

5.1 NATURE OF GROUP

A group is an important unit for sociological and psychological analysis to understand organizational behaviour. It affects the behaviour of its members, other groups, and the whole organization. It is important for a manager to know how groups are formed.

Group has been defined as under:

G C Homans: "A group is any number of people who share goals, often communicate with each other over a period of time, and are few enough so that each individual may communicate with all the others, person-to-person."

John M Ivancevich and Michel T Matteson: "A group exists in an organization when, its members (1) are motivated to join, (2) perceive the group as a unified unit of interacting people, (3) contribute in various amounts to the group processes (that is, some people contribute more time or energy to the group than others), and (4) reach agreements and disagreements through various forms of interactions."

A group comprises two or more individuals who interact and are interdependent on each other to attain some specific objectives. When we speak of a group, we mean something more than just a number of persons having opportunities for close and frequent contacts.

5.2 TYPES OF GROUPS

Within any organization different groups are formed at different levels, formal groups, informal groups, primary groups and secondary groups. Some groups may be deliberately formed, some groups are formed through an informal setting. Below we discuss briefly four forms of groups which are found within a company.

- **A formal group** is created within an organization to complete a specific role or task. This may be to oversee a launch of a particular product or service.
- **Informal groups** are established by individuals within the organization that need to interact with one another and who also believe that these informal groups meet a need that formal groups cannot meet within the firm.
- **Primary groups**, within an organization a primary group is a small group that gets together and interacts regularly. A team leader with a small team is an example of a

primary group. A family also is a primary group. Within the primary group, values, beliefs and culture are all very important.

- **Secondary group:** When large number of people get together, who do not normally get together, these are called secondary groups. Within a secondary group, people do not get to know each other as well as those in a primary group. When a secondary group is formed, individuals usually have their own agenda and goals. The relationship they form is not long term and there probably will not be much social interaction within a secondary group.

5.3 NATURE AND CHARACTERISTICS OF TEAM

5.3.1 GROUPS AND TEAMS- THE DIFFERENCE:

Group and teams may look alike but all groups are not the teams. All teams start is groups, but not all groups become teams. The elements that distinguish teams from groups are:

- (1) Full commitment by members to a common goal and mission,
- (2) Mutual accountability,
- (3) Shared leadership,
- (4) Trust and a collaborative culture,
- (5) Achievement of synergy, and
- (6) Complementary skills.

5.3.2 Types of teams

There can be many kinds of teams. The simplest team can be a manager and his direct reports. Teams can be ad-hoc or temporary groups such as task forces, committees formed for a specific purpose and for limited time. There can be permanent teams like members of sections and department working on issues arising out of organizational objectives. Similarly, there can be cross functional teams bringing together experts from a variety of backgrounds to work on new and innovative problems. Thus teams can be differentiated on four dimensions:

1. **Purpose:** Why teams have been formed? It may be for overcoming a crisis, developing a new product, improving quality or for solving a problem?
2. **Duration:** Whether membership is discipline based or the same is multidisciplinary/cross functional
3. **Nature of interaction:** Whether the interface among members is face to face of the same is mediated through computer technology?

5.3.3. Types of teams

Robins talked about four major types of teams

1. Problem-solving teams,
2. Self managed teams
3. Cross-functional teams,
4. Virtual teams.

5.4 TEAM BUILDING

A team is a small number of people with complementary skills who are committed to a common purpose, performance, goals and approach for which they hold mutually accountable. Every group can not be considered as a team. Teams are more than sum of individual members contributions. There exists synergy. Members of the teams possess complimentary skills and work in interdependent manner while working for agreed objectives.

Team building has emerged as a popular tool of workplace management during mid sixties and remains popular approach even now in numerous industries. Norman Hill suggested the following common knowledge among managers regarding teamwork may have served as guiding point to accept team approach to work:

- Involvement is precondition to commitment, people become involved seeing their ideas, become part of their work and work environment.
- Management should work like team leaders and coaches. Management has a facilitating or developing role rather than a directing role.
- Work groups have the necessary capacity to cope with their own problems provided they are aware of their capacity and problems.
- Employees are innately cooperative and self actualizing preferring the chance to exercise a degree of control over their work environment.
- Typically hierarchical organizations and their inherent trend towards more formal rule and dysfunctional bureaucratic behaviour can become more effective and functional by eliminating status distinctions and emphasizing interpersonal trust, openness, and self disclosure.

5.5 EFFECTIVE TEAMWORK

5.5.1 Factors for building an Effective team

• Good Leadership

One of the most important aspects of teamwork is leadership. This means that the team leader should have the skills to create and maintain a working culture that is positive, which in turn will help to motivate. This helps to motivate and even inspire the team members to get involved in creating an environment where there is a positive approach to work, along with high levels of commitment. A good team leader is a person who not only focuses himself/herself on the purpose and direction of the team, but also makes sure that the other members of the team share this focus. A good team leader also has to be able to promote a high level of morale amongst the team members so that they feel supported and valued.

• Effective Communication

It goes without saying that communication is a vital factor of interpersonal interaction, and the very term 'teamwork' represents interpersonal interaction. Hence, one of the key aspects of teamwork is open communication, wherein it enables the members of the team to articulate their feelings, express their plans, share their ideas, and understand each other's viewpoints. Grappling with and sorting out the complexities involved in communication is thus one of the