

### 3. GROUP DYNAMICS

Bill Gates says “I have always loved the competitive forces in this business. You know I certainly have meetings where I spur people on by saying, “hey, we can do better than this. How come we are not out ahead on that?” that’s what keeps my job one of the most interesting in the world.

**Q.No.1. What is a Group? What are the Characteristics or features of group? (B)**  
(PM, N 11, N 13 - 4M)

#### MEANING:

- a) A group is a collection of people who interact with each other to achieve a common goal.
- b) A group can be defined as an “aggregate of people & it consist of 2 (or) more than 2 members, but not too large a number, who associate together in face-to-face relationships over a period of time.”
- c) Mainly two types of groups are present in organizations:
  1. **Formal Groups** are created purposefully by the management to meet certain official requirements.
  2. **Informal Groups** develop naturally in every organization due to social and psychological needs of the employees. management will not involve in the creation of these groups.

#### CHARACTERISTICS OR FEATURES OF GROUPS:

1. **Group goals** – group goals are the reason for the existence of groups. no goals, no groups.
2. **Group structure** – there will be a hierarchy in every group based on the duties group members have to perform.
3. **Group Patterns of communication** – is how a message flows from one level to another level in the group.
4. **Group Norms** – are the rules, values that are to be followed by members of a group.
5. **Group climate** – is the emotional atmosphere of a group based on
  - a) Bonding and trust among members
  - b) Participative spirit
  - c) Openness
  - d) High performance goals.



#### SIMILAR QUESTIONS:

1. Give a brief note on features of group.  
Group is “a collection of individuals, the members accept a common task, become interdependent in their performance, and interact with one another to promote its accomplishment.” In an organisation, the members of a group.
- A. Refer any 4 features of above.

**Q.No.2. what do you understand by group dynamics? What are the Characteristics of Group Personality? (A)** (PM, RTP - M15, M 01 - 4M, M 07 - 5M, M 11 - 4M, N15 - 4M)

#### GROUP DYNAMICS:

- a) Group dynamics is a system of behaviors and psychological process occurring within a social group (intragroup dynamics), or between social groups (intergroup dynamics).

- b) It is the study of the interaction and interrelationships among the members of a group.
- c) It involves the study of the forces, which are operating within a group.

Every individual has a personality of his/her own. Similarly, a group develops its personality, over a period of time.

### GROUP PERSONALITY IS CHARACTERIZED BY THE FOLLOWING FEATURES:



#### 1. Spirit of conformity:

- The members of the group have to achieve 'a spirit of conformity.' This is very important because, the group must gain recognition and respect from others.
- Our beliefs, opinions, and actions are influenced more by group opinions.
- If the members conform to the standards of their group, they feel happier.

#### 2. Respect for group values:

- Each group is distinct or unique. They are different from other groups.
- The difference is made by the values and ideals that they maintain.
- In order to deal effectively with a group, we must understand its values.*
- This could guide us, in foreseeing its programs and actions.*



#### 3. Resistance to change:

- The group may bring about its own changes.
- These changes could be either by the dictation of its leader or by mutual agreement.
- The members of the group may or may not accept the changes.
- The degree to which the group members resist change serves as an important index of its personality. It helps us in dealing with it efficiently.

#### 4. Collective power:

- The groups are always powerful than the individuals.
- That is why individuals may find it difficult to speak out their thoughts in groups.



#### 5. Group Prejudice (=prejudgment).

- Just like individuals, groups have their own prejudices.
- The group prejudices determine how a particular group reacts to different situations and social changes.

### SIMILAR QUESTIONS:

- "Group Dynamics is the study of the interaction and interrelationships among the members of a group".-Do you agree?

A. Refer introduction part of the above.

**Q.No.3. Describe types of groups in organization. (Or) State the types of groups in an organization which play an important role in solving the difficult problems in an organization. (B)**  
(PM, N 12 - 4M, M 15 - 4M)

#### 1. SELF DIRECTED TEAMS:

- A self-directed team is a group of highly trained employees picked up from various functional areas, who work together without any managerial supervision on the team's routine operations.
- The team members are responsible for managing themselves.



**2. QUALITY CIRCLES:**

- a) A quality circle generally consists of a small group of employees from same work area.
- b) They voluntarily meet on a regular basis.
- c) They discuss work related problems.
- d) They identify, analyse and suggest measures for improvements in quality, productivity, safety, and customer service to the management.

**3. COMMITTEES:** Committees are constituted by the management.

Committees are of various types:

- a) Standing committee : Permanent in nature and highly empowered
- b) Advisory committee : Comprises experts in particular fields
- c) Adhoc committee : Set up for a particular purpose and after the goal is achieved it is dissolved.

**4. TASK FORCE:**

- a) Task force is created by the management to accomplish a single defined task within a specified time period.
- b) For example, A task force may be formed to tackle downfall in turnover.

**SIMILAR QUESTIONS:**

1. What is the difference between self-directed teams and task force

A. Refer 1<sup>st</sup> and 4<sup>th</sup> points of above.

**Q.No.4. What do you understand by Group conflicts? How shall these be managed effectively? Explain (A) (PM, RTP – 16, N 07 - 5M)**

**1. MEANING:**

- a) Conflict is an "express struggle" between atleast two inter-dependent parties, who perceive inconsistent goals, scarce resources, and interference from the other party in achieving their goals.
- b) There are two aspects in relation to conflict –
  - i) **Expression:** The two sides must communicate/express about the problem for there to be conflict.
  - ii) **Perception:** Conflict involves perceptions, i.e. the two sides may only perceive that their goals, resources, and interference are inconsistent with each other.

**2. MANAGING CONFLICTS:** The climate in which conflict is managed is important. It is essential to plan communications to encourage a supportive climate, marked by emphasis on:

- i) Presenting ideas or options.
- ii) Problem orientation - focusing attention the task
- iii) Spontaneity - Communicating openly and honestly
- iv) Empathy - understanding another person's thoughts.
- v) Equality- asking for opinion s
- vi) Willing to listen to the ideas of others.

Successfully managed conflicts can be constructive and can strengthen relationships in an organisation.

**Q.No.5 Explain Consensus Building? (Or) "Once the process of consensus building has begun, mediators try to assist the parties in their efforts to generate a creative resolution of differences". Examine this statement and also state in brief the process which should be followed by mediators to resolve the differences between the parties.**

(A)

(PM, N 14 - 4M, RTP - N15, N16, N16 - 5M)

**1. CONSENSUS BUILDING:**

- a) Consensus means overwhelming agreement.
- b) Most consensus building efforts set out to achieve unanimity.
- c) Consensus building is usually carried out by a mediator or a facilitator.
- d) It is important that consensus should be the product of a good-faith effort to meet the interests of all stakeholders.

**2. REQUIREMENTS OF CONSENSUS BUILDING:**

**a) Problem - Solving Orientation:**

- i) It is important to be constructive and maintain a problem - solving orientation, even in the face of strong differences and personal enmity.
- ii) Concerns or disagreement should be expressed in an unconditionally constructive manner.

**b) Engage in Active Listening:** Participants in every consensus building process should be encouraged for active listening.

**c) Disagree Without Being Disagreeable:** Participants in every consensus building process should be instructed to "disagree without being disagreeable" behavior.

**d) Strive for the Greatest Degree of Transparency Possible:**

- i) Consensus building processes should be transparent.
- ii) That is, every thing should be open to scrutiny by anyone affected by the group's recommendations.

**e) Strive to Invent Options for Mutual Gain:**

- i) The goal of a consensus building process must to be to create as much value as possible.
- ii) The key to creating value is to invent options for mutual gain.

**Q.No.6. Explain the concept of "Negotiation". What are its techniques? (A)**

(PM, RTP – N14, M11 – 4M)

**DEFINITION OF NEGOTIATION:**

Negotiation is-

- a) a decision making process.
- b) in which two parties having common and conflicting interests.
- c) interact with each other.
- d) with the objective of reaching an agreement acceptable to all.

**TECHNIQUES FOR NEGOTIATION:**

- a) **Spiraling agreements:** Begin by reaching a minimum agreement and build, bit by bit, on this first agreement.
- b) **Changing of position:** Prepare the proposals in a different way, without changing the final result.

- c) **Gathering information:** Ask for information from the other party to clarify their position.
- d) **Making the cake bigger:** Offer alternatives that may be agreeable to the other party, without changing the terms.
- e) **Commitments:** Make the agreements official, orally and in writing before ending the negotiation.

**Q.No.7. What are the steps in Negotiation Process? (B) (PM, N 08 - 5M, M 11 - 4M)**

**THE NEGOTIATION PROCESS CONSISTS OF THE FOLLOWING STEPS:**

1. **Preparing:** The negotiator must get prepared before the actual negotiations begin.

**Preparation involves:**

- a) Setting the objective of negotiation and the limits within which to negotiate.
- b) Identifying the real issues.
- c) Selecting the parties to be involved.
- d) Assessing the relative strength of the two parties.
- e) Preparing a checklist and collect necessary data.

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2. **Arguing:**

- a) In this phase, both the parties attempt to build a case for their respective opinions.
- b) Each party will try to forcefully inform the other party about the logic and strength of his/her opinion.
- c) *In case the opposing parties take entirely opposite positions and become unfriendly, negotiation may fail.*
- d) Both the sides must listen and understand each other's positions to cut down the differences and come to a common ground.



3. **Signaling:**

- a) After some amount of arguing, the two parties will become aware of the deadlock (=stagnation) and want to break it.
- b) They give verbal or non-verbal clues to the possibility of adjustment to the other parties. Both the parties should remain alert to the clues given by the other party.

4. **Proposing:**

- a) Proposals help to advance negotiations by overcoming arguments which cannot be negotiated.
- b) Therefore, proposing is an important phase in the negotiation process.

5. **Packaging:**

- a) Considering all the above things, one party suggests an overall solution for the consideration of the other party.
- b) The possibilities of concessions are also discussed.

6. **Bargaining:**

- a) In this phase, the party, which wants to offer concessions, decides what it requires in return.
- b) When the opponent agrees to its conditions, mutual proposals are presented.



7. **Closing:**

- a) In the final phase, agreement is made and the bargaining comes to an end.
- b) The agreement is put into writing to ensure its implementation.

**SIMILAR QUESTIONS:**

1. What is meant by "Negotiation"? Name the various steps which can be identified in the process of negotiation from start to the completion of the process.

A. Refer the above answer.

**Q.No.8. Explain different strategies for Negotiation. (C)**

**(SM)**

**VARIOUS ALTERNATE APPROACHES TO NEGOTIATION ARE GIVEN BELOW:****1. Win - lose Strategy:**

- a) In this strategy, each party attempts to take maximum gain and impose maximum loss on the other party.
- b) It is a 'zero sum game' because one party's gain counter balances the other party's loss.

**2. Lose - lose Strategy:**

- a) In this approach, both the parties are losers.
- b) Nobody wants to lose and compromise, and every one wants to take revenge on one another.

**3. Compromise:**

- a) It is better to compromise than to continue fight and create possibility of a lose-lose situation.
- b) When parties fight for a scarce resource, compromise may be the best option.

**4. Win - win Strategy:**

- a) In this approach, both the parties feel that they have gained.
- b) The gain of one party is not achieved at the cost of the other.
- c) It is a collaborative approach that focuses on the ends rather than on the means.
- d) Joint problem solving is used to arrive at an agreement that will benefit both the sides.

**Q.No.9. Explain the concept of influencing and Persuasion skills and also techniques of persuasion. (C)**

**(SM)**

**INFLUENCE IS MUCH WIDER IN DEPTH AND DIMENSION IT IS:**

- a) Is a respectable way to change other people's actions.
- b) A process not an action.
- c) A set of skills - including body language, listening, building rapport, planning, probing and explaining.
- d) A set of attitudes – including confidence, trust, patience and belief in win-win outcomes
- e) It is getting people to do things because they want to.
- f) It requires one to be other focused rather than self focused
- g) It enables proactive leadership.

Persuasion is a part of influencing. It is a direct communication where benefits are stated with reasonable arguments in a respectful manner.

**PRINCIPLES OF PERSUASION:**

- a) **Honor and Respect:** These are communicated in various ways through our behavior towards others.

- b) **Understanding the other person's Frame of Reference:** we should have empathy  
(=understanding) towards others.

### TECHNIQUES OF PERSUASION:

1. Emotional word pictures' (EWPs) are stories or objects which influences listener's emotions and intelligence(i.e., head and heart).
2. In order to appeal to anyone's motivation to act, we must know these two biggest **motivators**.  
The first is: the desire for gain.  
The other is: fear of loss.

### Q.No.10. Write about Team Role and Groupthink. (C) (PM) (For Student Self - Study)

**TEAM ROLES:** Members of a team can play various roles, which fall into **three** categories:.  
Members who assume

1. **Self oriented roles:** These members are motivated mainly to fulfill their personal needs.
2. **Team - maintenance roles:**
  - a) These Members recognize that each individual brings valuable assets, knowledge, and skills to the team.
  - b) They are willing to exchange information, examine issues, and work through conflicts that arise and, to help everyone work well together,
3. **Task - facilitating roles:** These members will help to solve problems or make decisions in teams.

### GROUP THINK:

- a) It is the tendency of group members to seek agreement solely for agreement's sake.
- b) A group gripped by groupthink fails to be creative, explore alternative solutions, problems, or concerns in an effort to project a unity in the group to outsiders.

## APPLICATION ORIENTED QUESTIONS

### Q.No.11. What is the role of communication in conflict management? (C) (SM)

Refer Above question "How shall communication in conflict management be managed effectively?"

### Q.No.12. What is the role of leadership in the achievement of group goals? (C) (SM)

1. Groups need effective leadership to achieve their goals.
2. They help establish a cooperative climate that encourages group interaction, helps the discussion to follow smoothly and keep the planned agenda on track.
3. It is the role of the leader to steer the discussion like a ship through troubled waters. Hence a leader is indispensable for a group discussion.

## QUESTIONS FOR ACADEMIC INTEREST – FOR STUDENT SELF STUDY

### Q.NO.13. what is Negotiation? Explain the nature of Negotiation. (C) (PM)

Whenever there is a trouble or a conflict, there should be a process, by which the problem should be cleared. Negotiation could be one such.



**MEANING:**

- a) Negotiation is the process, in which two or more parties work together, to arrive at a mutually acceptable resolution for one or more issues.
- b) It is a two-way process, in which both sides participate actively in taking decisions.
- c) Negotiation is a 'give-and-take' or 'both bargaining' process.
- d) *When conducted properly, both sides feel satisfied, about the outcome and are committed to achieve the same.*



**NATURE OF NEGOTIATION:** The distinguishing features of negotiation are as follows :

- a) There are atleast two parties in any negotiation.
- b) Both the parties have predetermined goals.
- c) Both of them are interested in an agreement.
- d) Both the parties are willing to modify their positions.
- e) There is some incompatibility between their goals.
- f) There is discussion between the interdependent parties.
- g) Negotiation is required when a single party cannot resolve the matter.
- h) Negotiation can take place only when both the parties are willing to meet and discuss the issue.

**SIMILAR QUESTIONS:**

1. "Negotiation is the process, in which two or more parties work together, to arrive at a mutually acceptable resolution for one or more issues" – discuss with suitable examples
- A. Refer meaning and examples of above question.

**Q.No.14. What are the basic rules of negotiation? (C) (PM) (For Student Self - Study)**

1. **ANALYZE THE INTEREST OF THE PARTIES:** This is important to understand the perceptions, the style of negotiation, and the interests of and principles of the counterparts, as well as one's own.
2. **PLAN THE NEGOTIATION, AND DETERMINE:**
  - a) What are the expectations from the negotiation?
  - b) What re the terms of the negotiation?
  - c) What are the non-negotiable terms and what can be modified?
  - d) What is the minimum that a agreement can be reached on?
  - e) What is the negotiation strategy?
  - f) What are the most important interests of the other parties?
  - g) How does one interact with or manage people?
3. **SELECT THE APPROPRIATE NEGOTIATION TECHNIQUE FROM AMONG THE FOLLOWING:**
  - a) **Spiraling agreements:** Begin by reaching a minimum agreement even though it is not related to the objectives, and build, bit by bit, on this first agreement.
  - b) **Changing of position:** Formulate the proposals in a different way, without changing the final result.



- c) **Gathering information:** Ask for information from the other party to clarify their position.
  - d) **Making the cake bigger:** Offer alternatives that may be agreeable to the other party, without changing the terms.
  - e) **Commitments:** Formalize agreements orally and in writing before ending the negotiation.
4. **NEGOTIATE:** Be sensitive and quick to adapt to changing situations, but don't lose sight of the objective. Some aspects that could interfere with the negotiation are:
- a) Personal positions and interests Psychological and emotional aspects of the persons (place, placement of chairs, body language, gestures, etc)
  - b) Difficulties in communication (differences in languages, different meanings of the same words, etc.

### TEST YOUR KNOWLEDGE

1. "The management of conflicts should be in constructive manner but not in destructive manner" – do you agree? If is justify your answer with a practical example.
2. What is the role of active listening in the achievement of consensus building? Many executives feel that it is difficult to accomplish? As a professional, Do you accept this statement?
3. "The approach of Win-Win is not suitable in all circumstances" Do you accept? If yes, justify your answer.
4. A member in the group is performing to fulfill his personal need and tend to contribute little to the success of team? This member belongs to which group?
5. "Win-lose strategy is mandatory in some cases" Do you accept? justify with a practical example.
6. I command and expect compliance. What is the name of this leadership style?
7. In order to accomplish task effectively, what kind of thinking a group should possess?
8. Understanding other person's frame of reference is called?
9. Trade union officials are negotiating salary hike with you. You are unable to give salary hike at present condition. How can you overcome this situation?
10. In which strategy of Negotiation, both the parties feel that they have gained?
11. Which Strategy of Negotiation focuses on the ends rather than on the means?

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## THE END