

Organizational Behaviour - II
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology – Kharagpur

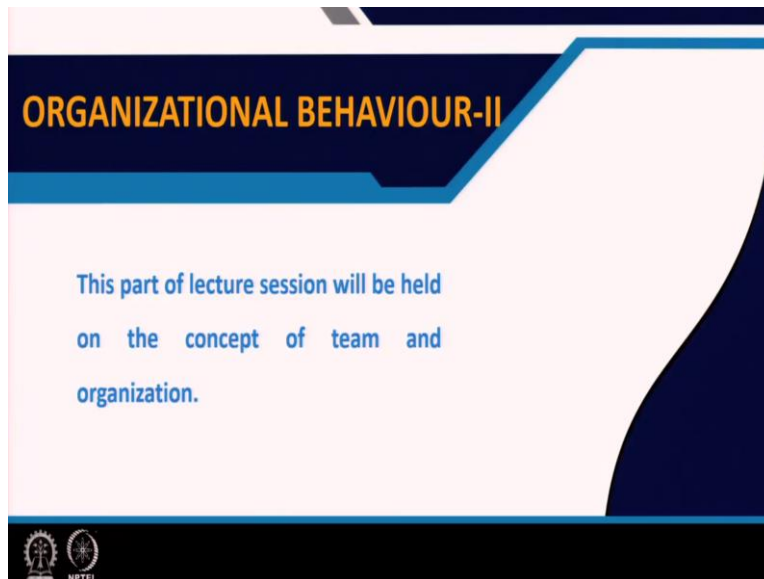
Lecture – 46
Team and Organization

Welcome to the lecture sessions of module 10. In this module, we are going to learn about teams and organizational culture. Teams, as we understand is a group of people with complimentary skill sets competencies, who come together to fulfill an organizational objective and in realizing that organizational objectives, their own goals are also fulfilled. We have seen how leadership helps in generating the cooperation and collaboration in the team.

How it helps in nurturing healthy competition which leads to creative problem solving in the organization. We have seen how creative problem solving in the organization help the team, the individual and the organization to lead to effectiveness also. In this lecture sessions, we will see how the organization its culture. The structure of the organization facilitates the team behavior.

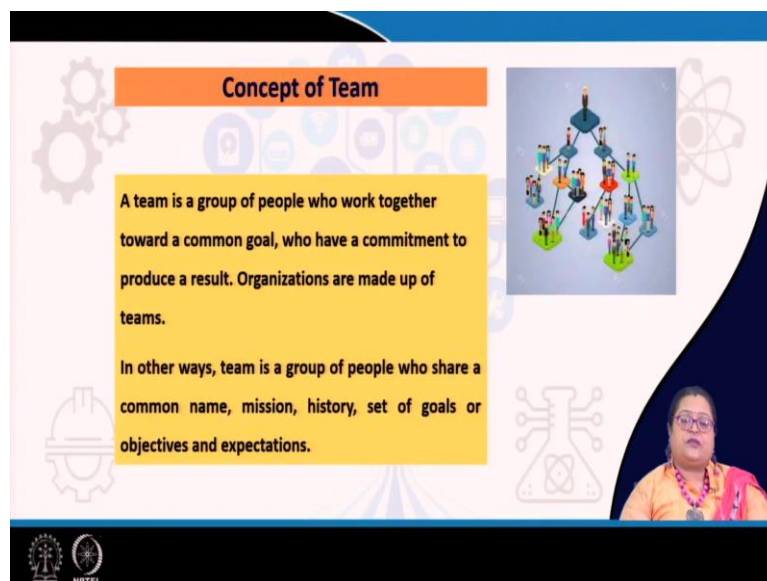
How it helps the team to function effectively? So, that the team can move forward in realizing its objectives. We will also see what is the organizational culture? We will see how the organizational culture interacts with the culture of the country or the space in which the organization is doing its business. The particular module is focused on the understanding of the interplay of team dynamics with organizational culture. So, let us begin today's lecture which is on understanding teams and organizations.

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This part of the lecture session will be held on the concept of team and organization. We have already visited the concept of team we will revisit it again over here to some extent with the recapitulation and move forward to understanding of the organization.

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What is the team? A team is a group of people who work together towards a common goal, who have a commitment to produce a result. Organizations are made of teams. In other ways team is a group of people who share a common name, mission, history set of goals or objectives and expectations.

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Prerequisites of a Good Team

- Members between 6 and 10 members
- People from all relevant departments
- Clear and documented purpose
- Mutual trust for each and other
- Mutual support to each other
- Good communications among all
- Team objectives
- Well defined conflict resolution

What are the prerequisites of a good team? Members between 6 and 10 members, people from all relevant department as we are discussing the complementary skill sets and competencies, clear and documented purpose, mutual trust for each other, mutual support to each other, good communication among all, team objectives which needs to be clearly defined which the team members are going will follow to achieve, well defined conflict resolution techniques.

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Characteristics of Team

- It is empowered to share various management and leadership functions.
- It plans, controls and improve their own work processes.
- It sets its on goal and inspects its own work.
- Often, it creates own schedules and review its own performance as a group.
- It also, may prepare its own budget and coordinate its work with other departments.
- It is frequently responsible to acquire any new training it might need.

Now, what are the characteristics of a team? It is empowered to share various management and leadership functions. It plans controls and improve their own work processes. It sets on its own goal and inspects his own work. Often, it creates its own shadows and reviews its own performance as a group. It also may prepare its own budget and coordinate its work with other departments. It is frequently responsible to acquire any new training it might need.

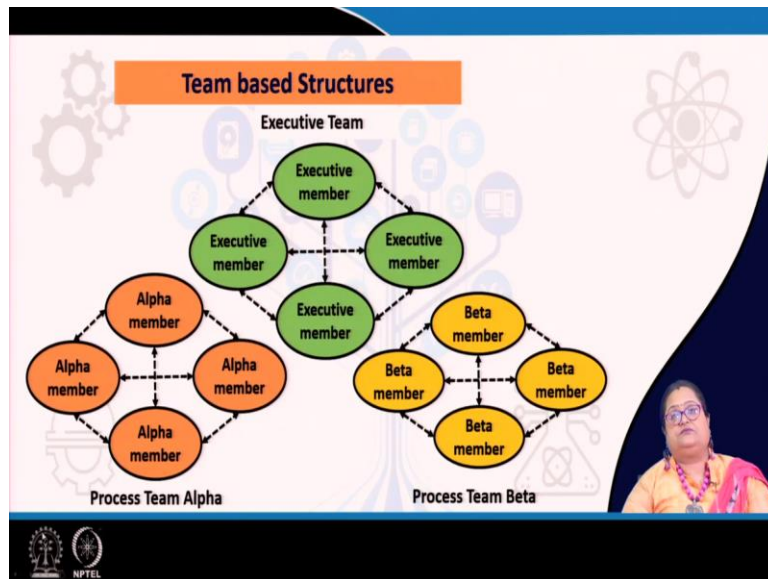
So, we can see over here like the more the team becomes comprehensive in function more it becomes self sufficient in function. More it is able to do all of its work in a better way together in a holistic way. And it can take decisions on its own and relate its work to the environment in which it is there and communicate effectively with the environment. To contribute to the holistic goal of the organization the team effectiveness increases or it can be defined as an ideal team.

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The slide features a title 'Characteristics of Team' in an orange box. Below it, a yellow box contains two bullet points: 'It may hire its own replacement or assume responsibility for disciplining its own members.' and 'It takes responsibility for the quality of its products or services.' A separate text block states 'Teams are also known by other teams such as empowered teams, self directed teams and self managed teams.' To the right, a diagram shows five stylized human figures on a circular platform, each with a different colored icon above them (a target, a plant, a gear, a magnifying glass, and a globe). The slide is decorated with various icons like gears, a hard hat, and a chemical flask. A small inset video of a woman is visible in the bottom right corner of the slide area.

Some other characteristics are: it may hire its own replacement or assume responsibility for disciplining its own members; it takes responsibility for the quality of its products and services. We have different kinds of teams like as per the need of the situation as for the work in hand. So, these could be defined as empowered teams, self directed teams and self managed teams.

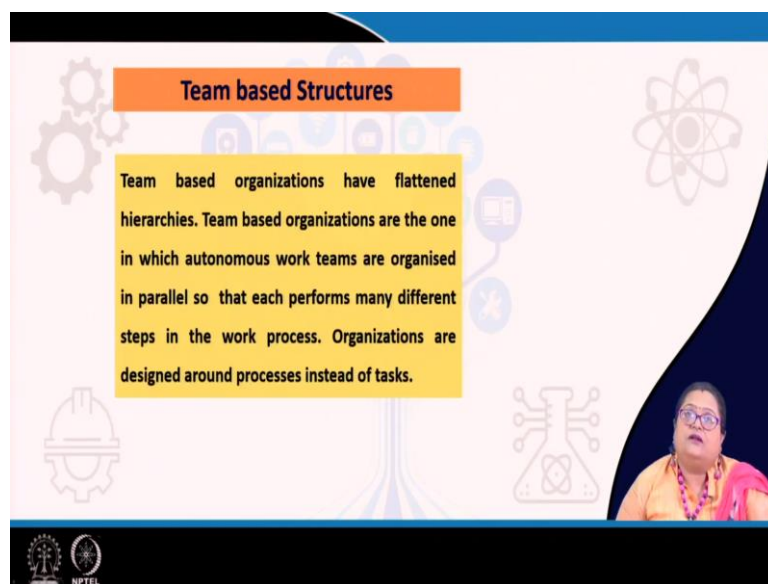
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Of what we see over here is a team that structured offered organization? So, we have an executive team which consists of maybe represented over here the green color in which it is executive team and its members. And you will find by directional arrows which is focused with all the members meaning like there is a two-way communication between all the members. And we have to process teams like the alpha team and the beta team, in which also there is a two-way communication between the members.

And if you want all these team to communicate with each other, there should be again the dotted lines from one team to the other team.

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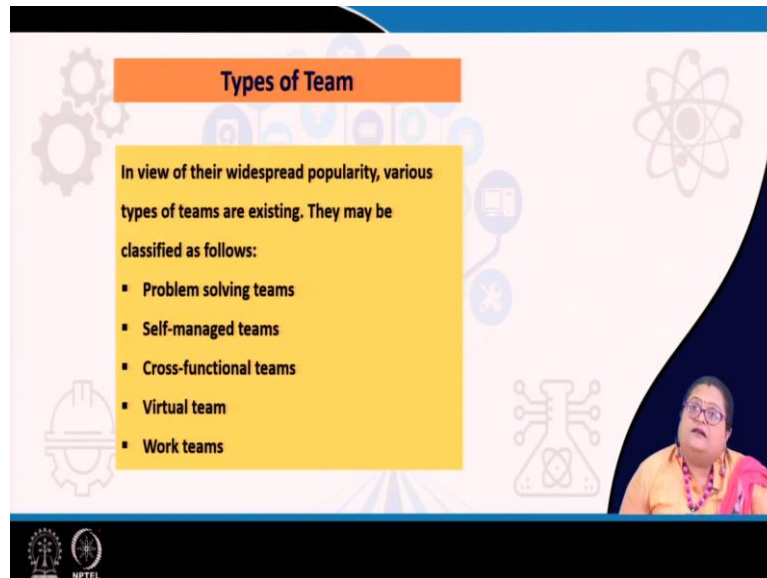


Based on this, if we define the organizational structure, then how it should look like. Because what we have found over in that diagram is like there is no hierarchy and everybody is like

placed in the same platform. So, based on this, team-based organizations have flattened hierarchies. Team based organizations in the one in which autonomous work teams are organized in parallel so that each performs many different steps in the work processes.

Organizations are designed around processes instead of tasks, like what how it thinks can be done, so organizations are like designed around that.

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Types of Team

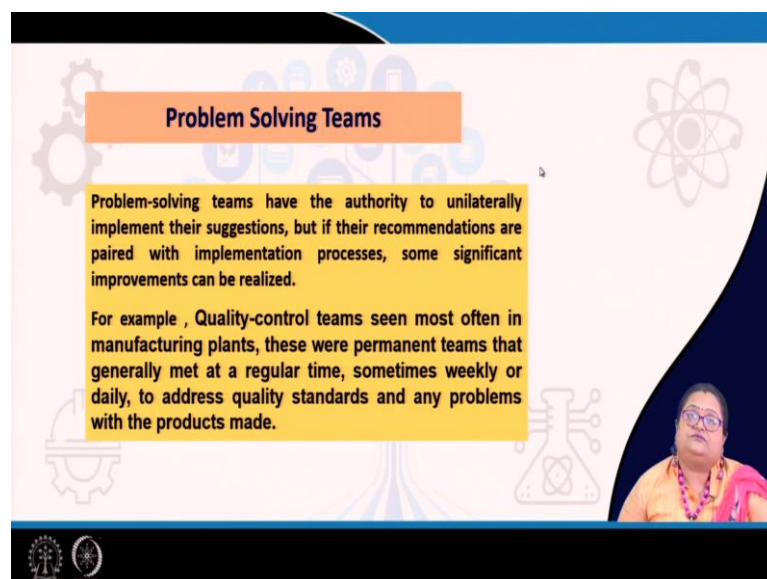
In view of their widespread popularity, various types of teams are existing. They may be classified as follows:

- Problem solving teams
- Self-managed teams
- Cross-functional teams
- Virtual team
- Work teams

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There are various kinds of teams which are existing. So, something we have can be classified based on the like, functions that they are doing or the nature. So, team can be classified in various ways, like problem solving teams, self managed teams, cross functional teams, virtual teams and work teams.

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Problem Solving Teams

Problem-solving teams have the authority to unilaterally implement their suggestions, but if their recommendations are paired with implementation processes, some significant improvements can be realized.

For example , Quality-control teams seen most often in manufacturing plants, these were permanent teams that generally met at a regular time, sometimes weekly or daily, to address quality standards and any problems with the products made.

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We will try to define some of the main details over here. Now, what are problem solving teams? Problem solving teams have the authority to unilaterally implement their suggestions, but if the recommendations are paired with implementation processes, some significant improvements can be realized. For example, quality control teams, which is seen most often in manufacturing plants.

So, these were permanent teams that generally met at regular times, sometimes weekly or daily to address quality standards and any problems with the products made. So, these are the teams, nature of problem-solving teams, who has the um function of meeting like frequent intervals to which you call at regular intervals the meeting to find out the progress of the organization, or how the product is being needed, if there any problem that has been faced or not.

So, quality control teams are one of the problem-solving teams. Why they need to address the quality standards and any problems with products made.

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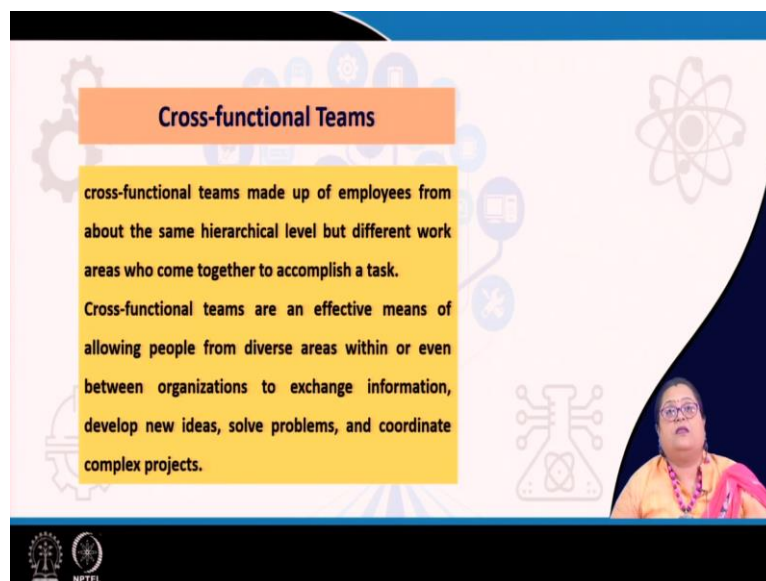
The slide features a title 'Self-managed Teams' in an orange box. Below it, a yellow box contains the definition: 'Self-managed work teams are groups of employees (typically 10 to 15 in number) who perform highly related or interdependent jobs; these teams take up some supervisory responsibilities.' A second yellow box lists responsibilities: 'Typically, the responsibilities include planning and scheduling work, assigning tasks to members, making operational decisions, taking action on problems, and working with suppliers and customers.' The slide is decorated with various icons like gears, a lightbulb, and a person. A small video inset in the bottom right shows a woman speaking. The NPTEL logo is in the bottom left corner.

Self managed teams, self-managed work teams are groups of employees which are generally 10 to 15 in numbers who perform highly related or interdependent jobs. These teams themselves take up some supervisory responsibilities. So, because the works are very like interrelated, until and unless one set of people are doing their work properly and giving the deliverables on time, the other set of people cannot start their job.

So, because of this intertwined nature of the jobs so in self managed work teams. So, they themselves develop a peer checking type of system like who is doing well and like whether they are following the expected time pattern whether they are having any problem. So that, the output is the deliverable is given in time because that is the input to the other person to start their work.

Typically, the responsibilities include planning, scheduling work, assigning tasks to members, members, operational decisions, taking action on problems and working with suppliers and customers.

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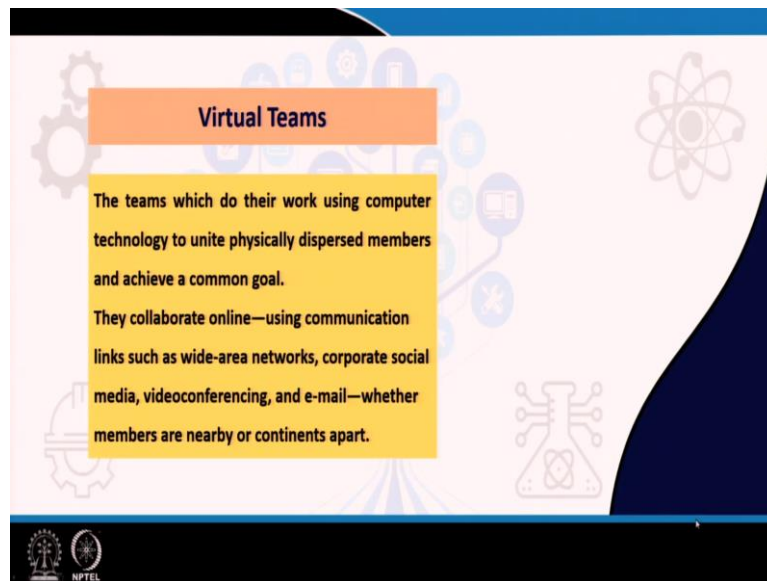


Cross functional teams, cross functional teams are made up of employees from about the same hierarchical level, but different work areas who come together to accomplish a task. Cross functional teams are an effective means of allowing people from diverse areas within or even between organizations to exchange information, develop new ideas, solve problems and coordinate complex projects.

So, if it is a cross functional team people are coming from different backgrounds and different set of knowledge and they come see the problem and try to find the answer for it. So, what we can find like new ideas develop new ways of looking at things develops and which is very beneficial. And so, and it will also lead to life, if it can be coordinated well.

So, if we are ready to learn from each other, then definitely cross functional teams help a lot in the increasing the effectiveness of the team.

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Virtual teams, the teams which do their work using computer technology, to unite physically dispersed members and achieve a common goal. They collaborate online using communication links, such as wide area networks, corporate social media, video conferencing and email whether members are nearby or continent apart.

So, one of the primaries like requirements of a team more so like when we are talking of like teams in the organization generally, we believe it is a face-to-face interaction where both the members are physically present in a nearby location. But when it comes to like physically dispersed people working together cannot form a team. Of course, they can do it and that team is called virtual teams.

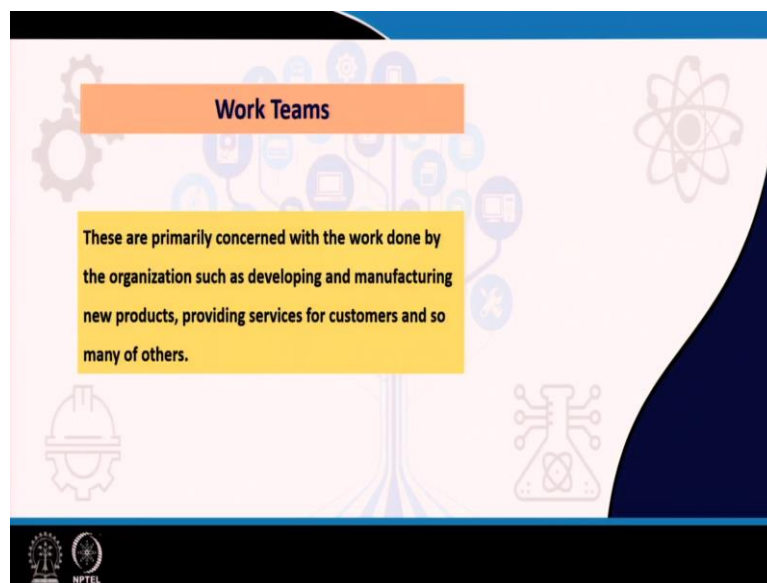
In which the people though are physically wide apart are mentally connected together to the values of the team. The role expectations of the team members that the team has and they connect using computer technology to unite physically dispersed members and achieve common goals. So, and, how do they communicate collaborate with each other? Is using wide area networks, corporate social media and video conferencing email.

So, what we find over here life when like people are more together physically closer to each other when they can meet face to face. The mode of communication is more affordable. But when people are distant apart, wide apart from each other people like translate from the physical verbal mode of communication toward nonverbal more technology driven variable.

We are talking of communication links such as wide area networks, corporate social media, video conferencing, more of multimedia and audio-visual system which will help them become more technology he had just adapt to technology. More interest to use technology, the daily functions. So that, to close the distance which airports which makes the people apart and bring them together.

So that they exist in the mental framework of each other and can function together as a team. So, the technology helps to bridge the distance between the like members of a particular team,

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Work teams, these are primarily concerned with the work done by the organization such as developing and manufacturing new products, providing services for customers and so many of the others.

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Concept of Organization

The term 'organization' has been defined in different ways. Such as a process, as a structure of relationship, as a group of persons and as an open dynamic system, and so on.

Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives. (Louis Allen)

Organization is the process of combining the work which individuals or groups have to perform with the facilities necessary for its execution, that the duties so performed provide the best channels for the efficient, systematic, positive and coordinated application of the available effort. (Oliver Sheldon)

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Now, when we know like what is the team? And what are the different kinds of team? Next, we come to the discussion of the concept of organization. Now, we understand the groups of like the different teams coming together form the organization. But the organization also can be defined in various ways. So, let us see some of the definition of organization. The top organization has been defined in various ways such as a process a structure of relationship as a group of persons and as an open dynamics system and so on.

Organization is the process of identifying in grouping work to be performed. Defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives. This definition is given by Louis Allen. Organization is also the process of combining the work which individuals or groups have to perform with the facilities necessary for its execution.

Then the duties performed provide the best channels for the efficient systematic positive and coordinated application of the above available effort. So, this definition is given by Oliver Shelton.

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Components of Organization

Major components of organizations are-

1. Helpful in the achievement of objectives: An organization is considered as good only when it is capable in achieving the predetermined objects of enterprise.
2. Harmonious grouping of functions: A good organization must have been harmonious adjustment in different activities and divide the functions of an enterprise in such a manner so that they may be implemented easily and successfully.
3. It is complete in all respect: A good organization is that it must include all the activities of an enterprise. Further, there must not be the repetition of activities.

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Now, what are the components of organization? We have defined organizational structure and we have defined organization as a process also then, what are the components of the organization? The major components of the organization are it is helpful in the achievement of objectives. An organization is considered as good only when it is capable in achieving the predetermined objectives of the enterprise.

Harmonious is a grouping of functions, a good organization must have been harmonious adjustment in different activities and divide the functions of an enterprise in such a manner so that they may be implemented easily and successfully. So, the each of the functions are grouped and we find the connections between these different groups and this helps the work to be divided amongst groups in a harmonious way.

So, that they can do their own parts well and perform within time and as expected and like give the output which is maybe the input for the next group. So, without harmonious grouping of the functions, this becomes difficult. It is complete in all respect; a good organization is that it must include all activities of an enterprise. Further, there must not be any repetition of activities.

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Components of Organization

4. Co-ordination in all the activities of an organization: Co-ordination is the essence of management. If the activities of an enterprise are not coordinated, the achievement of the objects of enterprise cannot be thought of.

5. Reasonable span of control: The span of control of officers must be limited because an officer cannot control a large number of sub-ordinates.

6. Utilization of resources: Organizational success depends to a large extent on the proper utilization of resources. If the resources are not properly utilized, the business enterprises cannot be successful.

The other components of organization or coordination in all the activities of an organization. Coordination is the essence of management if the activities of an enterprise are not well coordinated, the achievement of the objectives of the enterprise cannot be thought of. Reasonable span of control, the span of control of officers must be limited because an officer cannot control a large number of sub-ordinates.

Utilization of resources, organizational success depends to a large extent on the proper utilization of resources. If the resources are not properly utilized, the business enterprises cannot be successful.

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Components of Organization

7. Provision of expansion: There should have adequate flexibility so that necessary adjustments may be made in it as per need of change. If it is not so, there may be a possibility of missing the opportunity.

8. Employees satisfaction: Employees are the core of organization and if they are satisfied then the morale of employees will be increased.

9. Policy and economy: The system of organization can be easily understood and implemented. All the activities of the organization should be framed in such a manner that all the employees may contribute their efforts in their execution.

Proficient for expansion they should have been adequate flexibilities so that necessary adjustment may be made in it as per the need of the situation or the as per the need of the

change. If it is not, so, there may be a possibility of missing the opportunity. Employees' satisfaction, employees is at the core of organization and if they are satisfied in the morale of the employees will be increased.

So, we have to see like whenever we are talking about the components of the organization, one of the primary components is that to find satisfied happy employees and then we can tell whether the organization has been functioning well or not. Policy and economy, the system of organization can be easily understood and implemented. All the activities of the organization should be framed in such a way that the employees may contribute their efforts in their execution.

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Nature of Organization

The organizations are having following nature -

1. Common goal: – The organization has to accomplish some common goals so that it exists. The structure of the organization is bound by a common purpose.
2. Division of labour: – There are number of functions and sub-functions in the organization which operated in the form of departments. Such a division of function on specialty basis infuses specialization.
3. Authority structure: – Authority and responsibility associated with various positions are defined in the organization. The nature of authority is varied from organization to organizations.

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So, it is very important to plan the activities to make it understand sequential steps, understand maybe it is parallel steps. So, that the activities of the organization should be framed in such a manner that the employees may contribute to their efforts in their execution. The forth are the nature of organization, the organizations are having the following nature.

Common goal, the organization has to accomplish some common goals so that it exists. The structure of the organization is bound by common purpose. Division of labour, there are many functions and sub functions in the organization which operated in the form of departments. Such a division of function on specialty basis infuses specialization. Authority structure, authority and responsibility associated with various positions and defined in the organization. The nature of authority is varied from organization to organization.

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Nature of Organization

4. Group: –People of the organization form the dynamic element. They work in groups in the various departments of an organization.

5. Communication: – The communication through various official channels are made among the people across various departments. Most of the communication is in a written form.

6. Coordination: – The functional departments with diverse functions are integrated towards the common objective through the process of coordination.

Now, in the nature of organization, we find, what is group? People of the organization group is the people of organization from the dynamic element. They work in groups in the various departments of an organization. Communication, the communication through various official channels is made among the members across various departments. Most of the communication is in a written form.

So, the because there are different departments and there are like you concern people who are also kept over there. So, this the official channel, the central channel works as a network which he like keeps the member aware of the different things happening in the organization. So, the communication through various official channels and made among the people across various departments.

Most of the communication is in written form. Coordination, the functional departments with the diverse functions are integrated towards the common objective through the process of coordination. So, if the functional departments are wide apart in terms of the functions that they are doing, they each have independently the departments been doing certain functions.

But here, the focus is to see how they communicate with each other and how they coordinate with each other, like whether they will be doing their things parallel or they will be doing these things in a sequence. How do they decide or that? So, which helps them like when they get integrated into a common objective to the process of coordination. How do they coordinate with each other? So, that they can reach a common objective.

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Nature of Organization

7. Environment:- The environment of the organization is varied since its location and nature of function are varied. Beside it is influenced by internal factors like materials, machines, level of technology, economic resources, human resources, etc.

8. Rules and regulations:- Every organization is governed by a set of rules and regulations for the orderly functioning of people.

The slide features a blue header with the title 'Nature of Organization'. Below the title, two yellow text boxes contain the numbered points. The background is light blue with faint icons of gears, a person, and a network. A video inset in the bottom right shows a woman speaking. The NPTEL logo is in the bottom left corner.

In the nature of organization also one important point is that of environment. So, the environment of the organization is varied since its location and nature of functions are varied. Besides, it is influenced by internal factors like materials, machines, level of technology, economic resources, human resources, et cetera. So, these are the internal environment but also there is the external environment which we talked about the macro environment which is the outside the organization.

This affects the organization and its functioning and the internal factors also affect the organization and its functioning. Rules and regulations, every organization is governed by a set of rules and regulations for the orderly functioning of the people. So, if these rules or regulations are there, they give a guideline to what to follow and like it helps the orderly functioning of the people because they know like what is expected of them.

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The Teams in Organization

In any organization, team can make the workplace functioning more efficiently and also can improve employee morale. In organizational set up, team works have following implications:

- Every team should have a manager or leader who reports to superior and responsible for the team
- All teams function to achieve the goals set for them so as to reach the organizational goals
- Communication is the highest priority for effective functioning o the team through meeting, whiteboard notice, etc.
- Pulling everyone to work in a team helps to develop a sense of belongingness.

The teams in organization. So, we have discussed separately what is team we have discussed separately what is organization? Now, we will discuss like what do you understand by teams in organization? In any organization, a team can make the workplace functioning more efficiently and also can improve employee morale. In the organizational setup team works have following implications.

Every team should have a manager or leader who reports to a supervisor and responsible for the team. All teams function to achieve the goals set for them so, that they can reach the organizational goal. Communication is the highest priority for effective functioning or the team through meeting, whiteboard, et cetera. Pulling everyone to work in a team helps to develop a sense of belongingness.

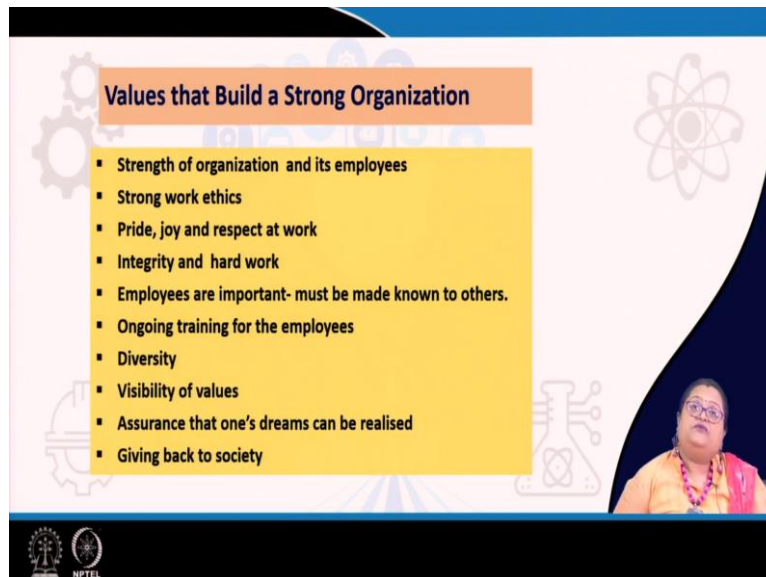
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The Teams in Organization

- The effective functioning of team keeps members coming back to work feeling valuable, happy and satisfied.
- People with a team are slacking off without contribution, the pressure of work will motivate others to feel responsible for performing their part.
- Keeping team running smoothly and their morale help consistent work through hard work, better performance and increased productivity.

Also, the effective functioning of teams keeps members coming back to work feeling valuable, happy and satisfied. People with the team are slacking off without contribution the pressure of the work will motivate others to feel responsible for performing their part. Keeping team running smoothly and then moral help consistent work through hard work, better performance and increased productivity.

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The slide features a title 'Values that Build a Strong Organization' in an orange box. Below it is a yellow box containing a bulleted list of 11 values. The slide also includes decorative icons of gears, a molecular structure, and a person, along with the NPTEL logo at the bottom left.

- Strength of organization and its employees
- Strong work ethics
- Pride, joy and respect at work
- Integrity and hard work
- Employees are important- must be made known to others.
- Ongoing training for the employees
- Diversity
- Visibility of values
- Assurance that one's dreams can be realised
- Giving back to society

Values that build a strong organization are, strength of organization and its employees, strong work ethics, pride, joy and respected work, integrity at work, employees are different must be known to others like they cannot mistreat the employees. So, even if like they are not doing something as per the expectations now, but they cannot be like mishandled or like illustrated because employees are important.

Ongoing training for all employee's diversity, visibility of values, assurance that ones' dream any particular dream an individual having it can be realized in the process of achieving organizational goals giving feedback to society. So, that is also very important like giving back to the society. So, that is also very important part of the team behavior like as you are taking like in terms of like resources from the environment.

It is also time to give back in terms of like the CSL functions that we do to take care of the balancing or upliftment of the life of the society.

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The slide features a dark blue header with the word 'REFERENCES' in orange. The background is light blue with faint icons of a gear, a lightbulb, and a network. A video inset in the bottom right shows a woman with glasses and a pink necklace. The NPTEL logo is in the bottom left corner.

So, these are the references that we have referred to.

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CONCLUSION

This part of lecture session has given clear picture on the concept, types, of teams and organisations with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects.

Next part of the lecture we will focus on organizational cultures.

Enjoy learning. Thank you all.

The slide features a dark blue header with the word 'CONCLUSION' in orange. The background is light blue with faint icons of a gear, a lightbulb, and a network. A video inset in the bottom right shows the same woman as in the previous slide. The NPTEL logo is in the bottom left corner.

This part of the lecture session has given tried to give a clear picture of teams and organizations and with help to make the learners aware about it and enhance their level of thinking and perception on all these aspects. So, next part of the lecture will focus on organizational lectures. Till then enjoy learning. Thank you.