

Lesson:-26 GROUP DECISION-MAKING

The most common form of group decision making takes place in interacting groups. In these groups, members meet face-to-face and rely on both verbal and nonverbal interaction to communicate with each other. But as our discussion of groupthink demonstrated, interacting groups often censor themselves and pressure individual members toward conformity of opinion. Brainstorming, the nominal group technique, and electronic meetings have been proposed as ways to reduce many of the problems inherent in the traditional interacting group. Brainstorming is meant to overcome pressures for conformity in the interacting group that retard the development of creative alternatives.⁷³ It does this by utilizing an idea-generation process that specifically encourages any and all alternatives, while withholding any criticism of those alternatives.

GROUP DECISION-MAKING TECHNIQUES

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In a typical brainstorming session, a half dozen to a dozen people sit around a table.

The group leader states the problem in a clear manner so that it is understood by all participants. Members then "freewheel" as many alternatives as they can in a given length of time. No criticism is allowed, and all the alternatives are recorded for later discussion and analysis. That one idea stimulates others and that judgments of even the most bizarre suggestions are withheld until later encourage group members to "think the unusual. Brainstorming, however, is merely a process for generating ideas.

The following two techniques go further by offering methods of actually arriving at a preferred solution.

The **nominal group technique** restricts discussion or interpersonal interaction during the decision-making process, hence, the term *nominal*.

Group technique members are all physically present, as in a traditional committee meeting, but A

members operate independently. Specifically, a problem is presented and then the following steps take place....

1. Members meet as a group but, before any discussion takes place, each member independently writes down his or her ideas on the problem.
2. After this silent period, each member presents one idea to the group. Each member takes his or her turn, presenting a single idea until all ideas have been presented and recorded. No discussion takes place until all ideas have been recorded.
3. The group now discusses the ideas for clarity and evaluates them.
4. Each group member silently and independently rank-orders the ideas. The ideas with the highest aggregate ranking determine the final decision.

The chief advantage of the nominal group technique is that it permits the group to meet formally but does not restrict independent thinking, as does the interacting group.

The most recent approach to group decision making blends the nominal group technique with sophisticated computer technology .

The future of group meetings undoubtedly will include extensive use of this technology . Each of these four group decision techniques has its own set of strengths and weaknesses.

The choice of one technique over another will depend on what criteria you want to emphasize and the cost-benefit trade-off.

For instance, the interacting group is good for building group cohesiveness, brainstorming keeps social pressures to a minimum, the nominal group technique is an inexpensive means for generating a large number of ideas, and electronic meetings process ideas fast.

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It's called the computer assisted group or **electronic meeting**. Once the technology is in place, the concept is simple. Up to 50 people sit around a horseshoe-shaped table, empty except for a series of computer terminals. Issues are presented to participants and they type their responses onto their computer screen. Individual comments, as well as aggregate votes, are displayed on a projection screen in the room.

The major advantages of electronic meetings are anonymity, honesty, and speed.

Participants can anonymously type any message they want and it flashes on the screen for all to see at the push of a participant's keyboard.

It also allows people to be brutally honest without penalty. And it's fast because chitchat is eliminated, discussions don't digress, and many participants can talk "at once without stepping on one another's toes. The future of group meetings undoubtedly will include extensive use of this technology.


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Norms control group member behavior by establishing standards of right and wrong. If managers know the norms of a given group, it can help to explain the behaviors of its members. When norms support high output, managers can expect individual performance to be markedly higher than when group norms aim to restrict output. Similarly; acceptable standards of absenteeism will be dictated by the group norms. Status inequities create frustration and can adversely influence productivity and the willingness to remain with an organization. Among those individuals who are equity sensitive, incongruence is likely to lead to reduced motivation and an increased search for ways to bring about fairness (i.e., taking another job).

The impact of size on a group's performance depends upon the type of task in which the group is engaged. Larger groups are more effective at fact-finding activities. Smaller groups are more effective at action-taking tasks. Our knowledge of social loafing suggests that if management uses larger groups, efforts should be made to provide measures of individual performance within the group.

We found the group's demographic composition to be a key determinant of individual turnover. Specifically, the evidence indicates that group members who share a common age or date of entry into the work group are less prone to resign.



⌘ *A collection of two or more individuals, interacting and together to achieve a common*

group's level of norms.

processes and

as will lead to



GROUP

DEFINITION OF GROUP

⌘ *A collection of two or more individuals, interacting and interdependent, who have come together to achieve a common objective/s.*

CHARACTERISTICS OF GROUP

The important characteristics of groups are as follows:

- ⌘ **Social interaction**
- ⌘ **Stability**
- ⌘ **Common interests or goals**
- ⌘ **Recognition as being a group**

Types of Groups



formal or informal groups

- ⌘ *Formal groups* are deliberately created by the organization in order to help the organizational members achieve some of the important the organizational goals.
- ⌘ The *informal groups*, in contrast, develop rather spontaneously among an organization's members without any direction from the organizational authorities.

Types of Informal Groups



⌘ **Interest groups**

⌘ **Friendship groups**

⌘ **Reference groups**



⌘ **Punctuated Equilibrium Model**

Group Structure



⌘ *Role*

⌘ *Norms*

⌘ *Status*

⌘ *Group cohesiveness*

Teams



- ⌘ A special type of group whose members have complementary skills and are committed to a common purpose or set of goals for which they hold themselves mutually accountable.

Groups and Teams



GROUPS

- ⌘ INDIVIDUAL PERFORMANCE
- ⌘ INDIVIDUAL ACCOUNTABILITY
- ⌘ SHARE INFORMATION
- ⌘ NEUTRAL/NEGATIVE SYNERGY
- ⌘ RANDOM SKILLS
- ⌘ RESPONSIVE TO DEMAND OF MANAGEMENT

TEAMS

- ⌘ COLLECTIVE PERFORMANCE
- ⌘ MUTUAL ACCOUNTABILITY
- ⌘ COLLECTIVE OUTCOME
- ⌘ POSITIVE SYNERGY
- ⌘ COMPLEMENTARY SKILL
- ⌘ SELF-IMPOSED DEMANDS

Chapter 9 / Chapter 10

The Nature of Groups And Teamwork and High Performance Teams

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1

Groups in Organizations



A group is a collection of two or more people who work with one another regularly to achieve common goals.

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Nature of Groups

Situations in which groups are superior to individuals.

- When there is no clear expert in a particular problem or task.
- When problem solving can be handled by a division of labor and the sharing of information.
- When creativity and innovation are needed.



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Types of Groups

Formal Groups

Formally Established
Work Assignments
Specific Tasks

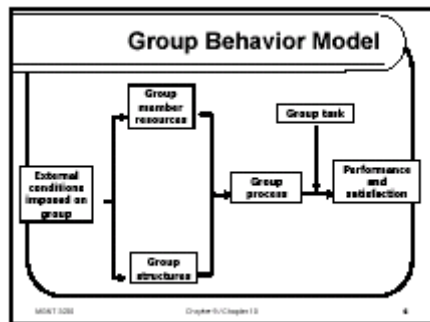
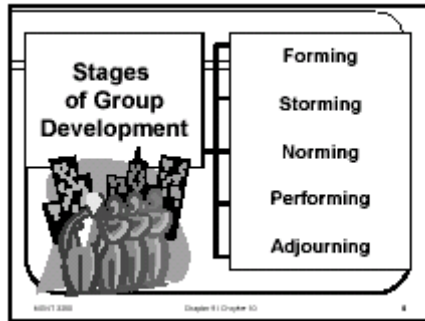
Informal Groups

Occur Naturally
Friendships
Common Interests

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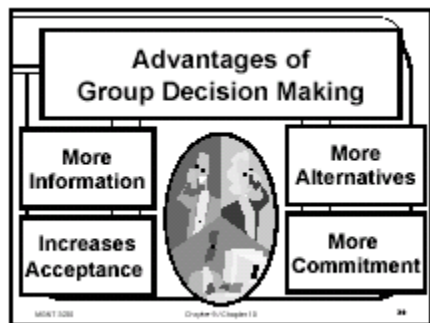


Group Structure- Composition

- Homogeneous vs. Heterogeneous
- Demography: age, gender, race, education, tenure.
- Cohorts: individuals who hold a common attribute.




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Disadvantages of Group Decision Making

Time Consuming	Minority Domination
Pressures to Conform	Ambiguous Responsibility



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Decision-Making Techniques for Groups

Brainstorming	Nominal Group Technique
Electronic Meetings	Delphi Technique

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Types of Teams


- **Teams that recommend things.**
 - Established to study specific problems and recommend solutions to them.
- **Teams that run things.**
 - Have formal responsibility for leading other groups.
- **Teams that make or do things.**
 - Functional groups that perform ongoing tasks.



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Team Building Process

- Problem or opportunity in team effectiveness.
- Data gathering and analysis.
- Planning for team improvements.
- Actions to improve team functioning.
- Evaluation of results.



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