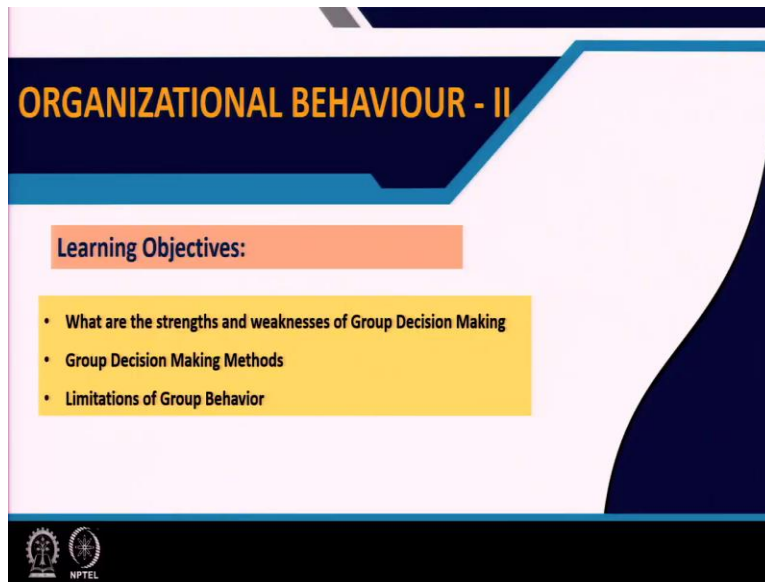


Organizational Behaviour - II
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Lecture –05
Group Decision Making and Limitations of Group Behaviour

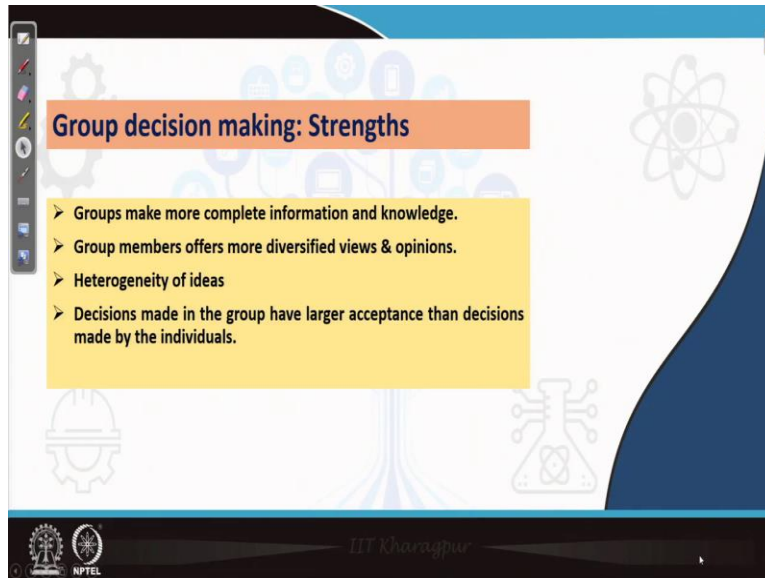
Welcome to lecture 05, this is the last lecture on module one. Today now we are going to discuss about group decision making and the limitations of group decision making. What are the challenges in the group decision-making process? And we are also going to learn about some of the group decision making methods in which group members can take decisions in a group. Let us get into the lecture.

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And we are going start with, what are the strength of group decision making?

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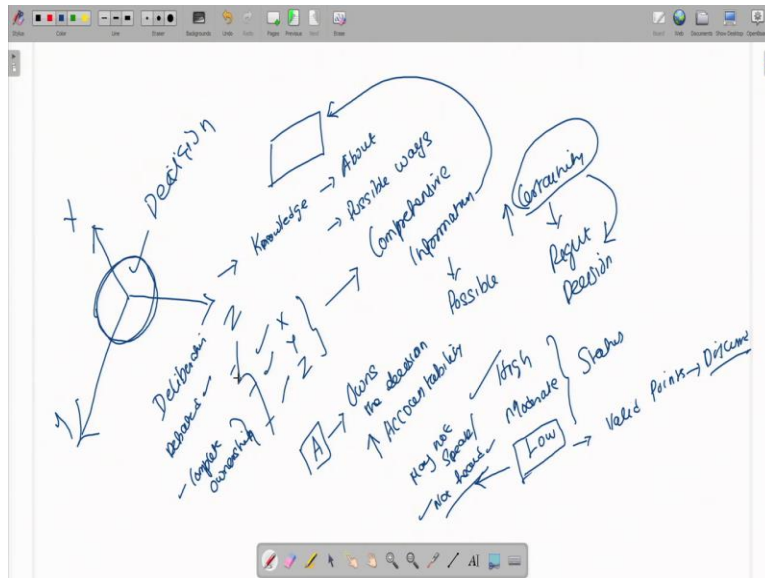


We were talking about now being in a group or group is always contributing towards the better performance in the organization, that is why organizations are started to promote groups or working in groups or working in teams having understood and accepted that yes! It has shown a positive impact for an organization also for individuals, who are part of the group and collective performance is always higher than individual performance.

Having said that, we have to understand now, there are many a time many incidents are occurring group members have to make decisions. So, we are going to discuss about what are the pros of the group decision making? So, let us look at some of the important points of some of the strengths of group decision making. One is group members make a complete informational knowledge.

Why when we talk about complete information and knowledge? If you look at it because each individual member in a group have a lot of information or more insights to offer. When we wanted to take a decision, individual members will have a lot of ideas being with their knowledge and abilities they will add more information they when we wanted to discuss about a problem statement or let us say, I wanted to talk about a problem and then this problem has to be dealt with.

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And each individual member will say that this is a problem, we are going to address. So, then each individual member will be sharing their knowledge on this problem. So, what they know about the problem and possible ways to address the problem. So, what will happen in this process a lot of the members x, y, z all of them will add more comprehensive information on the problem.

More comprehensive information's about a problem, the more the information's and more the possible solution. They means meaning that the more the information's and more the certainty in arriving at a right decision. As the certainty increases, arriving at the right decision are always higher in a group decision making process. So, that is why, the group decision making always have complete information and knowledge and group members will also offer more diversified views and opinions.

So, as we see from the same going back to the same example, each member will offer different insights. They will offer more diversified views somebody will say, this is the angle in which somebody is providing, somebody will be giving this direction and somebody will giving these directions then you see that. Now there is a holistic perspective on diversified view this will always add more strength, add more value to the decision making process.

Because as you see that pros and cons are debated everybody started to add, these are the other side of to see, if you like you want to make this move see that this will be an impact somebody

says, that is actually giving a lot of insight value to an organization to make a better decision. Then, you see heterogeneity of ideas, the ideas are not homogeneous in nature when an individual contribute what will happen. After few ideas, the ideas are exhausted because as an individual member, I have some limitations. My knowledge, my experience, my qualifications are maybe the depth of the understanding on the problem I am going to address, I might exhaust my ideas probably. But in case if in a group, they always have heterogeneity awareness, because each individual member's values are different their upbringings are different and their orientations are different and their exposures are different.

So, that is actually adding a lot of value in bringing heterogeneity of ideas. Then decision making decisions made in a group will always have a higher acceptance, why? The simple fact is that because the decisions are made in a group, they are always made after a lot of deliberations, right? When I wanted to make a decision. As I said now going back to the same example: So, when somebody was talking about it to arrive at some decision like this, this is a decision.

Let us imagine these are x, y, z after the deliberations, this is what I am taking as a decision. So, what will happen? So, these are decision is made after the deliberation, the deliberations where we would have discussed and debated about why it should not be? Why it should be? Then this kind of decision will have a higher acceptance rate than the decision made by the individual. Because most often the decision made by the individuals has to be put forth to the other members and you need to convince or know show that yes, this will definitely will bring a lot of positive impact for an organization or to a group to convince the group member to accept the decision, whereas the decision made in the group it is already deliberated debated in length. So, the acceptance rate is always higher and then implementation is becoming easier in a group decision making process. Now, though we are talking about a lot of strengths for a group decision-making process, you should also understand that yes though, there are strengths.

But of course, there are certain limitations or like we could even call them as weaknesses. One is the very fact is that now, it is a time-consuming process. So, probably some of you would have even experienced that, when you wanted to make a decision when you just bring the problem to the table that knows each member in a group, they will started to debate, discuss and somebody

will argue, somebody will disagree with somebody.

And somebody will be saying, this is the point, and it is a time-consuming process because you have to justify your decision and that has to be accepted by the other member. It is always a time-consuming process. So, there is a caution. In the case now, I wanted to take a decision. Now when actually I can go for a decision in a group or what is the time? Let my time availability to a decision is very less.

So, an organization should promote making decisions in a less member of group or probably an individual can take a decision. Let us say, some immediate decisions to be made; if you bring it to a group then it is not possible. So, those kinds of a situation arise. So, organization you should keep in mind that yes, there are limitations to bring to take it to the group, better to take an individual decision, so that the decision is faster.

Now there are again challenges. Low-status individuals may not be heard. As I was talking about it time and again when we talk about it in a group, we always have high-status, moderate and low-status individuals. So, status, as I am talking about the always possibility in high-status individuals, trying to dominate the decisions and low-status individuals may not even speak or probably though even if they speak, it is not heard. They just discard their opinions. So, this is not a collective way of taking a decision. Sometimes what is being said by the low-status individual may be having very valid points that has to be discussed before the decision is made. So, it is also important to understand that low-status individuals may not be heard in a group decision-making process.

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Group decision making: Weakness

- Time consuming process – Groups do not arrive at a decision immediately.
- Low status individual views may not be heard.
- More pressure to conform to large members decision.
- Likely to have dominance by High Status individual.
- Ownership and Responsibility is diluted.

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Then in a group decision-making process, there is more pressure to conform to the large member decisions. You would have always seen that some individuals may not be that happy with the decision. But there can be direct pressure or indirect pressure, that is come on, we cannot keep debating here let us accept or they will pressure you or coerce you to accept the large member decisions. Let us say, out of the 10 members if 8 members say yes, and you are being forced to say yes, the rest of the two members.

So, there are instances in which always possible that there is pressure to conform to the large group decisions. Then as we already discussed this point already, when you are talking about the low-status member high-status individual likely to dominate the individual group decision making. Sometimes may be a high-status individual decision itself become a group decision. So, there are instances are available, where high-status members will decide for a group.

So, then now what is happening? We are actually losing out the strength of the group decision making process. There is a less diversity of views. Ideas are less because low-status or moderate status individuals are not heard. Then ownership and responsible is diluted. If you like take for example, the decision is made at an individual “A” is an individual, he is taking a decision. So, he owns the decision, the moment he owns the decision, accountability is really high.

Whereas in a group decision, what will happen? It is diluted it is a group decision nobody will take

complete ownership of the decision will not be seen on each member. Let's say the x, y, z are taking a decision. They will not take the complete ownership. Maybe some portion of the decision are come from them probably they wanted to take the ownership only for that portion of it, not on the complete ownership of the decision.

So, these are some of the weaknesses of the group decision making. But of course, there are lots of positives of group decision making.

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Group Decision Techniques

- **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.
- **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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So, let us go and see some of the group decision-making techniques. The most widely seen group decision making is brainstorming. So, the brainstorming is most of you would have done it. You have a problem or you have an opportunity to discuss about it and you bring the team members to the table and you will discuss about all your ideas, where everybody will say what can be done for this thing, what kind of decision can be taken.

And everybody will share their idea, everybody will share their opinions, insights, How to achieve this? How to approach this problem? How to take the gain on this opportunity? Each individual member will provide their insights. But there are also some weaknesses or the disadvantages of this brainstorming. As we said some members used to dominate the discussions maybe you would have seen in the brainstorming sessions.

Most often, few people will be often talking or maybe they will not discard or low down the some individuals ideas. There can be potential possible for the some individual to dominate. To overcome this challenge, there is another technique called a nominal group technique. And the nominal group treatment is one of the most interesting also know very effective group decision-making techniques.

In this, what will happen is and let us say, now there are 10 members in a group and they have been if you wanted to take a decision each of the individuals will come back. And then they will write their ideas and then each member will be given a chance to talk about their top ideas. And nobody will question the idea. It will go for all 10 members to complete once everybody complete then they list down it and then they say how many of them are going they will be trying to rank it and then they discuss the idea.

In this case, what is actually happening is everybody is getting an opportunity or due chance to share their solution, which is the topmost idea, they have for the particular problem and then group deliberates and they rank the order, then they detect the decisions, But this is one of the most effective ways to take group decisions. But again one disadvantage is a time taking job because everybody has to complete then they debate then they go for one more round.

So, till the time they take these only decisions on a particular problem. So, but it is one of the best decision making technique to overcoming some members are dominating somebody is not even heard. So, whereas nominal group technique allows every member to present their ideas and what kind of a decision they have to address the problem.

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Group Decision Techniques

- 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 comes another technique called a Delphi technique, this is actually now made by Rand Corporation to people in the know different locations when you wanted to take a decision. They will circulate a questionnaire to all the members everybody fill the question then they will be consolidated. And then they will share the outcome of the questionnaire then again, there will be one more round of questions circulated than everybody fills.

And this goes in multiple rounds till the time, they are able to come up with very concrete or unified solutions to the particular problem. But again and disadvantage of this Delphi technique is it is again it will take a lot of time to take a decision. Now comes constructive conflicts, where we can also otherwise call as playing a devil's role advocate know the conflict, it is not the when we heard the term conflict, we always look at negatively.

We should not always look at the conflict as a negative conflict is also create a lot of advantages because unless otherwise there is a friction, there is a conflict. The opinions are not debated then what will happen? Now, you might end up taking up wrong decisions. So, the conflict has to be facilitated the constructive conflict, you debate on the right point. Why the conflict has to be there in the group? So, that no the devil is playing a devil advocate that way questioning things that conflict will actually always lead a group to take a better decision which are more viable feasible and acceptable decision for all of them in a group.(near about 14:57)

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Limitations of Group Behaviour

Pitfalls identified by Aswathappa (2014) are

- Status differentials
- Group norms
- Risky and cautious shifts
- Polarization, and
- Group think

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Now, let us try to understand some of the limitations of the group behaviour. So, Ashwathappa has listed down some of the key points, which are having limitations on the grouping. One is that status differentials and the next one is group norms. We are going to discuss in detail going forward. And risky and cautious people members in a group, they shift their decisions, if they are alone their decision may be different, when they are in a group their decisions are different absolutely on the other side of the directions.

Then polarization in the group, there is a likelihood to know, there are more polarized view is possible in a group. Then groupthink where there is group conformity pressure, where the individual members are pressured to conform to the group decisions.

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Limitations of Group Behaviour

Status differentials

Individuals with high status receive prominence and their views are accepted and respected, even if they are wrong.

This status differentials hinder integration among group members and the group effectiveness is hampered by the status differentials.

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Then comes, let us discuss in detail the status differential, I think we have been discussing , in all the lectures, it is coming back again you talking about the status differential, yes. Each individual member will have associated status in a group hoping to know their ability to contribute maybe with their personal characteristics or charismatic way or probably they contribute towards the better functioning of the group then they get the status and this status differential has a lot of impact on the group functioning or even the kind of an interaction happens between a group members.

So, even other decision making or role assignments are also influenced by the state status differential which will impact the group decision.

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Limitations of Group Behaviour

Group Norms

Norms dictate the behaviour of members in group. It may sometimes force to support decisions which privately they disagree with and which are detrimental to the organization.

The existence of norms can prevent conflict by supporting mention of undesirable subjects.

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Then comes the group norms. Group norms are unwritten rules; sometimes norms will dictate the behaviour of members in a group. You will have certain restrictions on how you will behave because of the fact that yes, this is a norm that it will restrict you that as a member, you may want to do something X. But the norm says, no, you cannot behave in this way because if you wanted to be in a member of the group, you cannot do this.

So, this is there are some restrictions because of the norm which is developed in the group sometimes the norm may be the larger decision has to be accepted by the other members. So, in a way what is actually happening? They are giving less room for members to disagree upon certain points because they say as per the group norm when the more number of individuals in a group except for a decision everybody has to accept the decision.

So probably, these are all certain limitations of the work behaviour. This will also impact the larger outcome for an organization as well.

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The slide is titled "Limitations of Group Behaviour" and has a sub-section "Risky and Cautious Shifts". The text on the slide reads: "Risky shifts occur when a group takes decision that is more risky than an individual operating alone would take. Main reason for this is diffusion of responsibility." and "The tendency of group to move in a more conservative direction than individual would, is called the cautious shift. It may co-exist with risky shift." The slide also features a small video inset of a man in a white shirt speaking, and logos for IIT Khargapur and NPTEL at the bottom.

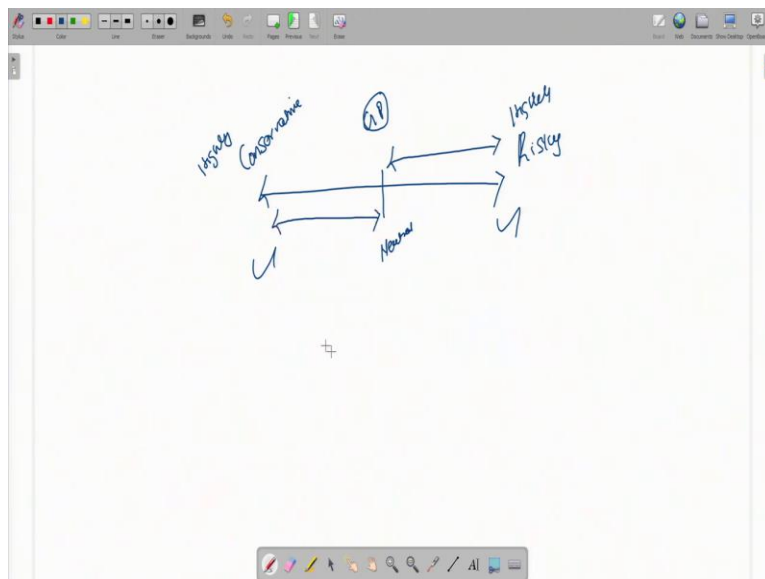
Then risky and cautious shifts. Risky decisions or cautious shifts occur, when a group takes the decision that is more risky than an individual operating alone would take. Let say, I as an individual may be a very conservative person and may not take much risk in a context. But probably, if I am in a group I made a risky decision. Maybe you to give from a social science perspective you give an example; I see if you are alone you may not know you would have seen if you wanted to go for

a theatre maybe you want to watch a cricket match or in a ground somewhere, you see that being an individual, you may not make much noise.

When we are in a group. You make a lot of noises. This is a similar phenomenon, where if you relate as an individual, you may not take much risk. Probably, if you are in a group, you will take more risk because you feel that yes, you become more confident being that. Now, you see other members also with me it is even if we get an impact or a hurt it is not only me there are other members who are going to be around me.

So, this is actually causing risky decisions then also sometimes a group might take very cautious one side I said a risky decision sometimes very conservative, there is say, very protective no do not take this, let us be very cautious conservative highly conservative directions they never take the risk.

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So, Both the extremes are possible. Rather, one side is highly risky decisions, highly conservative. So, these two extremes are possible in a group. So, sometimes you know, individual member, members may be here in a neutral point sometimes maybe they will take risky decisions, sometimes, some groups may go for a very conservative. So, these shifts are possible in a group scenario, when they take a decision in a group.

Then comes a polarization occurs, there are some tendencies of a group to make a decision, which endorses the dominant cultural values. Whoever is dominant they try to take a decision which are dominant in nature. Sometimes when those situations, when groups are newly formed or tasks are new, group polarization can have a more profound influence on the decision making process. So, polarization is possible in a group.

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Limitations of Group Behaviour

Groupthink

Leaders who are intolerant of criticism in the group encourages groupthink.

The tendency of members in a highly cohesive group to lose their critical and evaluative capabilities is considered as the groupthink which plays vital role in shaping group behaviour.

And then as we say groupthink which is an important point, we are going to discuss in detail now. So, sometimes you see that now the individual members are coget star(20:20) may be the conformity norm, which is making, accept to the group decision. The leaders who are intolerant about criticism in the group increases groupthink. For example, some decisions are made and there is a norm to conform to the requirement be accepting the other citizen or groupthink.

You feel like, yes others are also saying, yes and then I should also say yes, so, that is a groupthink, when my members are saying, do not take the risk I am also yes, I will also not take risk maybe. Probably as an individual, I wanted to make an attempt to make an effort to do something. But my members are not ready to do then I will also not do. So, these are all the groupthink.

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Limitations of Group Behaviour

How to Deal with Groupthink

Irving Janis, the contributor of the groupthink concept suggested action guidelines to deal with groupthink are-

- Encouraging a sharing of objections.
- Having a leader avoid seeming partial to one course of action.
- Creating sub-group operation under different leaders and working for the same problem.
- Having issues of discussion by group members with subordinates and report back on reactions.
- Inviting outside experts to observe group activities and react to group processes and decisions.

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Where sometimes, what will happen in this groupthink an individual may not confront some decisions they just accept the decisions . Now, how do we deal with groupthink? So, one is a way to encourage sharing of objections somebody objects. No, I do not agree, disagree you encourage such objections. Somebody is rising about disagreements, you encourage it. Then having a leader who why partial to one course of actions somebody says not hearing the others, only when some section says yes I will go yes.

No,you have do not be very partial to one course of action. So, try to listen to all other possible decisions, then creating subgroups of operations and within the subgroup, you would discuss about the ideas then come back to the larger group. So, then you will have a more diversified view and probably some low-status members will also express their ideas. Then sometimes inviting outside experts to observe the group activities, what will happen? You always be in the group, you are already part of the group, this group dynamics are highly functioning.

So, you might not even observe what is actually happening? Probably, if you have an external observer they might even be able to say some members are not happy with this decision probably. You can actually give them the chance to be heard.

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The image shows a presentation slide with the following content:

- Limitations of Group Behaviour**
- How to Deal with Groupthink**
- Assigning one member of the group to play advocacy role at each meeting.
 - Writing alternative scenarios for the intentions of competing groups.
 - Holding second chance meetings after consensus is apparently achieved on key issues.

The slide also features the IIT Kharagpur logo and NPTEL branding at the bottom.

Then also ascending one group member to play an advocacy role at each meeting, we were also talking about devils playing a double survey gate role that is a very important factor, where now you actually debate about the decision, question the decision, question the ideas why this?, why not that?, and this playing the devil's advocate role, we will have more opportunity to revisit your decisions.

And sometimes will offer you an opportunity or a chance to correct your decisions, which would have been otherwise it would have been wrong and then also writing alternate scenarios for the intention of competing meetings, competing groups. You are saying, what are the alternate scenarios for would have been created discuss about the scenarios and alternatives is always giving you and more opportunity to see? why this is the right direction! or this is the right decision!

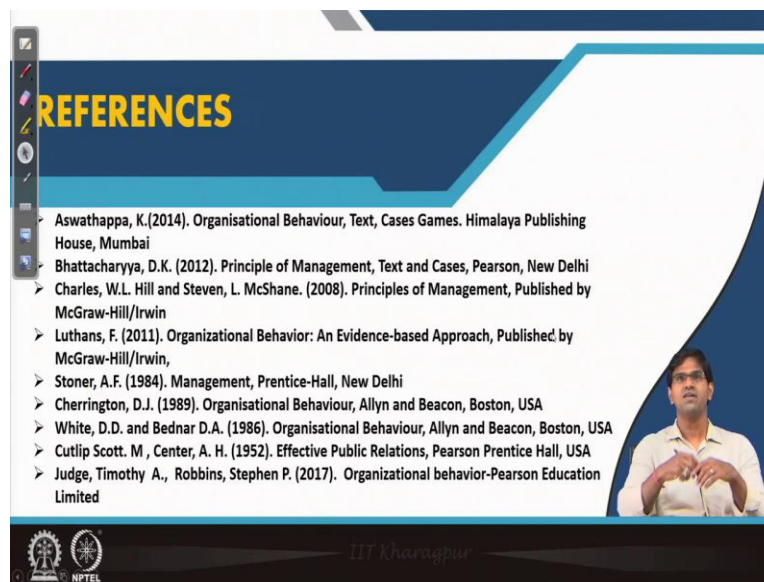
Then always have second chance meetings after the consensus apparently achieved on a key issues. So, when there is a decision which is made, always try to have one more discussion before you finalize. So that now you might feel that because of the groupthink, you would have arrived at the decisions. So, this will give you an opportunity to revisit or probably review the decisions, you made and you will be able to come out of the groupthink.

So, groupthink is one of the negative outcomes of group functioning, (24:02) where some large because your member of a group you will start to accept the group decisions. Individually you may

be you have a different opinion than Mr. X or Mr. Y probably you may not agree with the decision being made. But because it is made at a group level, you are accepting. So, if you see a scenario where you give an opportunity for you to say, you would have approved this decision you will say know.

But in a group, why did you vote for this decision? You say no it is a group decision. So, we accept the group decision. So, we appreciate our membership in a group. So, we accept the decision. So, this is where the concept of groupthink comes into picture and handling the groupthink is very, very important. Unless otherwise the group is making some effort to accept the or creating the awareness or having awareness about the impact of the groupthink is happening in a group, it will be very difficult to come out of this kind of an impact.

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These are the references and today we discussed about what are the advantages of the group decision making. We also discussed about some of the cons of group decision making, we talked about Knights time-consuming process.(25:26) Sometimes low-status individuals are not heard, there are less views though, and also we discussed some of the group decision making techniques.

And we also discussed, what are the some of the limitations on the group behaviour? And we discussed about the status differentials and we also discussed about risky shifts or cautious shifts decisions by the group member then, we also discussed about groupthink, how to overcome the

groupthink in organizations. With this lecture, we are completing the module one. Where in the module one, we primarily discussed about the group and we discussed about the characteristics, functions then we also discussed about the different types of group and we discussed about stages of the group development and group development models and we also discussed about the certain group decision-making techniques. So, comprehensively, we covered the functioning of the group. In the next lecture or next module, we are going to cover upon the team and we will also in the second module, we will also see the difference between the workgroup and work team.

How the team and group are differentiated? and how do we create an effective team in an organizations or in a workplace? And how are we going to manage the team? We are going to discuss in the module two. So, with this, we are concluding module one and see you all in the module two, thank you.