

UNIT IV

Organizations and Individuals: Rights to Privacy – Discipline – QWL –IndividualResponsibilities.

Informal and Formal Groups: Group Dynamics – #Nature of Informal Group# –Formal Group.

Team and Team Building: Organizational Context for Teams – Teamwork – Team Building

Informal and Formal Groups

In an organization, the formation of groups is very natural, whether it is **created by the management** for the purpose of accomplishing the **goals of the organization** or **by the members of the organisations themselves to fulfill their social needs**.

There are two types of group, namely, formal groups and informal groups.

Formal groups are the ones that are created as per official authority, so as to fulfill the desired objective.

The given are the types of formal groups:

- **Command groups:** The groups that consist of managers and their subordinates.
- **Committees:** The group of people who are appointed by an organisation, to resolve the matters, referred to them are known as Committee. For example Advisory Committee, Standing Committee, etc.
- **Task Forces:** The group form to carry out a particular task is known as Task Forces.

Informal groups are formed by the employees as per their likes, interests, and attitudes.

Comparison Chart: Formal Vs Informal Groups

Basic Terms	Formal Groups	Informal Groups
Formation	Deliberately	Voluntarily
Authority	The structure is given by top management	The structure is given by members of the peer group
Nature	Either permanent or temporal	Tend to be permanent
Behaviour of Members	Based on the rules and regulation set by the management	Based on individual and group interest

Communication Pattern	Has a systematic communication pattern	Has an informal communication type
Supervision	Tend to be quite easy	Tend to be quite difficult
Superiors	Members get pressure from superior authorities	There is freedom among members
Size	Large	Small
Relationship	Professional	Personal
The importance is given to	Position	Person

Benefits of Informal and Formal Organizations

Formal organizations are useful for reaching defined goals.

The structure of a formal organization makes it effective for realizing profit or conducting business.

The components and structure of a formal organization are necessary in order to efficiently meet stated objectives.

Informal organizations can be more responsive to change due to the lack of rigid structure.

They are inherently more oriented around people rather than outcomes.

An example would be a company softball team that allows employees to interact socially away from the formal hierarchies in order to build morale.

Group Dynamics – 4 Important Characteristics

- ✓ Group dynamics describes how a group should be organised and operated. This includes pattern of leadership and cooperation.
- ✓ Group dynamics consists of a set of techniques such as role playing, brainstorming, group therapy, sensitivity training etc.
- ✓ Group dynamics deals with internal nature of groups, their formation, structure and process, and the way they affect individual members, other groups and the organisation as a whole.
- ✓ Group dynamics refers to changes which take place within groups and is concerned with the interaction and forces obtained between group members in a social setting.

Stages of Group Development

The following are the five stages of group development

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

Forming	<ul style="list-style-type: none">• Little Agreement• Unclear Purpose• Guidance & Direction
Storming	<ul style="list-style-type: none">• Conflict• Increased clarity of Purpose• Power Struggles
Norming	<ul style="list-style-type: none">• Agreement & Consensus• Clear Roles and Responsibility• Facilitation
Performing	<ul style="list-style-type: none">• Clear Vision and Purpose• Focus on Goal Achievement• Delegation
Adjourning	<ul style="list-style-type: none">• Task Completion• Good feeling about Achievement• Recognition

Features of Group:

- ✓ The term group refers to two or more individuals who bear an explicit psychological relationship to one another.
- ✓ The group consists of two or more individuals and possesses some cohesiveness. It reveals some amount of interaction among its members who have definite ideas of their position and role in it.
- ✓ Relationships concentrating on status and roll along with common values or norms are characteristics features of the group.
- ✓ As the group operates on a common task, common attitudes develop and members become aware that they are part of it.

Team Building:

Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities.

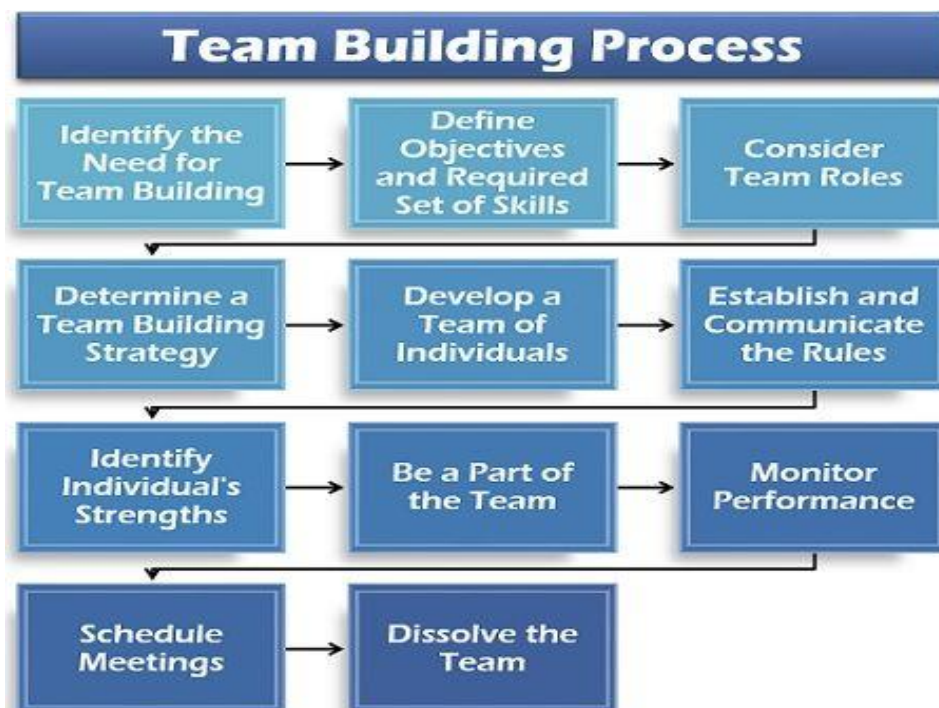
It involves a lot of skills, analysis and observation for forming a strong and capable team.

The whole sole motive here is to achieve the organization vision and objectives.

The five elements that make teams function are:

- ✓ Common commitment and purpose
- ✓ Specific performance goals
- ✓ Complementary skills
- ✓ Commitment to how the work gets done
- ✓ Mutual accountability

The various steps involved in team building are as follows:



Various Benefits Of Team Building To An Organization:



DISADVANTAGES OF TEAM BUILDING:

Team building is not an easy task. A high-performance team can fulfil the organizational objectives.

However, an inefficient team can lead to wastage of time and resources of the organization.

Therefore, we can say that there are multiple adverse effects of team building too, which are as follows:



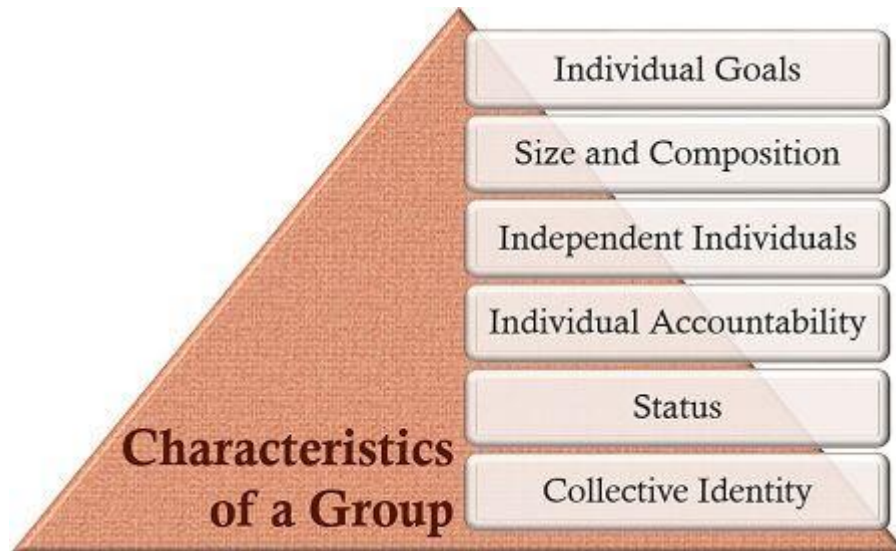
- ✓ **Develops Conflict:** Sometimes, the team lacks coordination and understanding among its members. This leads to **conflict and clashes** within the team and hence decreases the efficiency and productivity. A lot of time is wasted in such conflict management.
- ✓ **Unproductive or Free ride Team Members:** At times, some of the team members do not contribute much to team performance. Such individuals are considered to be freeriding team members. They prove to be inefficient and less productive for the team.
- ✓ **May Lead to Non-Cooperation:** Every individual is different from one another. The team members sometimes lack cooperation and unity. This non-cooperation among the team members leads to wastage of efforts and hinders the performance of the team as a whole.
- ✓ **Difficult to Evaluate Individual Performance:** Whatever the result or the outcome the organization gets by team building is the team's achievement or failure. Usually, the organization overlooks the contribution of each member individually while rewarding the efforts of the whole team.
- ✓ **Involves Cost:** Team building activities require time and money. Moreover, a lot of time, cost and resources are consumed in ensuring coordination, balance, feedback, decision making and conflict management within the teams formed.
- ✓ **Accountability and Credibility Issues:** In case of failure, it becomes difficult to find out the reason. The team members sometimes do take up the accountability of their work, holding the other members to be responsible for the unfavourable outcome.
- ✓ In case of success, the team members get busy in taking up the credit themselves, ignoring the efforts of the whole team together.

Difference and Comparison of GROUP and TEAM

BASIS	GROUP	TEAM
Meaning	A group is made when independent individuals, having something in common, come together.	A team is that group of interdependent individuals, who join hands for the realization of a specific goal.
Accountability	Individual	Individual and mutual
Decision-Making Authority	Group members	Team leader
Individual Growth	Proper training but limited application	Skill development and application
Focus On	Individual goals	Team goals
Dependency	Independent members	Interdependent members
Specific Roles Assigned to Individuals	No	Yes
Interpersonal Understanding	Not necessary	Compulsory
Leadership	Unstructured	Structured
Level of Trust	Low	High
Level of Commitment	Low	High
Conflict Management	Weak	Strong
Synergy	Neutral or negative	Positive

CHARACTERISTICS OF A GROUP

A group possesses certain features, which differentiate it from a team.



- ✓ **Individual Goals:** Each of the members of a group is there to fulfil their objectives.
- ✓ **Size and Composition:** The size of a group can be small or large; however, it comprises of people having something in common.
- ✓ **Independent Individuals:** The members of a group are not reliant on one another for their actions.
- ✓ **Individual Accountability:** Everyone in a group is personally responsible for his or her actions.
- ✓ **Status:** The level to which the group is valued in the outer world, defines its status.
- ✓ **Collective Identity:** The individuals are together known to be a part of the particular group.

What is a Team?

A team is an organized and systematic group, comprising of individuals with competent skills and expertise, who gather for the attainment of a common objective, collaboratively.

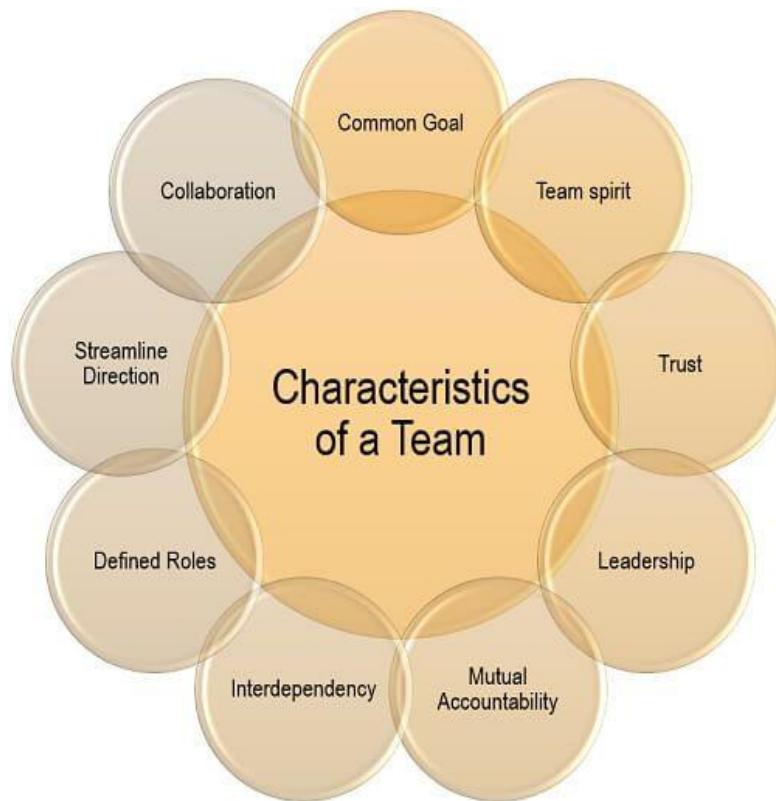
The team members work as a single unit and take up the responsibility of task completion mutually.

Team building is a well-organised process, that requires proper nurturing of a workgroup.

Characteristics of a Team

A team arises out of a group. What special features do a team have?

some of the significant characteristics of a team that discriminates it from a group:



- ✓ **Common Goal:** The members work to achieve a particular team objective.
- ✓ **Team spirit:** The enthusiasm of the members to reach out the team goal is always high.
- ✓ **Trust:** In a team, individuals believe and rely on each other's capabilities and skills.
- ✓ **Leadership:** There is a clear leadership within a team, and the selected team leader heads the activities.
- ✓ **Mutual Accountability:** Each individual is equally responsible for the underperformance and failure of the team.
- ✓ **Interdependency:** The actions of the members within a team are jointly dependent on that of other members.
- ✓ **Defined Roles:** Every individual in a team, has been allocated specific roles or responsibilities to accomplish.
- ✓ **Streamline Direction:** The team leader is the one who shows the way to the members and monitors their operations.
- ✓ **Collaboration:** There is a high degree of synergy or coordination among the team members.