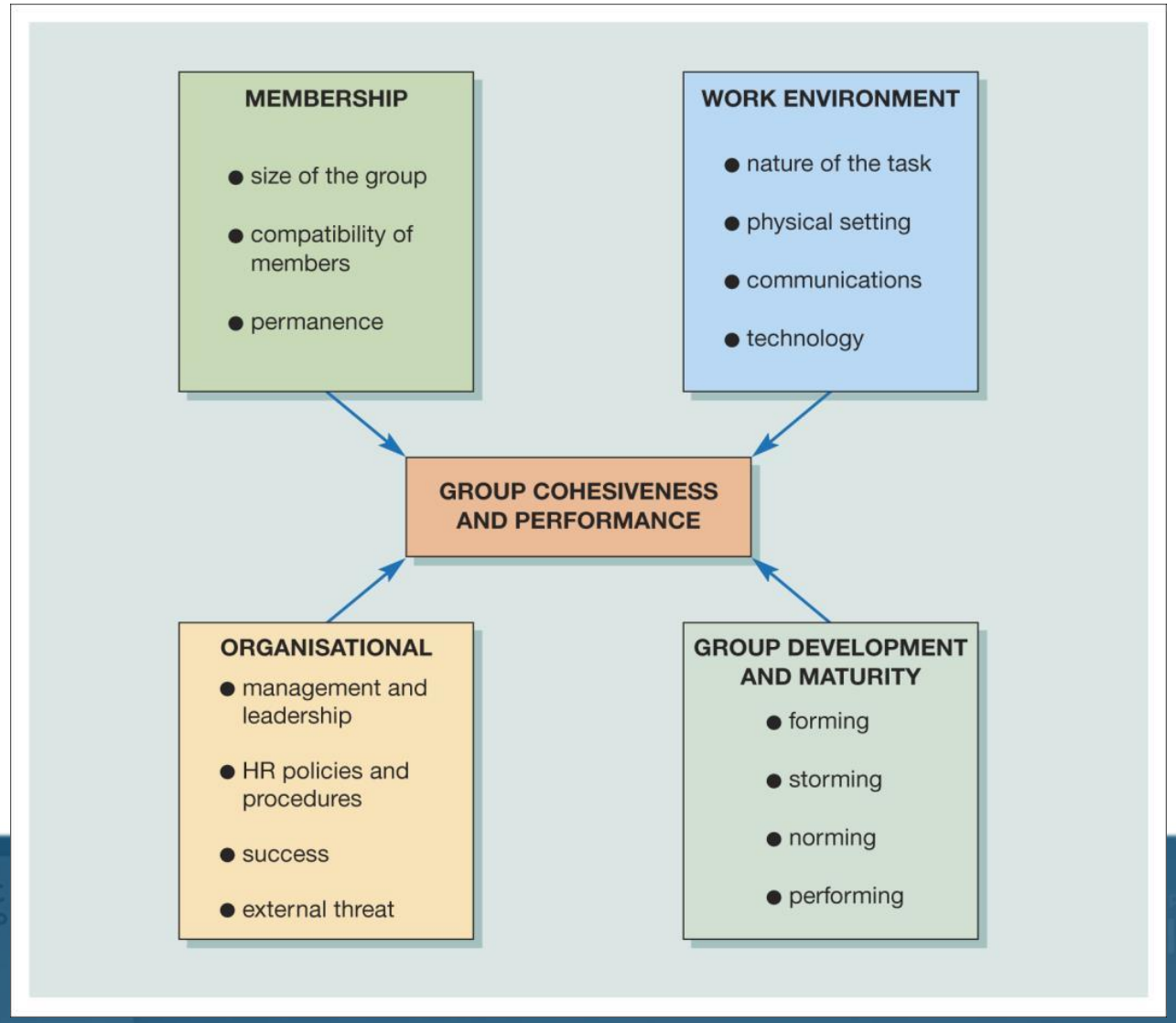
- Maintaining the informal group culture.
- Maintaining a communication system.
- Implementation of social control.
- Interest and fun in work life.



Reasons for forming groups or teams

- Certain tasks can be performed through the combined efforts of a number of individuals working together.
- Collusion between members, e.g. to share unpopular tasks and aid creativity and initiative.
- Companionship, mutual understanding and support.
- Provide a sense of belonging, identity and status.
- Provide guidelines on generally acceptable behaviour.
- Offer protection for its membership.

Factors contributing to group cohesiveness and performance



Membership factors

- **Size of the group**
  - Ideal size appears to be up to 12 members.

- **Compatibility of members**
  - Shared attitudes and values help promote cohesiveness.

- **Permanence**
  - Cohesiveness develops better if changes occur slowly.

Work environment factors

- **Nature of the task**
  - Similarity of tasks or problems
- **Physical setting**
  - Physical proximity
- **Communications**
  - Ease of communication
- **Technology**
  - Nature of technology, task and skills

Organisational factors

- **Management and leadership**
  - The importance of fostering mutual trust
- **Human Resources (HR) policies and procedures**
  - Equity and fairness
- **Success**
  - As a positive motivator
- **External threat**
  - May cause internal cohesiveness

Group development and maturity factors (Tuckman)

- **Forming**
  - Initial formation: the 'polite' stage
- **Storming**
  - Testing the group: power struggles and conflict
- **Norming**
  - Consolidating: standards and guidelines are set
- **Performing**
  - The effective operating stage
- ***Adjourning***
  - *Disbanding once the task is complete*

Strong groups: advantage or disadvantage?

Advantages

- Strong groups can perform well.
- Interactions may be mutually helpful.
- Social cohesiveness can result in low turnover and absenteeism.

Disadvantages

- Strong groups are not always high performing groups.
- Group norms may outweigh organisational standards.
- Once developed the culture of a strong group can be hard to change.

Characteristics of an effective work group

- A belief in shared aims and objectives
- A sense of belonging to the group
- Acceptance of group values and norms
- A feeling of mutual trust and dependency
- Full participation and consensus in decisions
- A free flow of information and communication
- Open expression of feelings and disagreements
- Conflict resolution within the group
- Low levels of staff turnover, absenteeism etc.

Break Time

Brainstorming

Brainstorming or 'thought showers' involve the group adopting a:

'freewheeling attitude and generating as many ideas as possible, the more wild or apparently far-fetched the better'.

(Osborn, 1953)

Procedures for brainstorming

- Maximum freedom of expression and informality.
- Initial emphasis is on the quantity of ideas, not their quality.
- No individual ideas are criticised or rejected in the first stage.
- Members are encouraged to elaborate or build on ideas expressed by others.
- No evaluation of any particular idea until all ideas have been generated.

Activity – Brainstorming (mind mapping)

Compile a list and send on chat

You have 2 minutes to identify as many possible uses as possible for a:

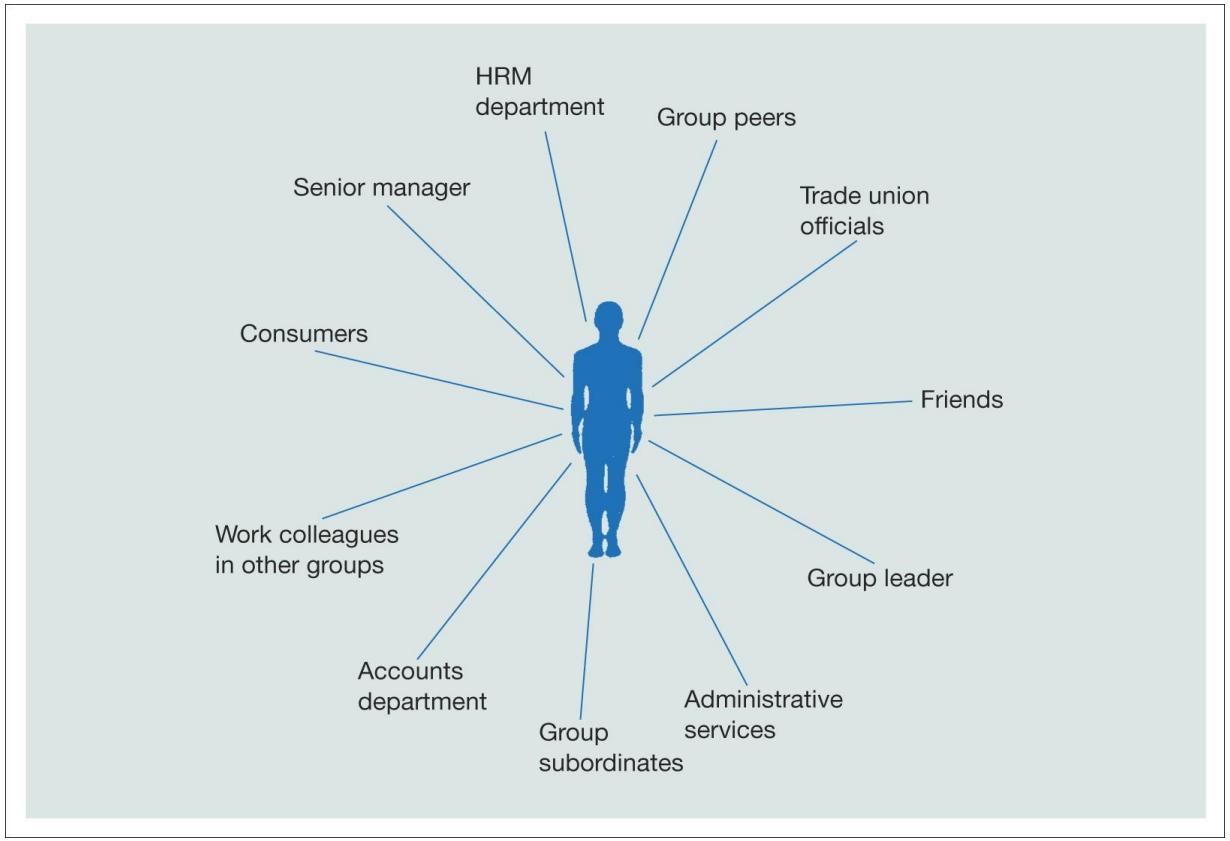
1. **Rubber Band**
2. **Mobile phone**
3. **Piece of paper**

Role relationships

- The roles that an individual plays with a group is influenced by a combination of:
  - Situational factors – requirements of the task, style of leadership
  - Personal factors – such as values, attitudes, motivation, ability, etc.

- Role set – the range of associations or contacts with whom an individual has meaningful interaction.

Role Set



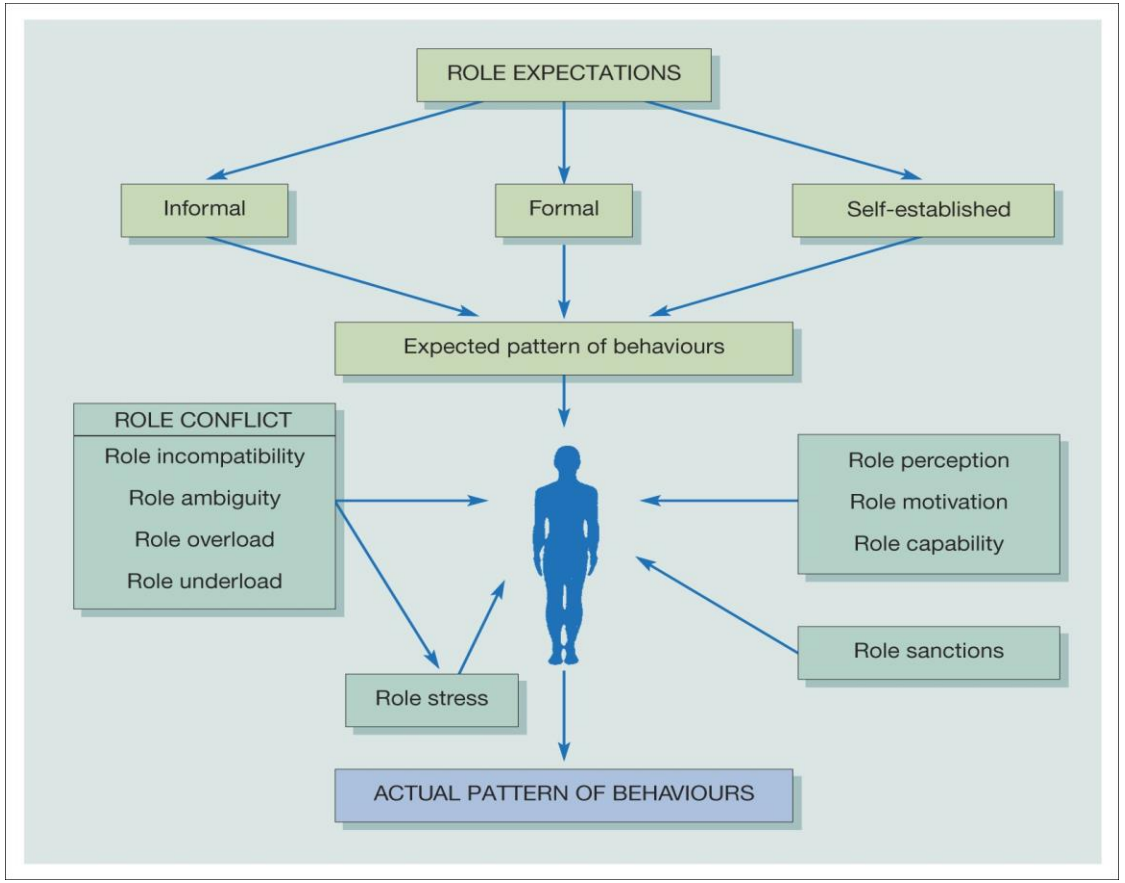
Representation of a possible role-set in the work situation

Factors affecting roles

A number of factors can have an impact on the successful performance of individuals in their roles:

- Role incongruence
- Role conflict:
- Role incompatibility
- Role overload
- Role underload
- Role stress

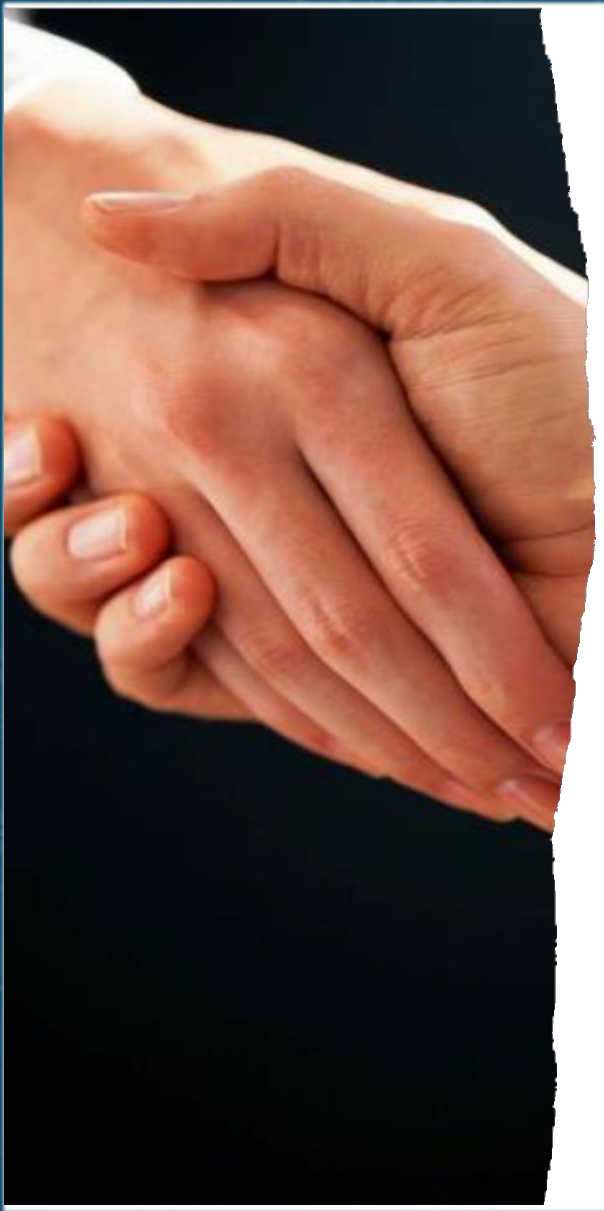
Role relationships and conflicts



(Miner, 1971)

Avoiding role stress

- Increase the clarity of role expectations.
- Improve recruitment and selection to obtain good job match.
- Proper induction and socialisation, training and career development.
- Health screening for early warning signs of stress.
- Creation of new roles and restructuring of tasks.
- Advanced notice of problems or changes.
- Attention to factors that will improve cohesiveness.
- Review of organisational structures, information flows and communication networks.



The importance of teamwork

Teamwork increases organisational competitiveness by:

- Improving productivity
- Improving quality and encouraging innovation
- Taking advantage of opportunities provided by technological advances
- Improving employee motivation and commitment

Today's recap

1. Explained the meaning and importance of work groups and teams
2. Distinguished between them, formal & informal
3. Analysed role relationships and conflict
4. Understood what makes a work group effective
5. Evaluated the importance of groups and teams for effective organisational performance

Module Evaluation

Module Evaluation

Questions 1-4:

Module Code – BMIH5004

Module Name – Managing Organisational Behaviour

Institute – Management and Health

Campus – Swansea Business Campus

Module Quiz

Join the Quiz!

Post your results in the chat!

Thank You!

Reference List

- Crainer, S. (1998) *Key Management Ideas: Thinkers that Changed the Management World* 3rd Edn, Pearson Professional Limited
- Adair, J. E. (1986) *Effective Teambuilding*, Gower
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- 123 Test (2023) Team roles test Available at : https://www.123test.com/team-roles-test/ (Accessed : 19 March 2024)
- Osborn, A. F. (1953) Applied Imagination: Principles and Procedures of Creative Thinking, Scribners
- Miner, J. B. (1971) *Management Theory*, Macmillan