

**Group Dynamics**  
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**Lecture – 06**  
**Group Process Part II**

Hello friends welcome back we are talking about till now about group process. What kind of different process any member can go through when we are interacting with the other members. So, previously we discussed about group thinking we talked about group workplace different behaviors. And we also talked about social loafing and social facilitation. Today I will discuss about the another aspect of group process that is cooperation and competition.  
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Now these are the two process types of process which exist in every group. It is not that it only exists between two groups cooperation and competition can also exist within the group itself that is at the intra group level. So, the idea is that when we are talking about these kinds of process then what can be the solution to identify to understand and at the same time to resolve these kinds of issues and make the process group processing very smooth and effective.

So, when we are talking about cooperation and competition let us first define very briefly that what is cooperation and what is competition. Any layman would understand these terms that what is cooperation that means when people work together to attain a common goal or shared goal and it benefits each and every member of the group and the organization then it is actually cooperation.

That means the individual sees that the personal rewards can be enhanced if the other person of the group also benefits from the same level of interaction. That means it is not only that the individual is satisfying his own personal his or her own person an interest but the person is also making a point that with that personal interest the other members interests should also be satisfied. So, this is cooperation.

On the other hand, competition is that when we are striving against another person that means we are taking some Advantage we are winning over the other person and then gaining some benefits. So, this is competition that means the rewards must often come at the expense of others. In another word that is that we have a strategy in a way that the other person is losing the game and we are or I am winning the game and satisfying only my personal interest.

So, this is competition. When we are winning and the other person is losing at the expense of others. Now when we are talking about this process that is cooperation and competition then this process can be discussed based on certain theory and social psychologists have talked about games or game theory that how cooperation and competition can take place or exist and how it can be understood very well at group level.

So, social psychologists tend to study cooperation and competition through the analysis of games. That means what kind of games exist when people are actually cooperating or competing that means they indulge they engage in different kind of games or process where either they are satisfying the personal interest or or they are actually trying to cooperate in a way when not only personal interests are satisfied but the other members goals are also achieved.

So, when we are talking about games there is it is assumed that individuals are rational actors who are motivated to maximize their benefits. Now this maximization of benefits here means to two two connotations the first is personal interest and the other benefit that converses the benefit of the whole group. So, when we are talking about cooperation and competition based on games Theory then games are divided into two persons or more than two persons.

Either it is me and you or it is me and the other members and it is assume assume that people are selfish or cooperative for a specific outcome. Just now I said that either the person is cooperating for the benefit of all all the other members of the group or the person is competing just to maximize his own personal benefits. Next comes types of games when social psychologists are trying to understand human behavior or at group level that how people cooperate and compete. Then they have also identified different kind of games that exist in any group.  
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The first is the games between two people which is actually a direct competition right and the other is that when the game is between two or more than two people just now I said that either it is me and you or the other is between me and they. So, how people are behaving in that kind of game that actually defines that whether the person is aiming for his own personal interest or maximizing the benefit of the whole group.

So, when we talk about when the games between two people that is direct competition then it is between two people where there is a winning strategy. That how you are playing the game in a way where you are actually maximizing your benefits based on a strategy that means that there is a winning strategy and the game between more than two people is best suited for Coalition formation clicks and teams.

That means that whenever it is between two people then one is losing and the other is winning that means one is gaining all the benefits and the other is losing all the benefits this is actually a direct competition. But when it is between more than two people then actually what happens in competition people try to form subgroups within the group itself and they try to maximize their own personal interest.

So, then there is a competition where maximization of personal benefit dominates while not thinking about benefit of the whole group group itself. So, this is between two people that are competition and more than two people. So, when the competition is between more than two people then different kind of behaviour and process also evolves. Either people will collaborate people will form subgroups within the group itself to maximize their own benefits.

There is more Coalition formation that is within the group itself people form their own teams they collaborate and try to maximize their own benefits. So, this is the first kind of game that is direct competition or competition between more than two people the other is perfect and in perfect competition based on information. So, in games of perfect information the moves are completely visible to every player for example a poker game.

So, it is if it is between two people the two people know how they are playing and they know that one will win and will take all the benefits and the other will lose and he will lose all the benefits to the winner right and the uh which is actually a perfect competition whereas on the other hand if it is games of imperfect competition then that competition is played at that level where the person is withholding certain information within the game itself that means the moves are not very clear the rules are not very clear.

And the one person is Win is making a strategy to win over the other person under such circumstances when information is being held at one end then that game becomes impossible effect because information has been held at one end whereas in perfect competition of perfect information the moves are very clear. Because the rules the Norms are very much cleared at on what terms the games will be played and based on those terms only person can either have their own strategy to win or lose.

So, this is perfect and imperfect information types of game the other is zero sum games that is the perfect competition and the other is a zero-sum games. Now in zero sums games one person's winnings or rewards must be subtracted from that of other players collectively collectively. For example if it is a poker game itself when one person is winning he is winning 100 dollars and at the same time the person who is losing he will also lose hundred dollars and it will go to the winner.

So, this is a game of perfect competition where the winning and losing is very clear that the the winner will gain all the benefits at the expense of the others as well. That means the person who loses the game he will also lose all the money that is perfect competition. That is it is such game is also a game of the perfect competition. Whereas when we talk about non-zero sums games then this describes a very different kind of situation in which the interacting parties or the groups aggregate the gains in losses.

Because the interdependency is very high the complexity is very high because there is more interaction members are high or the group sizes is very big they cannot survive without each other. So, even within the group when the competition exists and where there are gaining and gains and loss then under such circumstances members is still try to resolve that competition based on win-win situation.

That means that under such kind of non-zero sums games members try to compete in the end as an outcome based on win-win solution that both the parties gain something and ignoring all the losses. So, this is in when we are talking about non when we are talking about non-zero sum games it is basically based on win-win situation finding the win-win solution to the competition.

In any society in any group where interdependency is high and in and when interdependency is very high then under such circumstances we cannot exclude the members. We cannot take away the membership of that particular member but rather because we need those people then we try to sustain the membership of those people and find another solution to our survival. So, these are the types of games which social psychologists have identified based on game theory that how people tend to maximize their benefits.

And at the same time members also try to give all the pen benefits to all the other members of the group based on their own interest. That means this is an individual discretion that I am competing for my own personal interest and I am cooperating because I want at the other members of the group should also get the benefit from a particular activity or action or decision.

So, games between two people that is direct competition and more than two people perfect and imperfect information and zero-sum games that is perfect competition and non-zero-sum games are the description based on game theory that how people cooperate and compete.  
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Now when we are talking about that how people cooperate and compete sometimes people also encounter different kind of conflict conflicting situations as well in terms of social dilemma. Why I am talking about a conflicting situation that even cooperation is there even competition is there still some kind of conflict exists within the group then that is actually a social dilemma.

Why because sometimes members try to function within the group with mixed motives sometimes they want to satisfy the personal interest and sometimes they want to cooperate or sometimes they want to stay away from all the activities of the group and also gain the benefits. Now when this kind of social dilemma exists then appropriate decision making has to be made where maximum benefit can be gained from every person.

So, social psychologists have talked about another process based on cooperation and competition that is social dilemma. These are the situations in which collective interests are at odds with personal interest that means that under such dilemmas under such conflicting situations within the group itself people are very much dominated based on their personal interest and Collective interests are put aside.

So, this is a social dilemma they know that they are doing wrong they know that some that the on the overall basis groups and can suffer at one point but yes I want to satisfy my personal interest. So, this is social dilemma. So, broadly defined social dilemmas involve a conflict between immediate self-interest and long-term collective interest. Again when we are thinking about personal interest then actually we compete.

Because we want to draw maximum benefit from that decision and if we are talking about long-term interest then definitely we have to cooperate with the group members. But yes social dilemma is when we are in the middle that one side it is a personal interest and at our other hand it is the long term collective interest. So, when we talk about social dilemmas they are actually the challenging situations because acting in one's immediate self-interest is very tempting.

Where tempting to everyone involved even though everybody benefits from acting in the long term Collective interest it is it is very natural to every every individual every human being that they try to protect their interests first in the first instance and then they talk talk about or think about Collective interest. So, this is social dilemma this is a very important feature of any social dilemma.

Where personal interest is very important or it is of immediate interest for an individual to understand the whole process social psychologists have actually talked about a **meta-morphical** story of prisoners prisoners dilemma. This this is a case which is completely which has been formulated later on in form of a **metamorphical** story or it can be a case study where it was first discussed by Meryl Flood and Melvin working at RAN in 1950.

And later on this story was formalized by Albert W Tucker based on game theory that how people tend to satisfy the personal interest and collective interest when they are experiencing social

dilemma. Now this metaphorical story that is Prisoner's Dilemma is actually based on a game which is related to a prison's sentence payoffs and gave it the prisoners dilemma's name.

It was a case study in form of a story where two suspects were arrested and they were convicted and how they were separated and based on their testification how the decision was taken for punishment or it should or they should be convicted. So, every every aspect of social dilemma has been discussed based on this metaphorical story. So, basically a social dilemma is a situation in which each person can increase his or her individual gains by acting in one way.

But if all or most of the persons do the same thing the outcomes experienced by all R is reduced that means in a group when one person is maintaining his own personal interest there can be a situation when the other members can gain some benefit but if all the members of the group are just working for their own own personal interest then the result of that group activity is that all the members or experience losses and no gains.

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So, based on prisoners dilemma as a metaphorical story Tucker explained this social dilemma in a very lucid manner which is based on grid I will show it in later on that let us first discuss about that what exactly is the case. So, the metaphorical explanation of the prisoner's dilemma explains social dilemma as that when there are two persons and each can choose either to cooperate or compete.

This is natural that either you are cooperating for the; maximum benefit of the members or long-term benefit of the group and if we are competing or any person is competing then we are actually thinking about our own personal interest. If both cooperate then they experience larger gains that is obvious and each person experience and if they compete each person experiences much smaller gains or losses.

Because if every one member of the group is just taking care of their personal interest then members are will experience main losses at collective level. So, the most interesting pattern in Social dilemma is that when one chooses to cooperate and the other chooses to compete then in the circus circumstances a conflicting situation arises. Because one is cooperating the other is competing then who will gain all the benefits who will bear all the losses or who will or both the members will bear what kind of consequence sequence that is unknown to both the parties.

So, in this case the first person who chooses to compete experiences much larger gains because the person has a strategy the person is withholding some information and based on that the person will gain maximum benefits and the second one that is who chooses to cooperate will have lesser gains that means he will lose something more. So, the situation is called a prisoner's dilemma as it reflects a dilemma faced by two suspects who have been caught by police.

Now this is the starting that how that prisoners dilemma story has been described based on for to explain social dilemma again when one when one person competes the other person cooperates then actually there is a social dilemma. Now if I continue to discuss the whole story then the social dilemma that has been experienced in the whole case then there will be different kind of social dilemmas that will be experienced.

So, in elaborating this metaphorical story of prison's dilemma according to this story two suspects are arrested by the police.

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The police have insufficient evidence for conviction and having separated both prisoners visit each of them to offer the same deal that means they are asking questions uh integration is on separately from both the prisoners and what kind of situation has been experienced by the police that actually explains clearly that what is social dilemma. Now after interrogation the first situation that came up was that if one testifies and based on the statement.

That means if one prison defects that means the person is giving a statement where he is just taking care of his own personal interest that how I can escape that is to do what is best for oneself for the prosecution against the other and the other remains silent. That means if one defects and the other remains silent night either he or she is confessing and not neither he is saying no then under circus circumstances what happens the prisoner who is defecting actually gains that is he is set free.

And at the same time the person accomplice who kept silent he was given 10 years sentence that means the person the person who was indulged in defect then actually he gained maximum benefit by setting himself free that was he was taking care of his own interest by not accepting or confessing the crime he has committed. While the other person who was silent the other prisoner who was silent actually he was convicted and he he was given 10 year sentence.

So, it was a. So, it was a pure competition that the person had a strategy and he could escape and the other person thought that even if I am silent maybe I will cooperate. But ultimately he was given the sentence the other dilemma was that if both remains silent that means they both decide to defect to think about their own interest only. Then both the prisoners are just thinking about their own interest then the sentence was only six months as there was no minor charge.

Since the police did not find any solid evidence against the prisoners but still some conviction was there they were convicted. So, actually they the prisoners were set free but they were only sentenced six months sentence punishment. Now the other third dilemma was if both confessed

that means if both prisoners try and decide to cooperate and confess then they will both be convicted and receive a five-year sentence.

Because they are confessing and at the same time the police had enough evidence of the crime they have committed but since they are cooperating based on their confessions then the sentence was half that is five, five year sentence to both the convicts. Now these are the three social dilemmas right what they police has experienced. Now there was another kind of situation another kind of social dilemma that was experienced by the police and it was that what if one confesses and the other does not conflict.

That one says I committed the crime and the other said that I did not commit the crime. Under such circumstances police have enough evidence to convict both but the person who confessed actually he cooperated and will receive a lighter sentence because of the help he or she has given to the police to come to the conclusion. So, this was another social dilemma that was faced by the police based on this case.

So, all in all is that whenever two people are are cooperating at one end that is both the parties are cooperating then the decision making was absolutely appropriate. If there the situation is that one is cooperating the other is competing or defecting that means just thinking about oneself that what is best for me then under circumstances decision making becomes weak. So, this is is a situation which captures the essence of social dilemmas as people experience pressure to either cooperate or complete.

So, in all these four situations of prisoner's dilemma there is a kind of pressure on both the prisoner started under what circumstances I should cooperate under what circumstances circumstances I should compete.

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Now based on this, this is the grid that explains prisoners dilemma that how two prisoner prisoners have encountered different kind of social dilemmas when the integration process was on. So, if I say that if prisoner B is defecting and prisoner A remains silent then actually prisoner A gets 10-year sentence and prisoner B goes free. So, this is the idea of the first situation that we have discussed.

If you go to the previous slide that if one testifies that is defects to do what is best for oneself for the prosecution against the other and the other remains silent the betrayer goes free. That means here prisoner B goes free and prisoner A gets 10-year sentence right the other situation is that if both both confess then each of them gets five-year sentence if both defect then each one gets six month sentence.



And the fourth is that if A confesses and B does not confess at all then A will get a lighter sentence. So, the idea is that whenever there is a social dilemma people most of the time work or function with mixed motives. Here the idea is that mixed motive means that under such circumstances when the person tries to cooperate it is to avoid the negative outcomes and sometimes the person defects that means to do what is best for one cell.

So, this is a social dilemma that shows how people function in the group and they most of the time prefer to have a middle path that means the mixed motive idea that sometimes they cooperate and sometimes they defect. So, this is a social dilemma which is very much experienced in our day-to-day life as well and when there is a group level functioning then people tend to think about their own personal interest, group level interest and their function with mixed motives. (refer time: 26:19)

Now the next is that what factors influence cooperation. It is not that only social dilemmas exist there are certain behaviors also which can also influence cooperation and can curb the tendency of a social dilemma. Because sometimes social whenever a person experiences a social dilemma then most of the time the decision making becomes very weak at the group level. So, it is suggested by the social psychologist and a common sense also says that we should indulge in behaviors which actually influence cooperation. So, that there are less chances to compete.

So, when we are talking about factors that influence cooperation the first is reciprocity. As the term implies that we are helping the other person and the person also helps us in return this is reciprocation that is we are helping the other person with our connection and in return the person who is obligated also returns the same thing with this kind of action and there is respect for those actions. So, this is reciprocation.

So, it is a social norm of a recipe of responding to a positive action with another positive action and rewarding kind actions that one A has done good to me then B also returns the same thing with his kind actions. So, this is reciprocation. So, it is probably the most significant factor in influencing cooperation. Yes, that is true that when we are helping one person the other person will also help us in some or the other way.

That is when others cooperate with us and push their self-interest aside we usually respond in the same kind and one has to understand and identify that the help that we have received has no personal interest it is only reciprocation. So, the reciprocation norm operates on a simple principle possible that people tend to feel obligations to return favours after people do favours for them. Now when we are talking about reciprocity then actually there is another stance that how this reciprocation process can be continued within the group itself and it lasts for longer and there is more cooperation.

So, the other process related to reciprocation is reciprocal altruism that means we are helping the other person in return we are receiving the help and as a consequence both the parties in long run are enjoying the benefits. For example, if one party has surplus food and that party the other party which is starving for the food then maybe one party who has surplus would definitely share that food with the starving party and will make the survival best because it is helping the family or party to grow further.

Now in that case A has less significance for the Surplus would and B which is a starving party it has high significance for the food that is. So, obvious because B party is actually starving in reciprocation what happens that when B is also returning the same to party A then definitely reciprocation is also there and at the same time help is also there. Helping behaviour is also extend extended in the same kind then the survival of both the parties is extended.

So, this is reciprocal altruism where the survival is actually extended both the ways. So, this is the idea or principle of reciprocation in terms of reciprocal altruism that means this suggests that sharing resources such as food increases the chances of survival and thus the likelihood that they will pass their genes to the next generations. That means that they giving life to one group or one party is actually passing on from generation to another.

What if the party starves and dies the life will become come to an end of that particular party there is no extension of life. Further they tend to share in such a way that the benefits are relatively great for the recipients of such cooperation definitely and the cost is relatively minimal for the provider. Party which has surplus food the significance is less in the eyes definitely and significance is very high for the starving party.

For example if one family has more food than the than he and his family can eat while the other is starving the cost to the first is minimal and against the other second party is great. So, this is reciprocal altruism. And when the situation is reversed cooperation again will benefit both parties and increase their chances of survival. In contrast organisms that act in a purely selfish manner they do not gain many benefits.

Definitely any party which is just helping that in future they will gain some benefit under such circumstances that party will never get benefit in future as well. So, when we are talking about reciprocal altruism it is actually a way to foster tendency of cooperation among group members because when we are in a group every member survival is very important. And when we are thinking about the survival of each and every member then it is not only about reciprocation it is about altruistic manner that we can we are only helping the other person.

So, that the survival becomes the best. So, this is one factor which enhances cooperation. The other is personal orientation that means under what circumstances people tend to cooperate they have some orientation they have some inclination that why I am cooperating. So, social psychologists have talked about three orientations the first is cooperative orientation in which individuals prefer to maximize joint outcomes received by all the persons involved.

That means all the members are into action to help each other and the outcome is that all the group members are being benefited that is cooperative orientation. That all the members have this thought process that we are helping each other. The other is individualistic orientation in which they focus primarily on maximizing their own outcomes that means help they are helping the other person.

So, that they are getting some benefits maybe at the the other part is also not gaining they are not at the loss but yes sometimes an individual being a part of the group also cooperates just to maintain his own personal interest at his own end while not harming the other member. And the other is competitive orientation in which people focus primarily on defeating others that is obtaining better outcomes than other persons do.

This is pure competition that you are inhibiting the other person's activity just to have maximum gains at your own end. So, this is competitive orientation definitely when this kind of orientation is dominated in any any group then gradually the group tends to have maximum losses and minimum gains. So, this is personal orientation the other is communication. This is a common-sense factor that when we are discussing our problems with the other group members.

Or we are discussing about some situation with the other group members maybe we will conclude that communication with some solution to the problem which will benefit all the members. This is a way to communicate this is a way to Foster it is a way to influence cooperation. Sometimes communication pattern is so, blocked or poor that person fails to influence cooperation among members that communication becomes invalid the communication becomes meaningless.

This is another factor where cooperation gets inhibited. And sometimes what happens that people tend to cooperate with each other in a form of threat that they they can only help the other person when they will get some interest otherwise they will not help and that threat is very much open and clear it is very explicit to the other members. Under such circumstances cooperation is not influenced rather conflict is influenced.

So, when we are talking about that what factors can influence communication sorry cooperation then communication is the most important factor. That if we are communicating and getting some solution then it is actually influencing cooperation if we are threatening the other member then that communication is not influencing cooperation or sometimes the communication is so,

blocked or meaningless or invalid that it does not influence cooperation. So, communication is another factor that influences cooperation.

So, we can say that communication can lead to cooperation provided certain conditions are met. That means certain Norms are being followed by the group members and then it is not only cooperation but it is commitment. That means how a problem is been discussed through a proper channel then only communication can be maintained and problem can be or conflict can be resolved.

And the other is which is the most important aspect that influence cooperation is the discontinuity effect that means that Intergroup conflict is inevitable that two groups are competing with each other to maintain the maximum benefit. But sometimes what happens that the members of the two groups they are more interested in interacting and cooperating with each other but because of the conflicting tendencies the cooperative tendencies of the conflicting groups are being overshadowed.

This is a very complicated situation that how cooperation can be influenced under such type of circumstances. That two groups are competing they are they are in under conflicting situation but the members of the conflicting groups they want to interact to minimize the conflict and gain maximum benefit. So, this is a discontinuity effect which is difficult to achieve but it is an important part to discuss about that how social deliverance and cooperation can be enhanced or resolved.

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So, when we are talking about discontinuity effect it is the it is a greater competitiveness displayed between different interacting groups relative to the competitiveness sorry competition displayed when individuals interact with other individuals. Given that growth competition over scarce resources is believed to lead the group level conflict. It has been asserted that the link between competition and conflict is also considerably more powerful between groups.

Definitely when resources are less then groups tend to fight with each other to gain maximum resources. For example any business if they are in the market then they will fight for customer clientele. They will fight to capture the maximum share in the market but it is difficult every time to come and have one party to enjoy all the benefits but at the same time maybe the members of the groups will prefer to cooperate and interact in a very committed level how to resolve that situation Edition that creates a discontinuity effect.

So, whenever we are talking about this kind of factor which influence cooperation then it is something that members prefer to be cooperative but the competitive tendencies actually overshadow this tendency to cooperate. So, the discontinuity effect is consistent within the group

itself but it suggests that it emerges due to the number of causes which may be ultimately combined to intensify intergroup conflict.

These causes are anonymity, fear in group, favoritism, and diffusion of responsibility. That means when competition is very tough it is fierce, two groups are in conflict, then members are actually trying to interact so that that competition should mellow down the severity of the competition should go down. And at the same time the two inter in conflicting groups should also enjoy the maximum benefits out of that competition.

So, members tend to cooperate but because of the tendency the cooperative tendency is being curbed. To understand further to enhance this tendency to cooperate between two groups the solution to this discontinuity effect is to form a consortium. That is when business parties are competing they are indulged in fierce competition then under such circumstances to curb those kinds of tendency to enter in fierce competition members try to propose a solution to this competition where they form a Consortium and they tend to bring up all the specialties in one group.

That means A and B are the competing groups. Members of group A and B come together. Members of group A will come with their specialties and members of Group B will come with their special specialties. They combine on together in form of consortium and then they try to function effectively. Because every group in its own way is not complete maybe group A for instance is lacking in some kind of specialization and Group B is lacking in some different kind of specialization.

But when it comes to interdependence maybe both will satisfy to gain some profit. So, under circumstances a consortium is being held for example medical services. Medical services any particular Hospital cannot offer all the kind of medical specializations. So, they form consortium where all these specializations will come all together under one roof. For example if I just go to the next slide.

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That all the medical doctors would come all together with some different specializations in form of cardiologist, ENT specialist, Orthopedics, pediatrician, gynecologist, General physician, oncologist or dermatologist. Now when these doctors are coming all together to offer wide array of medical services to the public then there is no conflict because members from two conflicting groups are coming all together to resolve that conflict and competition and gaining maximum benefit.

So, this is a discontinuity effect which is actually very difficult to achieve but yes definitely these tendencies do exist and how to certain extent people or members of conflicting groups tend to

come together to resolve those conflicts to a certain level. Although conflicts never ceases to exist but a common point can be achieved. So, this is discontinuity effect in terms of consortium which is a greater tendency of groups than individuals to compete in a mixed motive situation that means both the parties are competing but members want to cooperate.

So, mixed motive is there that competition is also existing and at the same time they are cooperating to have the maximum benefit. So, this is discontinuity effect. So, when we talk about cooperation and competition then most of the time members should think about how factors should be highlighted in any group where it fosters cooperation in form of communication, in form of consortium in form of orientations and most importantly reciprocal altruism.

So, this is how we can induce cooperation within group and we can curb the tendency of social dilemmas and competition. So, we are through with this unit of group process we will start with the new unit third module that is all for now thank you so much.