

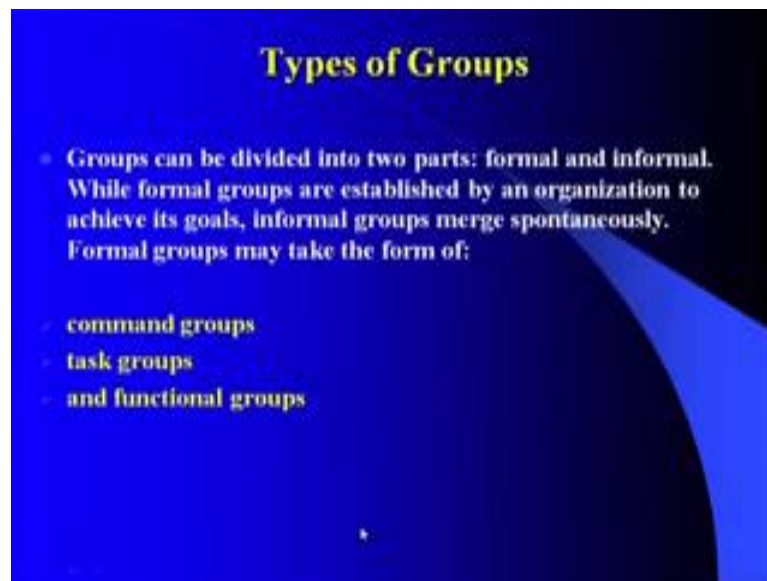
**Soft Skills Development**  
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**Lecture – 18**  
**Understanding Group Dynamics – II**

Hello. I have been discussing about on the topic that is Understanding Group Dynamics this is part 2, in part 1 I have discussed little bit about the formation stages of forming the groups and about the process of formation of group etcetera and the basic definition of group dynamics that I have discussed in part 1.

In part 2, I am going to discuss further related to group dynamics, some of the points which are very very important which one can note for further understanding. Here, I would like to discuss little bit on the types of groups, groups are of different types.

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Groups can be divided into 2 parts: one is called formal and another one is called informal. While formal groups are established by an organization to achieve its goal, informal group merge spontaneously. Formal group may take the form of and generally these are the 3 forms like what we call command groups, task groups and functional groups, so one by one I will take up and discuss about these kinds of types of groups.

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## Command Groups

- Command groups are specified by the organizational chart and often consist of a supervisor and the subordinates that report to that supervisor. An example of a command group is a market research firm CEO and the research associates under him/her.

First one is Command Groups. Command Groups are specified by the organizational chart and often consist of a supervisor and the subordinates that report to that supervisor. An example of a command group is a market research firm CEO and the research associates under him or her. This is called the command group means they have been given certain task to be performed and there is a person responsible for that and has our associate and they are suppose to perform. This is called command group.

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## Task Groups

- Task groups consist of people who work together to achieve a common task. Members are brought together to accomplish a narrow range of goals within a specified time period. Task groups are also commonly referred to as task forces. The organization appoints members and assigns the goals and tasks to be accomplished.
- Examples of assigned tasks are the development of a new product, the improvement of a production process, or designing the syllabus under semester system.
- Other common task groups are ad hoc committees, project groups, and standing committees. Ad hoc committees are temporary groups created to resolve a specific complaint.

Other one is called Task Group. What is task group? The task group consist of people who work together to achieve a common task. Members are brought together to

accomplish a narrow range of goals within a specified time period. Task groups are also commonly referred to as task forces.

The organization appoints members and assigns the goals and tasks to be accomplished. This group is very active some tasks have been assigned to them and they are supposed to perform within a given time limit. Examples of assigned tasks are the development of new products this is very very challenging task given; task force is also sometimes able say the improvement of a production process or designing the syllabus under semester system.

Lot of you know critical thinking required, lots of new ideas are required they have to face lots of challenges is not that easy a task. Force is such a force or group we were suppose to take up the challenges and once the person is taking up the challenge definitely it is not easy to perform, one has to work hard collect lots of information from various sources take the help of others, junior, senior, subordinates, everybody whosoever might be having information and can be helpful to achieve the goal.

Other command task groups are ad hoc committees, project groups, and standing committees. Ad hoc committees are temporary groups created to resolve a specific complaint sometimes in organization, some disciplinary committees are formed and it is some members 3, 4 members form a group to look into the matter and these things are not very simple, quite complicated and based on their experience knowledge and wisdom they have to come up with some sort of decision.

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## Functional Groups

- A functional group is created by the organization to accomplish specific goals within an unspecified time frame. Functional groups remain in existence after achievement of current goals and objectives. Examples of functional groups would be a marketing department, a customer service department, or an accounting department.
- Further, informal groups can have a strong influence in organizations that can either be positive or negative. For example, employees who form an informal group can either discuss how to improve a production process or how to create shortcuts that jeopardize quality. Informal groups can take the form of interest groups, friendship groups, or reference groups.

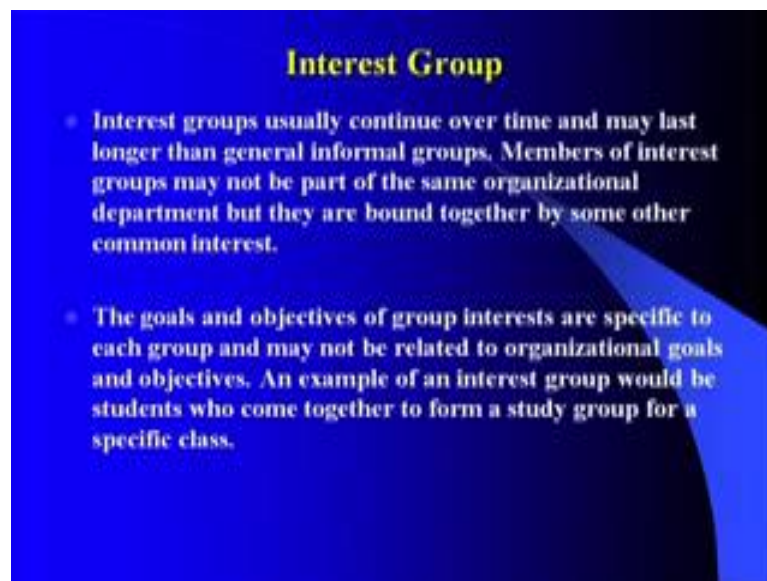
Task group is groups were given some assignment within a given time and they have to perform. Now another group named that is called functional group. What are functional groups? A functional group is created by the organization to accomplish specific goals within an unspecified time frame. Now time is not specified functional groups remain in existence after achievement of current goals and objectives examples of functional groups would be a marketing department, a customer service department or an accounting department.

Like these are the functional groups in any organization there is establishment department, there is accounts department, there is some sort of you know other kind of departments marketing etc. These departments or in other words one can say that group of people keep on working to perform certain type of task assigned or given to them. These kinds of groups that which are called functional groups they keep on working means there is no time frame that specified time that they have to perform within this particular time frame certain task. These groups keep on working continuously and they have certain work to be performed and that is their function.

Now further informal groups can have a strong influence in organizations that can either be positive or negative. For example, employees who form an informal group can either discuss how to improve a production process or create shortcuts that jeopardize quality. Informal groups can take the form of interest groups, friendship groups or reference group.

Just as I mentioned earlier some of the groups which are very very important they come under the category of formal group. But at the same time you know that many people are working for certain things, for certain cars informally and there are also they form a group they work together in a group informally. And in informal group also there might be lots of you know sub categories based on the purpose and they are called like interest group friendship group or reference group. I shall be discussing little bit on these groups.

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Now, first one is Interest Group. Now people are having common interest they form a group interest group usually continue over time and may last longer than general informal groups. Members of interest groups may not be part of the same organizational department, but they are bound together by some other common interest. When people are having common interest naturally they will come together, they form the group that is why we find that some people if they have certain liking for certain thing might be sports and games, we see that some people are sit together and play cards, some people are playing carom boards, some people are going together for walking and chit chatting, some people are likeminded people are just sitting together and cutting jokes and just laughing. Like that means, some common interest should be there so that is called interest group. They form because they have some common interest and this is very interesting that people will automatically come together.

The goal and objective of group interests are specific to each group and may not be related to organizational goals they have nothing to do with the organizational group. An example of an interest group would be students who come together to form a study group for a specific class. Sometimes, you know some people may be also in some organizational, some department, educational institutions. Some likeminded people because of their wasted interest they have common interest they come together and form a group to do something. Some students also as it is mentioned here form a group to study together and if they are coming together they discuss together, then they definitely can perform better than other students. Working in a group of course, helps provided if they have a common interest. Common interest group is there and it is very useful and purposeful.

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Another group might be just friendship group. Some friends, likeminded people come together. Friendship groups are formed by members who enjoy similar social activities, political beliefs, religious values or other common bonds, members enjoy each other's company and often meet after work to participate in these activities.

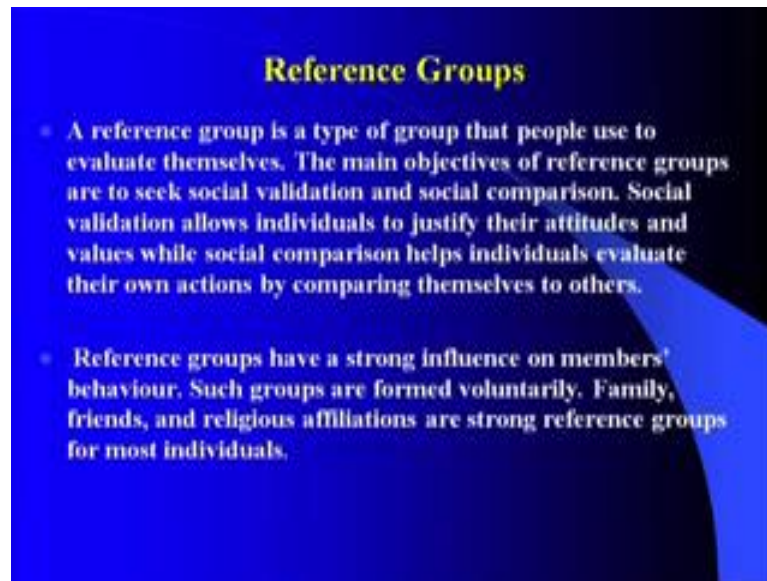
That means, friendship group become, people become friend because they like something, their liking might be something common in each other. These are some examples mention like some people are having some political beliefs; they have faith or belief in some particular party for example. They will come together or lots of people come together because of their religious faith, you know religion is such a thing that a

people become very sensitive and very easily they come together based on this faith. They will form a group and they will sit together discuss together having discourse inviting, a knowledgeable person inviting some preachers in that particular area of religion or sect who can further enhance their knowledge.

They have some common interest and because of that they develop sort of friendship. This is called friendship group and for example, other friendship group might be like implies who form a friendship group may have a yoga group. Some people you know doing individual yoga and then doing in a group it is a 2 different cases because when a when people are doing yoga in a group perhaps they get lots of inspiration from each other and every day they are meeting some particular place and performing some yogic exercises.

This is yoga group they become friend. And similarly, sometimes you know certain organization like, association like Telugu association in Kolkata like that in many states people come coming from some other state they form some friendship group where in the week end they have some social or cultural program they sit together discuss because you know that language food is such a thing that generally people come together very in a natural way. These kind of you know friendship groups are very common everywhere and sometimes you know in some organization and where families are staying together some ladies form this kitty party and in a week or in a month they sit together somewhere and chit chat and just laugh and enjoy party. This is called friendship group and these all are informal nothing to do with some particular organization to do. Another very interesting group is Reference Group. Reference group is a type of group that people use to evaluate themselves.

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The main objectives of reference groups are to seek social validation and social comparison. Social validation allows individual to justify their attitudes and values while social comparison helps individuals evaluate their own actions by comparing themselves to others.

People keep comparing with others what they are doing, what others are doing, how they can do better, how they can achieve certain things, what can they do for their society, for their community. All such things are discussed here. Reference groups have strong influence on members behaviour such groups are formed voluntarily form family, friends and religious affiliation are strong reference groups for most individuals, so family friends and religious affiliation. Of course, there are people who are common friends so they come together and they form a group which is called reference group.

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Now further factors affecting group behaviour. I would like to discuss little bit that what are the factors generally, one has to be aware of which will affect the group behaviour. The success or failure of a group depends upon many factors, but these are some of the important factors. First one is group member resources that means, it consist of a structure, size of the group, group roles, group norms and group cohesiveness. This is very very important.

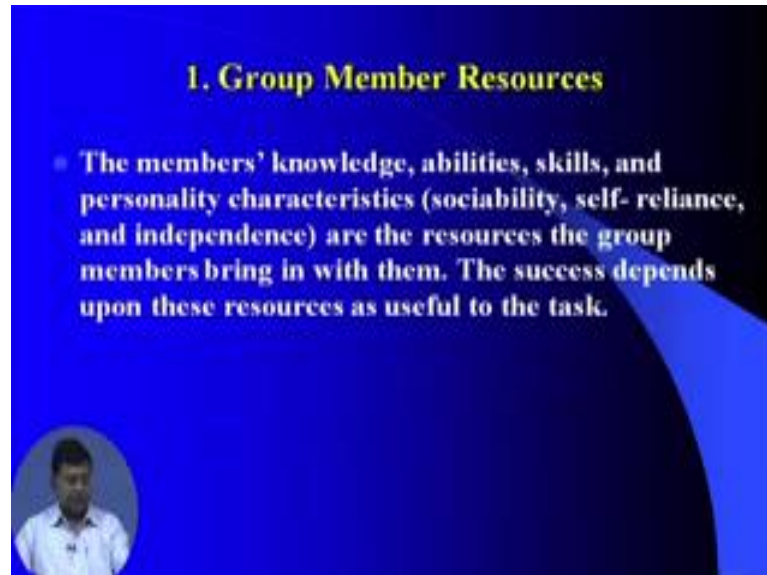
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Other one is group process like the communication process how people are communicating group decision making process power dynamics who is having what kind of power in that group and then conflicting interactions amongst the group members.

And the other one is group tasks that are complexity and interdependence. So, these are the group behaviours.

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Now, starting with first one that is group member process the members, knowledge, abilities, skills and personality characteristics, so that is sociability, self reliance and independence are the resources the group members bring in with them the success depends upon these resources as useful to the task. These are the useful resources knowledge. Now some people are having good knowledge in the group definitely that will help experience help, experience people always very important in a group they can share and with their knowledge and with their experience the group can be benefited. These things are quite important.

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## 2. Group Structure

- **Group Size:** Group size can vary from 2 people to a very large number of people. Small groups of two to ten are thought to be more effective because each member has ample opportunity to take part and engage actively in the group. Large groups may waste time by deciding on processes and trying to decide who should participate next.
- **Group Roles:** In formal groups, roles are always predetermined and assigned to members. Each role shall have specific responsibilities and duties. There are, however, emergent roles that develop naturally to meet the needs of the groups.

Now, so for this structure of the group they are 2 things group size and group roles. Group size can vary from 2 people to a very large number of people means there is no such limit restriction related to the number of persons in a group number of members of a group how many member should be in a group, just 2 or more can form a group.

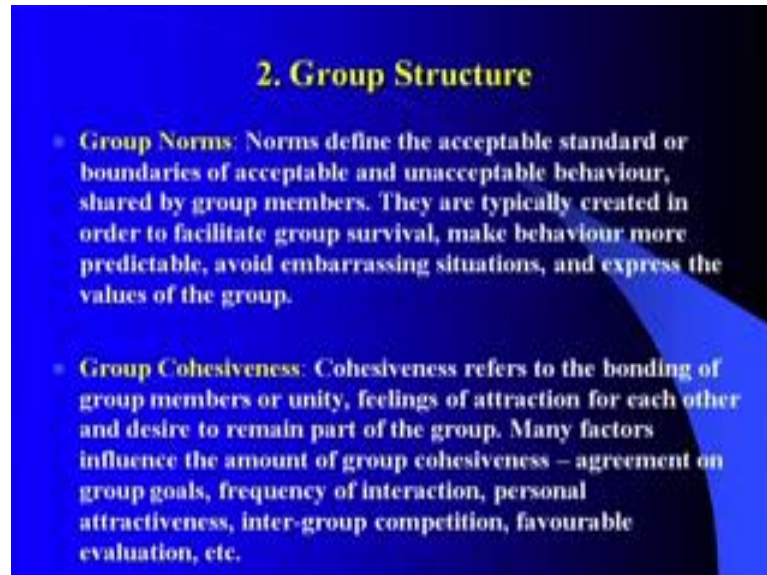
But it is advisable that smaller groups are better will perform better because chances of difference, chances of conflicts will be less in small groups. Small group of 2 to 10 or thought to be more effective because each members has ample opportunity to take part and engage activity in the group. Large groups may waste time by deciding on processes and trying to decide who should participate next. If the group is very large then as I mention that there is quite possible that everybody will be having his or her opinion and the difference is and then like and disliking so chances of conflicts will be more.

It is always good to manage the smaller groups and assign certain responsibilities, certain task to them so it becomes easier. Size of the group also matters; as one can also understand that if there are large numbers of people who have been given the responsibility because it is said that sealed responsibility is nobody's responsibility. If it is becoming very very large then also it is not good.

Second one is group roles informal groups, roles are always predetermined and assign to the members. Each members are given certain kind of role to perform. Each role shall have specific responsibilities and duties there are however, emergent roles that develop naturally to meet the needs of the groups. Depending on the nature behaviour knowledge experience of the people if they are assigned the proper task to be perform to be done

then definitely it is going to be very effective. This one has to take care that the right person is given right kind of responsibility.

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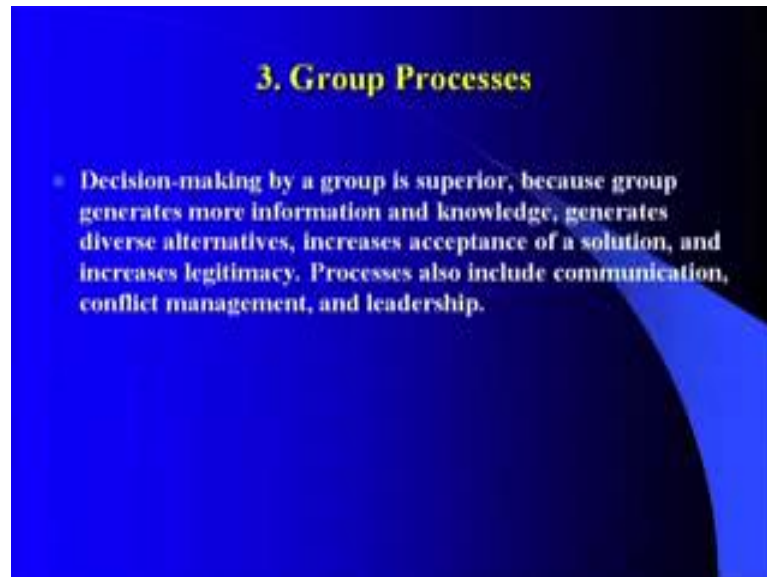
Then group norms. Norms define the acceptable standards or boundaries of acceptable and unacceptable behaviour shared by group members. They are typically created in order to facilitate group survival, make behaviour more predictable, avoid embarrassing situations and express the values of group. Group norms are very much acceptable standard or boundaries of acceptable and acceptable behaviours. What are the norms should be in the group – acceptable, not acceptable; it should be discussed. It should not be imposed if it is not acceptable, but somebody is trying to impose due to various regions then perhaps in long term it is not going to help people will be having lots of conflicting idea situations and they will not come up with something very constructive. There norm should be such that it should be acceptable to the members.

Cohesiveness: this is very very important cohesiveness refers to the bonding of group members or unity there should be feeling of union, feelings of attraction for each other and desire to remain part of the group. Many factors influence the amount of group cohesiveness - agreement on group goals, frequency of interaction, personal attractiveness, inter-group competition, favorable evaluation etcetera.

Cohesiveness is such a thing this is very very important in group dynamics because if there is a cohesiveness in the group feeling of attraction for each other, sense of union,

sense of unity that you are united yes we are not doing for individual cause, but something we are doing for the cause of the group and if that kind of thing, motivation is there in the mind of each and every group member then definitely it is going to help.

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Now, Group Processes: decision making by a group is superior because group generates more information and knowledge generates diverse alternatives, increases acceptance of a solution and increases legitimacy, processes also include communication, conflict management and leadership. These are related to group process where the communication process one can say, conflict management process is there and leadership means who will be the leader; how they will be have with each other all these related to group process.

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## Conclusion

- Thus it can be concluded that the group dynamics is essential to study because it helps to find how the relationships are made within the group and how the forces act within the group members. This helps to recognize the formation of the group and also tells how the group should be organized, lead and promoted.



Now, before I conclude I have already mention about the group process and I can just go back and just repeat 1 or 2 things which are very very important which you have to keep in mind that the this cohesiveness, size of the group these things are really very very important. One should always try to keep in mind that cohesiveness is very very important in the group and size of the group and the communication and the handling process, so far as the conflicting situations or concerned. Generally, people thing that there should not be any conflict in fact, conflict is inevitable it cannot be avoided. And 2 people will never have the same kind of understanding at least in the beginning and that is good also.

Because when people are discussing and coming up with some ideas might be some new ideas then it always there is a chance that one might come up with something better, something different which might be very useful for the organization, for the company, for the industry. Always welcome if new ideas if not that because of the ego problem and because of some other-other things people's ideas are undermined it should not be there, if something new even the person might be junior even the person might be new. But if he or she saying something which is really good which is really worth to be considered that always should be taken care and if the group members take care of all these then definitely they will be in a better position to perform the given task.

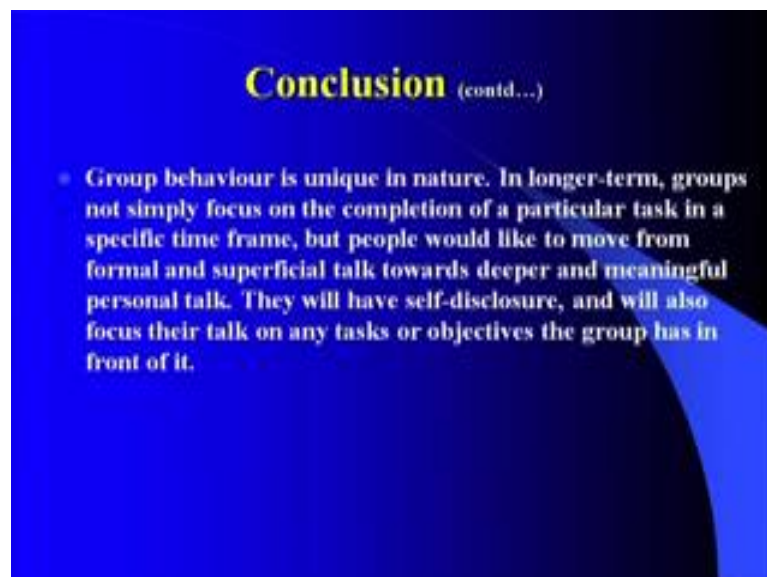
These are very very important things. I have discussed a lot related to group dynamics and there are certain points which you have to keep in minds, but one thing is very very

important all through that being a student of communication I will re-emphasize that communication is playing again very very important role.

With these now I would like to conclude that it can be concluded that the group dynamics is essential to study because it helps to find how the relationship are made within the group and this is really something very challenging. Making relationship – oh, my god it is not that easy; breaking relationship - very simple, very easy. To break relationship 1 or 2 words are enough. But to make relationship it is very very long process. And for each kind of building relationship as I have already mentioned earlier in my earlier lecture the role of communication, communication behaviour and style is very very important.

Because it helps to find how the relationship are made within the group and how the forces act within the group members this helps to recognize the formation of the group and also tells how the group should be organized, lead and promoted. These things are very very important related to group dynamics relationship, communications and formation and organization and how it can be lead and how it can be promoted.

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Group behaviour is unique in nature. Now human behaviour itself is a very complex behaviour because at times it becomes very difficult to guess what is going on in the mind of the person. We have to very careful because behaviour human nature and behaviour is such a thing that till yesterday somebody's behaviour is very nice, but one

fine morning next morning, we find that he or she is behaviour in very very strange manner. And we are not able to understand what happened, very very complex. Be very careful, we have to be very cautious.

Group behaviour is unique in nature in longer term groups not simply focused on the completion of a particular task in a specific time frame, but people would like to move from formal and superficial talk to towards deeper and meaningful personal talk. Many times people say that yes these things are quite important in group that communication, but you know communication may be effective, may be successful. But one thing is very very important it should be meaningful. And in fact, life should be meaningful people say that life, life should be successful and communication is playing of course, very very important role so far as the success is concerned.

Because success and failure in life to a great extend depends on our communication behaviour of course, there are many other factors, but no one can deny that success and failures largely depends on somebody's communication behaviour. Life one can make the life successful, one can achieve lot many things in their life through their hard work, through their many other means. But life should be meaningful. What is the meaning here meaningful life? Meaningful life means whether really we are able to enjoy our life or not.

A person might be very successful, but unless and until if he is able share that success with his or her family members, with friends, society, he is getting appreciation, he is really enjoying life should not be a burden because sometimes in spite of achieving lots of wealth, lots of prestige position in the society a person is not able to enjoy. To enjoy that if a person is able to enjoy then really, then only one can say that life is meaningful, there is a purpose in life and what is the purpose of life that we all want to become happy. And happiness is such a thing that perhaps it cannot come from this materialistic achievement to some extend it may be very good to make our life more comfortable, but to bring happiness within we have to little bit I can say that we should be little bit spiritual minded people thing that, what is the purpose of life, why are we here, why have you got this human form of body, what is the objective, what is the purpose of this life. If you think little bit then meaning to the life will come.

In group from these formal things people will go to formal and superficial talks they go deeper and meaningful personal talk and they will have self disclosure from formal when



people become informal, here I would like to add from my personal experience that many times it happens that this informal discussions are more effective and powerful than the formal discussions.

Whenever, we are going to have a meeting many times it happens that some of the members discuss among themselves informally related to certain issues and come prepared. So, these things are really very very important what is going on before and after the meetings. How the people are some kind of some group of people are discussing among themselves.

Self disclosure, self disclosure generally said is a reciprocal. If I disclose something to somebody it is expected that the other parties also disclosing. If I am disclosing some problem, I am some of my personal problem, some of my secrets, some of my inner feelings to somebody it is expected that the other party will also do the same thing and if it is not done perhaps it is not happening then perhaps it is not happening in a proper way, it is not self disclosure.

They will have self disclosure and will also focus their talk on any task or objectives the group has in front of it. So, through informal discussion many times it happens the lots of very important work done which generally are supposed to be done in formal groups. In our life it is quite it is very very important to understand also the informal meetings, informal group discussion, informal way of looking at the things because these things are really matters in group dynamics informal meetings, informal discussion, self disclosure. These things are very very important to achieve the formal goal, the prescribed goal, the task given because these this is the human nature and behaviour that once we start liking somebody, once we develop trust in somebody, once we have certain respect somebody, regards for somebody, and when we start giving regard and also getting regards then things become quite easier and within given time within time frame work we can do, we can perform our duties, our task or goal assign to us.

With these I would like to finish my topic on understanding group dynamics. So, friends during my previous lectures and today's lecture I have discussed so many things related on various topics. But finally, I will end up that nothing can be better than sincerity and hard work it cannot be replaced by anything and always we have to be very very alert in your communication behaviour and making relationship, developing relationship and

maintaining relationship to do or to achieve anything in our life. With these I would like to finish, thank you very very much.

Thank you very much.