

Principles of Management
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Module - 03
Lecture – 15
Group Decision Making

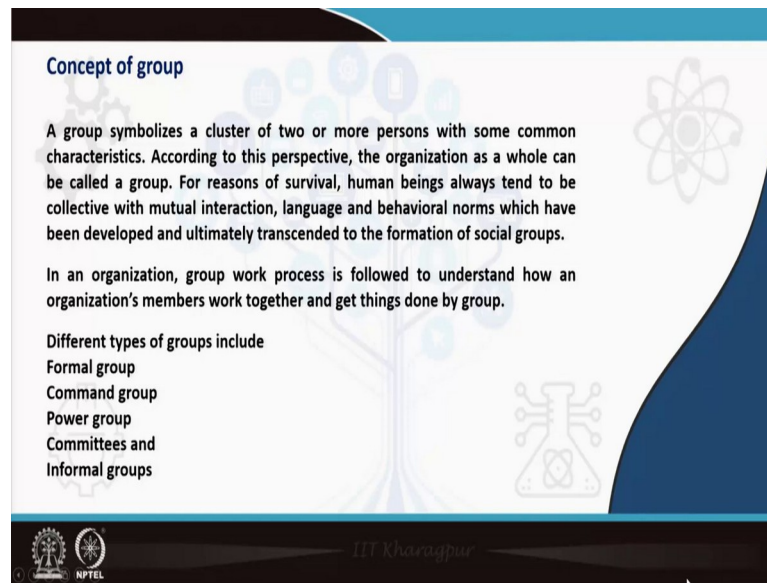
Welcome to lecture 5 on module 3. Today we are going to discuss about Group Decision Making, we discussed about types of decisions, you know components of decisions and we also discussed about you know styles of decision making, cognitive biases, barriers and how to overcome it. Now it is very important to understand how the decisions are made in the group because, now in an organization set up we always see that you know decisions are made in a group.

Now we know all organizations started to appreciate team work, group work where the decisions are made collectively rather than being made by the individual. So, when we are making group decision making it is important to understand, what are the ways in which we can make a decision in a group.

So, how do we collectively make a decisions and when we are trying to understand the group decision making, we should also try to learn the some of the fundamental aspects about the group, what is group, what are the stages of group development, what are the certain characteristics of a group.

So, that know this will actually provide a foundation to work on our group decision making. Today we will discuss about this fundamentals about the group and what are the types of group decision making ok.

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Concept of group

A group symbolizes a cluster of two or more persons with some common characteristics. According to this perspective, the organization as a whole can be called a group. For reasons of survival, human beings always tend to be collective with mutual interaction, language and behavioral norms which have been developed and ultimately transcended to the formation of social groups.

In an organization, group work process is followed to understand how an organization's members work together and get things done by group.

Different types of groups include

- Formal group
- Command group
- Power group
- Committees and
- Informal groups

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Now try to understand what is a group. Now group symbolizes a cluster of two or more persons with some common characteristics, or otherwise if we put it a group is where two or more people collectively work for a common goal towards. They will all share a common purpose that is why it is that is called a group. You in a very simple sense the organization itself can be called as a group, because you know as an organization the existence of the organization is for a common purpose.

So, then we can you know even called organization as a group, but it is a larger group because the organization have so many people and so many functional areas also interdependently work interconnected towards to form a larger group. And organization can also be called as a group because they share a common purpose and they have a common goal.

For the reasons of our survival human beings always tend to be collective with mutual interactions language, behavioral norms which have been developed and ultimately transcended to the formation of social groups. In an organization group work process is followed to understand how an organizations members work together and get things done by a group.

See when you are talking about you know groups in the organization we always see there are so many types of groups which include you know formal group; formal group is nothing, but is a defined group where organization forms.

Let us say you know task force or you know project group, you know where the organization defines a formal group that is the formal you know defines a particular group then that is called a formal group. There is a command group who are you know may be people who are only drive the organization who make the decisions or the middle level managers who form the task force in implementing certain changes in the organization.

They become a command group, power group or maybe sometimes the top leaders, who are the board of members become a power group they all influence the kind of decision, they are going to make, in terms of financial decision, in terms of strategic decision, in terms of their you know future course of action for a company. So, they become a power group, there are committees right in every organization you always see there are multiple committees work.

You know finance committee, accounts committee that sometimes you also talk about works committee in an organization as the representative of both the management and the workers work together in a works committee or sometime you know grievance handling committee. You know multiple committees work they are also grouped right they also work for a some common purpose.

Then informal groups; so, informal groups in an organization where you know as an individual's you know they form their own groups they are all informal ones it is not defined by the organization structure. There is no specific you know formation of the group by the organization itself, but you know as individually they sharing the common you know characteristics or a common you know way they do things they become an informal group.

For example you know employees who are working in an organization they you always see you know certain with a few number of employees go together for their you know break time or during the lunch they always sit with same group and work that become an informal groups.

They that the existence of the informal groups may be sometimes to you know share their you know personal reasons or the you know other things or in order to you want to you know have a chat or the grapevine communication in the organization they will have

an informal groups it is not a defined by the company. So, it is they form on their own they are all called informal groups ok.

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Stages of group development

A brief explanation of the stages of group development are as follows:

- **Forming:** The group defines the expectations of members, the environment in which it operates, and the reasons for its existence. The members get introduced to each other and share their ideas about what the group is seeking to achieve.
- **Storming:** Members try to be collective but encounter differences on issues such as group structure, agenda, and work allocation. There may be arguments and counter-arguments for finalizing a group structure.
- **Norming:** Group members recognize the need for mutuality and interdependence. They negotiate their differences and arrive at workable approaches, upholding the interests of the group. Ultimately, they come out with the established norms for the group.

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Now when we are trying to understand about a groups as we said you know groups are two or more people with a common purpose or share a common goal then you know in any every group there is a stages of group development now it is very interesting.

And important to learn what are the stages of group development there are a 5 stages ok. It starts with the forming stage; forming stage is nothing, but you know very initial stage of a group, where in you know organizations defines a particular group. Or forms the particular group and then they also set the rules and regulations of the you know rule membership of the group members it is you know who can become a member of this particular group.

And the purpose of this group why this group has been formed and then the rules and regulations are been set and the existence why the you know group has been formed what are the task been going to be given is a very forming stage where you know every individual will come into it.

They will be you know induct into the particular group then the moment they are inducted to the particular group they will be you know start introducing themselves to each other that is a forming stage you know then it is a storming stage.

Then there is a storming you know you will be surprised why the term storming is used. See, now I am going to give you an analogy let us take a you know some of your relationship right you know even you take your close friend before you become a point of you know close friends ok.

So, to reach the you know term the close friends you would have gone through this similar stages is forming is nothing, but I am just relating this with your you know this example of you know talking about a close friend right.

So, how the close friend to the stage of reaching a close friend you would have gone through this forming is, you both would have met as you know individuals by that time what do you know about the each other is like only by name. May be the place where you come from or which discipline you belong to, or which departments you belong to then you would have started to talk then after talking to each other there comes a storming phase.

So, the storming phase is you know once you try to you know learn about each other then there you try to you know differ on certain aspects you know you have a lot of argument.

You counter argue this particular persons, you know suggestions or opinions there will be difference of opinions or you know you differ because you never know what are the likes and dislikes of these members in a group right. You will all compete with each other you try to of counter argument then that is a storming phase, you know that is kind of you know lot of you know.

I do not say fight it is kind of you know conflicts or difference of opinions and likes and dislikes are not known to each other. So, there is an argument and counter argument goes through that is a you know storming phase and then you move on to the norming phase. Once you both go through the storming you know you have you know argued and counter argued you then you would have learned what you like, what you do not like what they likes in this group members what they dislike as a group member then they try to create a norm which are a unwritten rules right.

So, as group members you will try to create a consensus you will arrive at a consensus as a group. And you will decide on what are the terms you can see for example, in a

group you will decide what you can discuss what you do not discuss what do you like as a group what you do not like as a group.

So, that is kind of a norming phase once you go through the storming only you will there is a possibility of arriving at a norming stage where you are coming to a conclusion and consensus about how a group members can function.

Let us say talk about now there can be a defined structure of how to make a decision in a group but may be sometimes you know you will say you know when decision has to be made then group has to group will have a norm (Refer Time: 08:26) you know who will discuss how we will discuss about the possibility of making any decision.

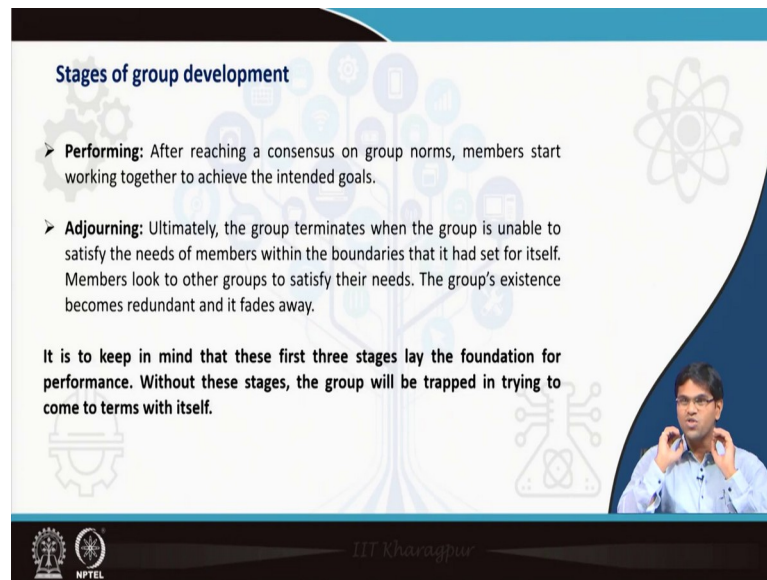
So, that is where the norming happens. So, once you form the group you will that is a very early stage you know group development where you know only by name or just by the positions or the department then storming where you are trying to learn more about the members in a group.

Then that is the time you will have lot of you know differences of opinions the moment the difference of opinions are sorted out you are coming to a norming stage. So, the norming stage you know you are creating a consensus ok. So, I know this person do not like this particular member of my group do not like this.

So, I should not talk about it because you know this member will you know feel bad. So, I do not talk about it this kind of a norming we create the moment the norming happens you know it is kind of a (Refer Time: 09:09) gelling you become a 1 unit right.

So, from an individual like you know different pieces you come together you repelled each other that is the storming phase then as a repulsion all over you all collectively understood each other then you are forming as an 1 unit the moment 1 unit forms then comes the stage of performing.

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Stages of group development

- **Performing:** After reaching a consensus on group norms, members start working together to achieve the intended goals.
- **Adjourning:** Ultimately, the group terminates when the group is unable to satisfy the needs of members within the boundaries that it had set for itself. Members look to other groups to satisfy their needs. The group's existence becomes redundant and it fades away.

It is to keep in mind that these first three stages lay the foundation for performance. Without these stages, the group will be trapped in trying to come to terms with itself.

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So, then you will be able to perform and you continue to produce and then effectively respond to companies needs organization needs, you work on it then you know then you will try to achieve your goals ok. For to achieving this performing stage to reach this performing stage it is very very important that you know the group has to go through these three phases forming, storming, norming.

Imagine that know you know you just put a team members and then ask them to perform the moment you know they start to perform what will happen. You know you will see that eventually this group will fail because you know the very first day, if you ask them to you know not giving them time to go gel as an individual group you know members in the group then form understand.

And then create 1 unit feeling then if you are going for performing stage it is better that you know you as because you as strength and weakness of each individual members in a group. Then you collectively start to work and then you will complement each other and then you work better. But if for example, you form a group then very first day you start to perform, but you never know the strength and weakness of the each member.

So what will happen? Eventually in the next week you will see or if in the subsequent weeks you will see that you know this group start to decline in their performance, because they would have not gone through the phases of storming and norming. So, that

they you know that is the important phase where they know the strength and weaknesses of each other then they start to complement each others strength and weakness.

Because, let us say for example, one person is really good at analytical skills. Let us say you know one person is really good at you know coding and you know doing lot of analytical stuff the other person is really good at conceptional level. You know he will able be he or she will be able to know what it is learn about it, then it is a collectively ok. He basing the conceptional knowledge you know passing on this conceptional knowledge.

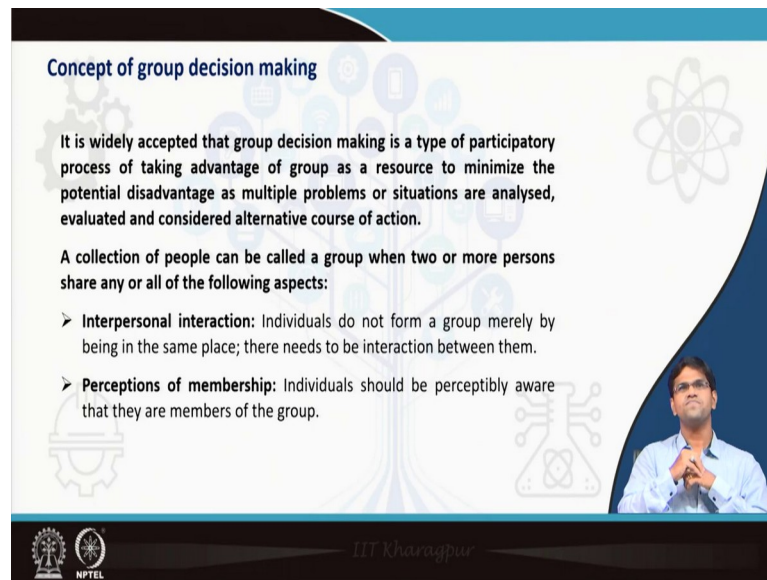
So, person who can work on the coding or the you know analyzes done then that is actually collectively able to work. So, it is very very important in any group you need to go through these phases then you come for a performing. Now, the last stage is adjourning; adjourning happens in 2 ways; one is let us say you know a group is formed for a certain task to be done. So, you all gone through forming, storming, norming then you are performing.

Performing is nothing, but you know you are actually performing the particular task. One the task is a time bound, you have done then group has to adjourn. So, group will be dismantled then irrespective all the group members will go back to their respective places. So, the adjourning happens and other way is that worst case where, you failed to do anything and you know group is not actually working at all, there is a lot of conflicts in it is you know the purpose of formation of the group is actually failed.

Then you adjourn you know you realize that you know it is not going to work then you adjourn. So, but you know there are 2 ways to adjourning, but always you know if you see the better one is you know you perform and then you finished your goals and the task then you adjourn. So, these are the stages of group development. So, forming, storming, norming, performing and adjourning ok.

So, as I said it is very important that you know every group has to go through these 3 phases to perform better. If a company do not give time for the group members to gel along to form as a single unit then you know they cannot perform well. They cannot sustain their performance for a longer period it is very important. So, that know they learn about their strength and weaknesses and then they perform as a 1 unit as a group ok.

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Concept of group decision making

It is widely accepted that group decision making is a type of participatory process of taking advantage of group as a resource to minimize the potential disadvantage as multiple problems or situations are analysed, evaluated and considered alternative course of action.

A collection of people can be called a group when two or more persons share any or all of the following aspects:

- **Interpersonal interaction:** Individuals do not form a group merely by being in the same place; there needs to be interaction between them.
- **Perceptions of membership:** Individuals should be perceptibly aware that they are members of the group.

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These are the stages of group development. Now we will try to you know understand some more about the you know group decision making ok. So, when we are talking about a group decision making. How it is different from the individual decision making? See when we are taking about a group decision making, group decision making is always a participatory process of taking advantages of a group as a resource to minimize potential disadvantage as multiple problems or situations are analyzed evaluated and considered alternate course of actions.

So, when we are talking about a group decision making the first thing comes here is that, know it is a participatory process where you are allowing every member in the group to participate in the decision making process.

Then as a group decision making, you are able to take an advantage because you have. So, many members everybody can contribute in deciding correct. So, and you know when you have multiple problems every individual member in a group has their own experience and knowledge and judgmental skills, conceptual skills they are able to contribute towards analysis and identifying the best possible solutions for address the problem. That is why you know group decision making is been very superior compare to the individual decision making.

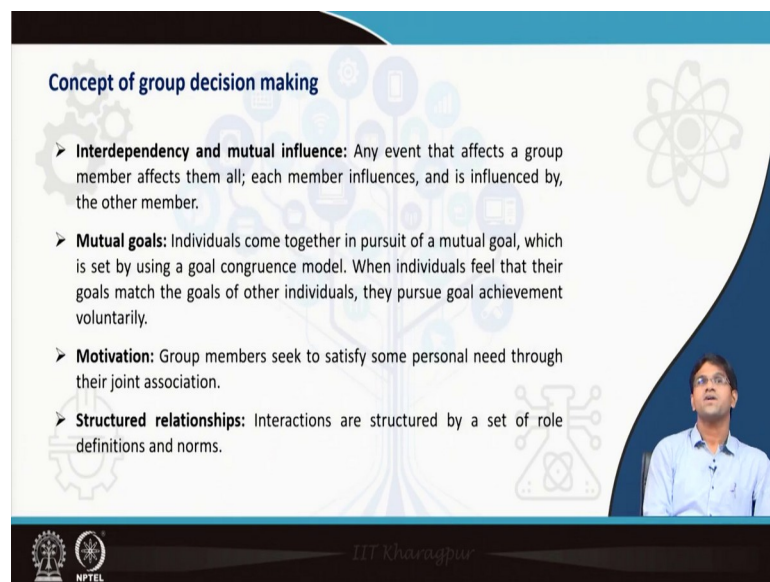
Because the advantage of group decision making is know you are able to take the expertise of the multiple group members. So, that you know you are able to collectively

make a decisions sometimes you know the biases can also be better manage in the group decision making compared to the individual decision making.

Fine some of the characteristics which makes the group though we talked about you know group is nothing but a two or more people have a common purpose or a common goal. Now we also see some of the you know a characteristic which actually makes a group ok. Interpersonal interaction individuals do not just form a group you know for example, you know let us say you know you and me are never known to each other, but we are all sitting in a same bench or in a same similar circle it is not going to mean that you know we are a group.

There needs to be an interaction between you know unless and otherwise, there is no interaction between the members in the group then they are not actually a group ok. Then perceptions of membership individuals should be perceptively aware that they are members of the group. So, every individual should feel that you know all of them are part of the group. They are all you know members of the group then that perception of member should come.

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Concept of group decision making

- **Interdependency and mutual influence:** Any event that affects a group member affects them all; each member influences, and is influenced by, the other member.
- **Mutual goals:** Individuals come together in pursuit of a mutual goal, which is set by using a goal congruence model. When individuals feel that their goals match the goals of other individuals, they pursue goal achievement voluntarily.
- **Motivation:** Group members seek to satisfy some personal need through their joint association.
- **Structured relationships:** Interactions are structured by a set of role definitions and norms.

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Because you know I belong to this group, you feel that you know you are part of this group. You are member of the group unless and otherwise you do not perceive that you know you are part of the member, then you are not a group. Then interdependency and mutual influence; you know this is very important you know in every group you know

each member influences each other and you know everybody always influence by each other member.

There is always an interdependency and then mutual influence or upon each other ok. Then mutual goals you know individuals come together in pursuit of a mutual goal. So, every member will have a collective goal correct, which is set by using a goal congruence model. You know you will collectively set what is a goal of a group. So, when a individuals feel that their goals match the goals of the other individuals they perceive the goal achievement voluntarily.

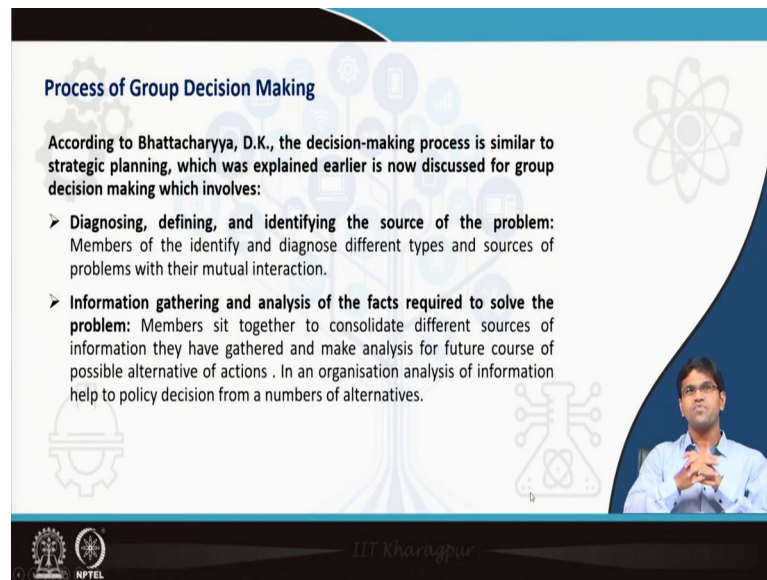
Let us say you know my goal and my group members goals are same then you know I will be you know voluntarily put in lot of effort. So, that is why the mutual goal is also one of the characteristics of the goal group. Then motivation, group members seek to satisfy some personal need through their joint association. Why the existence of the group?.

See group members also try to see that you know can I you know meet some of my needs being part of the group. For example, let us say you know I am not really good at coding, but you know I am good at you know understanding things, but being in the part of a group if you know with a group has also got one person really good at the coding or the you know analytical skills. So, analysis skills you know you handling the tools or a techniques.

You know then now you know I being a part of the group member I also have certain motivation, that you know I will get satisfied that you know I have a person who is expertise in the coding. So, he will he or she will be able to support me. So, I am able I have a motivation that you know some of my needs can be satisfied by the expertise available in the group right the other member can offer me that expertise. So, my needs also get satisfied, then there is a structured relationships.

So, interactions are you know structured by set of roles definitions and norms as we said you know group will have certain norms. You know how do you interact, how do you discuss things, you know there is a structured relationships. So, these are all the certain characteristics which are actually drive the concept of a group.

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Process of Group Decision Making

According to Bhattacharyya, D.K., the decision-making process is similar to strategic planning, which was explained earlier is now discussed for group decision making which involves:

- **Diagnosing, defining, and identifying the source of the problem:** Members of the identify and diagnose different types and sources of problems with their mutual interaction.
- **Information gathering and analysis of the facts required to solve the problem:** Members sit together to consolidate different sources of information they have gathered and make analysis for future course of possible alternative of actions . In an organisation analysis of information help to policy decision from a numbers of alternatives.

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Now we are going to see the process of decision making. As we said you know a group decision making is very superior because it is a participatory process we are taking an advantages of you know multiple individuals contributing towards you know common you know goal.

Addressing these particular problem or addressing the opportunity now the process of decision making, we are going to see the process of decision making is also very similar to the process of planning we have seen right. So, there are several steps are following in the process of decision making we will see one by one. First one this is a first phase in which diagnosing, defining and identifying the source of problem which is very similar to the you know decision making model right the process of decision making.

So, the members of the group will identify and diagnose different types and sources of problems with the mutual interactions every individual in the group they will participate they will try to diagnose the problem what is the problem itself.

You know then they formulate the problem and then they try to you know understand the sources of the problem sources of problem nothing, but the causes of the problem what causes this problem actually. So, every member will participate they interact and collectively they will identify ok these are the problems and these are the sources of the problem, these are the things which is causing this particular problem this is the first stage in the group decision making.

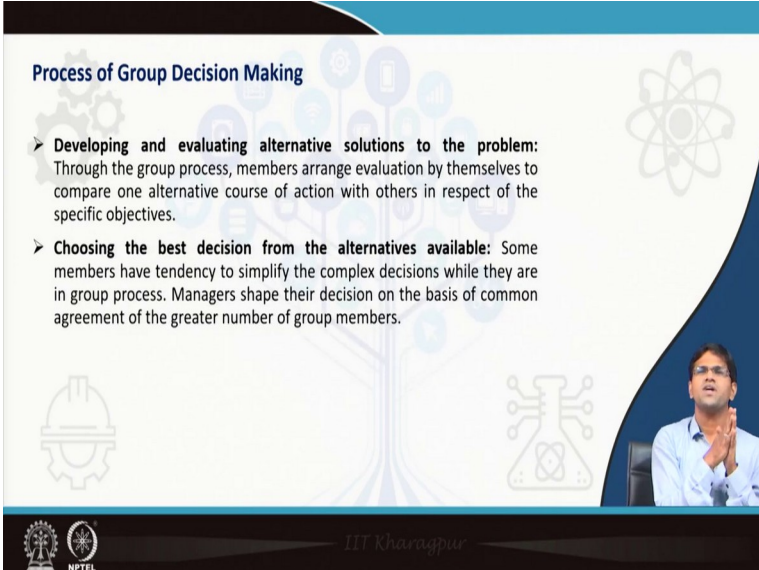
Because you know you need to become cognizant about the problem the existence of the problem should be known to the group, to act on the problem ok. Then once the cognizance of the problem is known means the existence of the problem is realized by the group members, then comes the second phase of information gathering and analysis of the facts required to solve the problem.

Now as a group you identified the problem and the causes now the 2nd step is you will go collect the all possible information's to address the problem. You will collect all the data and you know consolidate the data and you know you will try to analyze the facts or the information provided to you. So, that you know you are able to effectively address the problem you know.

So, you know members sit together and consolidate the different sources of information they decide ok, what are the possible you know sources we can get the information's they gathered the information's. Once they gathered information's they will analyze the information's for the future course of action.

So, how we can address this problem. So, we have got a lot of information and data is given to us, now let us analyze the data try to understand the data better. So, that you know we will we are generating lot of alternate possible course of action to solve the problem that is the second stage in the group decision making process.

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Process of Group Decision Making

- **Developing and evaluating alternative solutions to the problem:** Through the group process, members arrange evaluation by themselves to compare one alternative course of action with others in respect of the specific objectives.
- **Choosing the best decision from the alternatives available:** Some members have tendency to simplify the complex decisions while they are in group process. Managers shape their decision on the basis of common agreement of the greater number of group members.

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Now, let us say you know you have made the alternatives you have collected data and you are able to you know understand the problem much better with a lot of information provided to you. Now what is the next? So, after collecting all the possible information's about you know the problem to address the problem. Now I will develop the alternate course of actions ok. Let us say as all group members participate together and then they chose ok.

So, this is the problem x, now I need to address problem x, how do I address? I can address 1 direction, 2 direction, 3 direction or let us say multiple directions. Now identified all directions can be address this problem. Now I need to evaluate which one which direction is better to handle the problem x right. It is a group process you know where member arrange the evaluation by themselves to compare one alternative course of actions with the other.

It is kind of you know compare with each alternatives and then they say ok, which one is better, which one is superior and based on the process. Then they go to the next one choosing the best decision from the alternative available. As I said you know they will compare the each other the but alternative choices provided then they see which one is superior amongst each other.

Then they collectively rank which solution is better to address the problem x out of these possible choices we have framed. So, this is the process of choosing the decision in the group process.

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Process of Group Decision Making

- **Communicating the decision:** There are two ways of disseminating decisions taken in group. Managers themselves disseminate through organisational structure and members themselves communicate the decisions taken by the group as well as by the managers.
- **Implementing the decision:** In group decision making process, managers have role to make group participate into the process of implementing group decisions in order to attain the organisational goals.

It is found in group decision making that various forecasting tools are identified and used by the managers which are result of the mutual interest and interaction of the groups.

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Then once the decision is made, it is very important that you know you need to communicate these decisions. There are two ways of disseminating decision in the groups ok. See when we are making a decision it is very important that you know you actually disseminate the information back to the members in the group.

It cannot be just left like that because we made the decision. It is done we can implement no if that decision has to be communicated that information has to be disseminated to the members of the group. How do you do? Managers themselves disseminate through organizational structure. Let us say you know in an organization we were we seen an organizational structure there is an hierarchy. So, from there you know there is a flow of information goes from one level to other level.

And that way you know it will be passed down to the employees at the lower level right, the manager themselves can disseminate through a organizational structure. There is a defined structure, there is you know hierarchy and then the you know flow of information can happen. Then members who were participated in the group decision making also can communicate the decision like you know by the group as well as by the manager.

So, you know members also can pass the information to the other levels in the you know organizations ok. That is there are two ways of you know communicating the decisions. So, as I said, but communicating the decision is a priority. Then now after I

communicated the decisions what is made in the group then you need to implement the decision, in a group decision making process.

You know manager have a role to make group participate in the process of implementing the group discussion in order to attain the organisational goals. So, in a every group you know leader has to act right. So, the leader has to facilitate in especially in a group rather than you directing the group you need to facilitate act as a catalyst in the group.

So, that the action is been initiated. So, in a group decision making once the decision made and then communicated then you need to implement manager has to initiate the implementation they have to engage all the members in a group to implement their decisions. So, you know it is found that you know group decision making that various forecasting tools are identified and used by the manager, which are the results of mutual interest and interaction of the groups.

There are you know as we talked about you know a lot of forecasting tools been used in there are now with a analytical tools and techniques of come, but even in the you know group decision. Now it more of a qualitative in nature you know in group decision making though we use a lot of quantitative numbers, but you know it is also you know qualitative decision making also important.

How we are going to engage the expertise from the group members in making a better decisions, that is where the advantage of the you know, group decision making comes you know group decision making is always qualitative in nature.

Qualitative in the sense why we say qualitative it is not the you know data driven approach it is about the collective decision by participating from the group member's right. That is of a lot of you know superiority compared to the individual decision making.

You know it there is their experience, expertise and knowledge, conceptual understanding all contributed towards making a better decision and which is actually taking away you know their bias individual bias right when there is a group decision it is likely that you know that decision is at least free from the individual biases because members question the decisions.

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Strategies for improving Group Decision

Social scientists have observed over the years in management studies that group decision making is important process which can be improved by adopting certain strategies. These are as follows-

- **Brainstorming:** This idea is to create an atmosphere of enthusiasm getting six to ten or more people of an organisation to come up with creative solutions of the problem.
- **Application of nominal group technique:** It controls the amount of personal interaction and gives structure to group process for minimizing the one or two dominant members' control over group. It is done through writing ideas, options and solutions privately and placing it before meeting with managers.

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Now, strategies for improving group decision making. Now you know we are talking about group decision making, how do we make a better decisions. So, what are the techniques we can you know do and what are the techniques we can use to make a group decision making.

Because you know we have talked about you know multiple ways in the individual decision making, but you know we should also see what are the possible ways in which we can make a group decision making. First and which most widely used is a brainstorming approach. This is nothing but you know idea generation exercise right.

So, where you know, when we are exploring a new problem or an organization is encountering a problem. So, we need to generate ideas right. So, how do you generate ideas? It is a brainstorming is a best exercise it is a one of the best group decision making exercise, where you bringing people or the members of the group to the table.

And present them the scenario what an organization is going through now you generate ideas, you ask them to populate their ideas to address the particular problem. You know people you know members will be very enthusiastic in participating in giving their opinions and ideas where you can this brainstorming always provide you lot of option to come up with the creative solutions.

But there are disadvantages with respect to the brainstorming one is that you know sometimes you know high power people a profile people try to influence the discussions.

Or sometimes you know we can also say anchoring bias when first idea will always you know get the major attention right. You know somebody speaks and one with a lot of power authority in a group then if they put their points you know other becomes submissive they do not contribute. They do not essentially or necessarily contribute or otherwise what will happen there is another as I said you know anchoring bias where you know people will stick to one particular idea.

Because you know somebody said and you know everybody will be you know running around the bush and say the similar idea that is the some of the disadvantages of the brainstorming. But the advantages being you know it is you know it is a one best possible method to create generate lot of ideas you know every people will contribute to the addressing the problem

Then to overcome this you know disorders we have talked about the brainstorming right. You know where one person try to you know dominate discussions or there is an anchoring bias is possible. Then there is a nominal group technique which is a one of the most you know appreciated group decision making technique. I will explain in a very simple way nominal group technique is you know why the nominal group technique is itself is a process, where you it is again a group taking decision making process.

How do you make the decision is that you know every individual are asked to give their opinion, write down their opinion. Then you know every in once everybody completes the process there will be a facilitator he will say this is the problem for a company. That will be presented to the group then every member in the group are asked to write their you know points ok.

What are the ways you are going to handle then every individual are given a chance to give their one point nobody will counter argue or you know counter your opinions. Once everybody list down their first choices, then all of them are ask to rank the you know decisions shared by the members. So, in this point what is happening you are actually giving opportunity to every member to contribute towards it and then you will out of the choices given then everybody will rank it from order of the priority one two.

So, means you know you are actually giving everybody a chance to talk and then you know trying to make a best decision out of it. But the only disadvantage in this particular you know nominal group technique is that you know it is bit time consuming process where you know because everybody every individual has to present their ideas. And then everyone has to go back around and then give their priority ranking.

So, that is a bit time consuming, but you know it is very effective one because you know does not influence or everybody is given a chance nobody is going to take away by the anchoring bias or the dominants is not going to play a role in decision making.

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The slide is titled "Strategies for improving Group Decision" and features a blue and white color scheme with various icons like gears, a tree, and a person. It contains two bullet points: "Delphi technique" and "Constructive conflicts". A small video inset shows a man in a light blue shirt speaking. The bottom of the slide includes logos for IIT Kharagpur and NPTEL.

Strategies for improving Group Decision

- **Delphi technique:** This technique involves a series of questionnaire distributed over time to a decision making panel. It is developed by Rand Corporation to allow for the benefits of group decision making without members having to meet face to face even they are being over large distances and widely scattered members.
- **Constructive conflicts:** It helps better decision making. Conflict has the potential of bringing a problem into focus, stimulating constructive and creative thinking, broader understanding of issues and alternatives and enhancing decision quality.

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Then another is a Delphi technique. So, Delphi technique is a is also one of the you know best group decision making technique in which you know where you know people are remotely located how do you make a decision group decision making is driven by the questioners.

So, the facilitator will send you list of questions related to a problem and then they will ask you to provide information on you know give your opinion on the particular questions.

And you know this one round of you know question is done the you know the facilitator will you know collect the information he will give a brief summary about you know

responses to discuss and then he will generate he or she will generate another set of questions.

For example, you know let us say you know one round of discussion will generate another possible questions right. So, then those possible questions will be again circulated among the group members to give their responses you know this way they will go 1 or 2 rounds to understand the responses, from them then collectively they can take a decision.

That is a Delphi technique method. So, in which is the most of the questionnaire method where questions are distributed to all the members giving their suggestions then the 2 nd round of questionnaire will be floated among the group members again that information will be taken, then collectively decision will be arrived. So, this is another decision making process. Then constructive conflicts.

See constructive conflict is you know a very similar to you know the devil's advocate where you know in a constructive conflicts you know as you know potential of bringing a problem into focus and stimulating a constructive and creative think.

You know you say you know if this is a you know kind of a devil's advocate role, you present a solution or the problem and then everybody will counter argue and then you know discuss and you know fight around or you know argue around your discussions or the possible ideas then you choose the best alternate solutions.

This is one of the you know good you know group session in order to choose a best alternative choices where everybody will counter argue or argue on it and then question the you know solutions proposed. Let us say you know 5 members each member propose some solutions.

Every member presents their solutions everybody will question the particular solutions and then they collectively make a decision constructive conflicts these are the you know effective strategies in the group decision making. Now let us try to compare the you know decision making between individuals and the group decision making.

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Comparison between individual vs group decision making

In the individual decision making there are certain limitations depending upon which group decision making seemed to be more accepted process in management practice. The comparison may be in light of the followings-

- **Framing effects:** Individual decisions are limited to its framing effects when the manager is influenced by the way the problem is presented. Some individuals have tendency to simplify the complex decisions.
- **Reliance on heuristics:** The decision maker uses heuristics- simple rules of thumb guide managers through a complex array of deciding alternatives.
- **Inherent biases:** The biased decisions are contextual to implicit favourite, hindsight bias and person sensitivity biased.
- **Organisational constraints:** It makes managers imperfect as they shape their decisions to reflect organisation's performance evaluation and reward system to comply with organisational regulations.

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See the individual decision making as we said know there are some limitations depending upon you know symptoms of you know biases as I said know group decision making as advantages over better handling the biases ok.

So, we will compare in terms of you know certain parameters framing effects. See in the you know individual decisions are limited in the framing effects you know. For example, if the problem itself is framed in a very you know smaller way or it is not in a clearly defined way.

So, individual decisions also driven by the way the problem is being framed right or the problem is presented. So, some individuals have always tendency to simplify the complex decisions but whereas, in a group decision making you know where you have multiple group members.

So, there is a possibility to you know you know get away from this you know framing effect. Then reliance on heuristics; now we always you know individuals used to go for a simple rule of thumb you know for example, of 8020 heuristics principle. You know most of the you know 20 percent of the customers buys the 80 percent of the time so it is kind of simple rule of thumb.

You know they try to follow the simple procedures to arrive at a decisions whereas, in that is always driven by the individuals whereas, the group decision they do not go for

the simple rules rather they go for you know complete way of you know discussing things. And then making decision and then there are inherent biases as you said you know individuals come up with a lot of biases.

You know it can be you know hindsight biases, you know favorites or person sensitivity bias there are multiple biases are potentially to influence the individual decision making. Whereas you know group decision making though there are you know group thinking group think where you know sometimes you know one member in a group decides and everybody also accept that decisions.

There is also possibility of group think to happen or group polarization to happen. Since you know you are in a group you make an extreme decisions. So, though there are individual biases also likely that in the group decision making you are away from the individual decisions.

So, the individual biases are not actually influencing the group decisions, but there are other things one is called group think and group polarization, second is group polarization group think is you know when one individual thinks as a group everybody will agree to the decision or another thing group polarization.

Since being in a group you take an extreme decision, you know you go take extra you know over risks or let us say you know being very conservative there can be group polarization you know within, the you know when the group members are present then there are likely impact of this group decision making is group.

Think now everybody will accept to the group decision and another is the group polarization. Then organizational contents constraints, you know it makes managers imperfect as they shape their decisions to reflect organizations performance evaluation and reward system to comply with organizational regulations.

So, organizational constraints will also impact the way decision are made with respective individual and groups sometimes you know individual decisions they can be more constraint can be provided.

But in case of a group decision may be organization may provide you know more resources and more support to the group decisions. So, the organizational constraints

may be limited with respect to group decision may be higher for the individual decision making so on this parameter we could you know compare the individual decision making and group decision making ok.

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So, with this we are completing a module on decision making, we have discussed about you know types, you know forms and styles of decision making barriers and the cognitive bias. In decision making we also discussed about and you know individual decision making versus group decision making. And what are the techniques in group decision making which we talked about you know brainstorming as were one of the important tool in group decision making.

We also talked about nominal decision making, Delphi technique and then we also talked about conflict you know constructive conflicting and we also contrasted to understand the individual decision making versus group decision making. So, we have learnt about a decision making in module 3.

Thank you.