Chapter Learning Objectives

After studying this chapter you should be able to:

1. Define and identify types of groups and teams in organizations, discuss reasons why people join groups and teams, and list the stages of group and team development.

2. Identify and discuss four essential characteristics of groups and teams.

3. Discuss interpersonal and intergroup conflict in organizations.

4. Describe how organizations manage conflict.

5. Describe the negotiation process.
Groups and Teams in Organizations

• **Group**
  – Two or more people who interact regularly to accomplish a common purpose or goal.

• **Types of Groups and Teams**
  – Functional groups
  – Informal or interest groups
  – Task groups
FIGURE 13.1 Types of Groups in Organizations

Cross-functional team (form of task group)

Functional group

Informal group
Types of Groups

• Functional Group
  – A permanent group created to accomplish a number of organizational purposes within an indefinite time horizon.

• Informal or Interest Group
  – A group created by its members for purposes that may or may not be relevant to organizational goals.

• Task Group
  – A group created by the organization to accomplish a narrow range of purposes within a stated time.
• **Team**
  – An interdependent group of workers who function as a unit, often with little or no supervision, to carry out work-related tasks, functions, and activities.

• **Types of Teams**
  – Self-managed teams
  – Cross-functional teams
  – High performance teams.
Benefits of Teams

- Gives more responsibility for task performance to workers who complete the tasks.
- Empowers workers by giving them greater authority and decision-making freedom.
- Allows organizations to capitalize on the knowledge and motivation of their workers.
- Enables the organization to shed its bureaucracy and to promote flexibility and responsiveness.
<table>
<thead>
<tr>
<th>Table 13.1 Types of Teams</th>
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</thead>
<tbody>
<tr>
<td><strong>Problem-solving team</strong></td>
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<tr>
<td><strong>Management team</strong></td>
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<tr>
<td><strong>Work team</strong></td>
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<tr>
<td><strong>Virtual team</strong></td>
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<tr>
<td><strong>Quality circle</strong></td>
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</table>
# Why People Join Groups and Teams

<table>
<thead>
<tr>
<th><strong>Interpersonal attraction</strong></th>
<th>People are attracted to one another.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group activities</strong></td>
<td>Group activities appeal to them.</td>
</tr>
<tr>
<td><strong>Group goals</strong></td>
<td>The groups’ goals motivate them to join.</td>
</tr>
<tr>
<td><strong>Need satisfaction</strong></td>
<td>Joining fulfills an individual’s need for affiliation.</td>
</tr>
<tr>
<td><strong>Instrumental benefits</strong></td>
<td>Membership provides other benefits.</td>
</tr>
</tbody>
</table>
**FIGURE 13.2** Stages of Group Development

1. **Forming**
   - Members get acquainted, test interpersonal behaviors
   - Slow evolution to next stage

2. **Storming**
   - Members develop group structure and patterns of interaction
   - Burst of activity to next stage

3. **Norming**
   - Members share acceptance of roles, sense of unity
   - Slow evolution to next stage

4. **Performing**
   - Members enact roles, direct effort toward goal attainment and performance
Management Challenge Question

• What stage of group and team development is the most difficult for student groups? Why?

• Which stage of development is the least difficult? Why?
Stages of Team/Group Development

**Forming**
Mutual Acceptance

**Storming**
Communication and Decision Making

**Performing**
Control and Organization

**Norming**
Motivation and Productivity

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Group and Team Development Stages

• Forming
  – Attempting to define the task and how it will be accomplished through discussions of task-related concepts/issues.

• Storming
  – Defensiveness, intragroup competition, and the formation of factions; arguing among members, even when they agree.
Group and Team Development Stages (cont’d)

• Norming
  – Establishing and maintaining team ground rules.
  – More friendliness and confiding in one another.

• Performing
  – The ability of the group/team to prevent or work through problems.
  – Members develop a close attachment to the team.
Characteristics of Groups and Teams

• Role
  – The part an individual plays in helping the group reach its goals.
    • Task-specialist role
      – Concentrating on getting the group’s tasks accomplished.
    • Socioemotional role
      – Providing social and emotional support to others on the team.
• Role Structures

  – Are the set of roles and interrelationships among the roles that group\team members define and accept.

  – Are a result of role episodes in which the expected role is translated and defined into the enacted role.
Role Structures (cont’d)

• Role Ambiguity
  – Occurs when the sent role is unclear.

• Role Conflict
  – Occurs when the messages and cues comprising the sent role are clear but contradictory or mutually exclusive.

• Role Overload
  – Occurs when role expectations exceed an individual’s capacities.
Role Conflicts

Types of Role Conflict

- Interrole Conflict
- Intrarole Conflict
- Intrasender Conflict
- Person-role Conflict
### Types of Role Conflict

<table>
<thead>
<tr>
<th>Conflict Type</th>
<th>Description</th>
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<tbody>
<tr>
<td>Interrole conflict</td>
<td>Is the result of a conflict between roles.</td>
</tr>
<tr>
<td>Intrarole conflict</td>
<td>Is caused by conflicting demands from different sources.</td>
</tr>
<tr>
<td>Intrasender conflict</td>
<td>Arises when a single source sends contradictory messages.</td>
</tr>
<tr>
<td>Person-role conflict</td>
<td>Is the discrepancy between role requirements and an individual’s values, attitudes, and needs.</td>
</tr>
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</table>
Implications of Roles for Groups and Teams

• Avoid role ambiguity, conflict, and overload by:
  – Having clear and reasonable expectations of employees.
  – Sending clear and straightforward role cues.
  – Taking into account the employee’s other roles and personal value system.
  – Recognizing an individual’s capabilities and limits.
Behavioral Norms

• Norms

– Are standards of behavior that a group accepts and expects of its members.

– Define the boundaries between acceptable and unacceptable behavior.

• Norm generalization—the norms of one group cannot always be generalized to another group.

• Norm variation—norms and their application vary within a group or team.
Group Behavioral Norms

- **Group and Team Pressure**
- **External Stimulus**
- **Individual Norm Conformity**
- **Situational Factors**
- **Individual Traits**
Norm Conformity

• Individuals conform as response to:

  – Group or team pressure to conform to group behavior.
  – An initial (ambiguous) stimulus prompting group behavior.
  – Individual traits that reflect their propensity to conform.
  – The influence of situational factors (e.g., group size and unanimity).
Conformity to Group Norms

• Individual Responses:
  – Adopt the norms of the group.
  – Try to obey the “spirit” of the norms while retaining individuality.

• Socialization
  – Norm conformity that occurs when a person makes the transition from being an outsider to being an insider in the organization.
Cohesiveness in Groups

- Cohesiveness
  - The extent to which members are loyal and committed to the group
  - The degree of mutual attractiveness within the group.
<table>
<thead>
<tr>
<th>Factors That Increase Cohesiveness</th>
<th>Factors That Reduce Cohesiveness</th>
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<tbody>
<tr>
<td>Intergroup competition</td>
<td>Group size</td>
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<tr>
<td>Personal attraction</td>
<td>Disagreement on goals</td>
</tr>
<tr>
<td>Favorable evaluation</td>
<td>Intragroup competition</td>
</tr>
<tr>
<td>Agreement on goals</td>
<td>Domination</td>
</tr>
<tr>
<td>Interaction</td>
<td>Unpleasant experiences</td>
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</table>
FIGURE 13.4 The Interaction Between Cohesiveness and Performance Norms
Formal and Informal Leadership

• Informal Leader
  – Engage in leadership activities but their right to do so is not been formally recognized by the organization or group.
  – May also be the formal leader for the group or may supplement the formal leader in fulfilling leadership roles.
  – Draw on referent or expert power as leaders.

• Formal Leader
  – Is elected or designated to engage in leadership activities by the group members.
  – Has been formally appointed or recognized by the organization as the leader for the group.
Interpersonal and Intergroup Conflict

• Conflict
  – A disagreement among two or more individuals, groups, or organizations.

• What is the optimal level of conflict?
  – Too little conflict, the organization underperforms.
  – Too much conflict, the organization suffers from low performance.
  – A moderate level of conflict can raise performance.
FIGURE 13.5  The Nature of Organizational Conflict
Causes of Conflict

• Interpersonal Conflict
  – Personality clash
  – Differing beliefs or perceptions
  – Competitiveness

• Intergroup Conflict
  – Interdependence
  – Different goals
  – Competition for scarce resources

• Conflict Between the Organization and its Environment
  – Conflict with competition
  – Conflict with consumer groups
  – Conflict with employees
Causes and Consequences of Conflict

Causes of Conflict
- Interdependency
- Competition
- Different Goals and Activities
- Personalities

Consequences of Conflict
- Hostility
- Withdrawal
- Increased Motivation
- Increased Performance
Table 13.3 Methods for Managing Conflict

**Stimulating Conflict**
- Increase competition among individuals and teams.
- Hire outsiders to shake things up.
- Change established procedures.

**Controlling Conflict**
- Expand resource base.
- Enhance coordination of interdependence.
- Set superordinate goals.
- Match personalities and work habits of employees.

**Resolving and Eliminating Conflict**
- Avoid conflict.
- Convince conflicting parties to compromise.
- Bring conflicting parties together to confront and negotiate conflict.
• Negotiation

- The process in which two or more parties (people or groups) reach agreement on an issue even though they have different preferences regarding that issue.