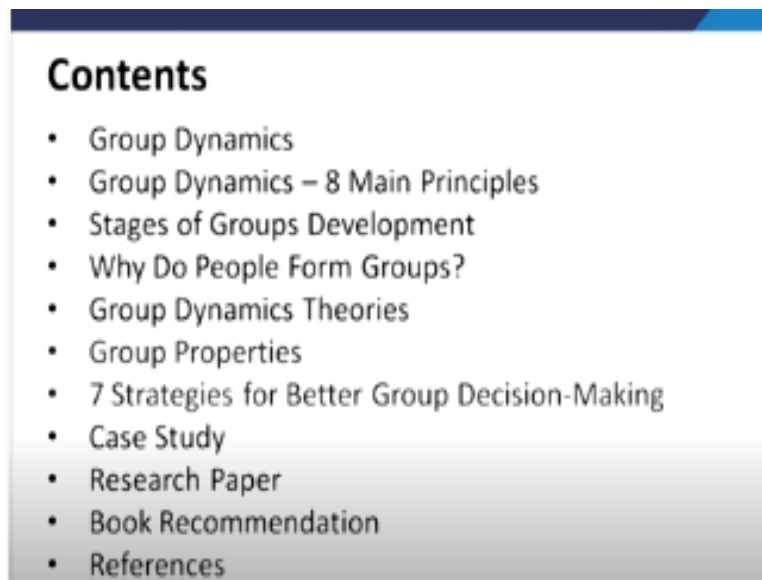


Leadership and Team Effectiveness
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Module No # 09
Lecture No # 36
Group Dynamics

In this section, we will talk about the group dynamics as we discuss the effectiveness and the team effectiveness. In this group dynamics, we will talk about the detailed understanding and the group dynamics. Before this session, we talk about the difference between the group and team, what the group is, and how we can convert into a team.

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In earlier sessions, we have discussed that, and now, with those working together in that particular group and what type of dynamics is there, we will be talking about this group dynamics. Furthermore, there are the eight main principles we will be discussing and these stages of the group development, why do people form groups? Group dynamic theories group properties and seven strategies for better group decision making. Then the case study research paper, book recommendation and references.

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Group Dynamics

- Group dynamics refers to the attitudinal and behavioral characteristics of a group.
- Group dynamics concern how groups are formed, what is their structure and which processes are followed in their functioning.
- Thus, it is concerned with the interactions and forces operating between groups.



So in the case of the group dynamics, is there precisely it is the, what we understand by the group dynamic? It refers to the attitudinal and behavioural characteristics of a group. Moreover, the group dynamics concern how groups are formed, their structure and which processes are followed in their functioning. So this is like we give these the assignments and group activities and when we give the group activities.

Then I leave to the class that they can form their group just the number is fixed like the four members will be there or the five members will be there. So that will be about that particular group, and they decide about themselves that is how the group will be formed. Thus, therefore, here, it is the voluntary formation of a group. That is becoming the strength it is concerned with the interactions and forces operating between the groups is there right.

So naturally, whenever you create and give that willingness to create, select their team members or group members. So it is all the both of whether the formal or informal is there. Typically, we see that in informal groups, these practices are followed. Furthermore, therefore you select the one coordinator volunteer, and then he creates his informal group and works on that.

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Group Dynamics – 8 Main Principles

- In order to achieve the best use of Group Dynamics the following principles of group dynamics have been discussed by **Dorwin Carl Wright** and they are as follows:

(1) "If the group is to be used effectively as a medium of change, those people who are to be changed and those who are to exert influence of change must have a strong sense of belongingness to the same group".

(2) The more attractive the group is to its members the greater is the influence that the group can exert on its members.

(3) In an attempt to change attitudes, values or behavior, the more relevant they are to the basis of attraction on the groups, the greater will be the influence that the group can exert upon the members.



Nevertheless, it has to be based on certain rationality whenever a formal group is concerned. In order to achieve the best use of the group dynamics, the following principles of the group dynamics have been discussed with Dorwin Carl Wright, and they are as follows. If the group is to be used effectively as a minimum of change, those people who are to be changed? Moreover, those who are to exert influence on change must have a strong sense of belonging to the same group.

So here they are talking about the function of coordination of the manager. So therefore, in that case, those who are to be changed are right. For example, you have introduced a particular technology so those who are to be changed, those who are using the technology, and those who are bringing the change. Those technical companies' executives are bringing the change, so there should be solid belongingness to the same group.

The more attractive the group is to its members, the greater the influence that the group can exert on its members. Furthermore, the voluntary people say yes, I want to be a member of this group then only it is functional. If the person does not want to be a member of that group but because of the position because of the logic, he has been placed there. Because of his experience but he does not like that group members right.

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Group Dynamics – 8 Main Principles

(4) The greater the prestige of a group member in the eyes of the other members, the greater the influence he can exert.

(5) Efforts to change individuals or sub-parts of a group, which, if successful, would have the effect of making them deviate from the norms of the group, will encounter strong resistance.

(6) Information relating to the need for change, plans for change and consequences of change must be shared by all relevant people in the group.

(7) Strong pressure for change in the group can be established by creating a shared perception by the members of the need for change, thus making the source of pressure for change lie within the group.

(8) Change in one part of a group produce strain in other related parts which can be reduced only by eliminating the change or by bringing about re-adjustment in related parts."



However, because he is the senior person and therefore is to be there, that will be an issue with the group dynamics. So the group will not perform in that case right so. Therefore, the willingness of that particular person or employee to become a group member is very much required. The greater the prestige of the group member in the eyes of the other members, the more significant the influence he can exert.

Moreover, when this is a task force member, the advisory council's member; he is a board member. So, therefore, in that case, how people will see people will say he is supposed to be the expert on his subject, right. Furthermore, therefore, in that case, yes, we can also learn from him. Moreover, in the, they will like to be the member. Efforts to change individual or sub-parts of a group which, if successful, would have the effect of making them deviate from the norms of the group will encounter strong resistance is there.

So it will always be crucial that whenever we are making these individuals a part of a group, or the efforts are made, that will be having the strong resistance will be there. Information relating to the need for changing plans for changing, and all relevant people must share the consequences of change in the group. So, therefore, they are required to make the changes are to be made.

Whenever; we are talking about this type of this group formation. So and we are following this particular group, so ultimately, what we are talking about, we are saying. There will be the requirement of the willingness, commitment, expertise, and amongst all the people who are

working there together. If they are having that working togetherness, then definitely, in that case, they will be able to perform.

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Stages of Groups Development

There is a process of five stages through which groups pass through.

1. Forming-The first stage is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership. Members "test the waters" to determine what types of behaviors are acceptable. This stage is complete when members have begun to think of themselves as part of a group.

Forming Storming Norming Performing Adjourning

Image source: <https://www.workstyle.in/storage/2020/08/05/stages-of-groups-development.jpg>

So there is a process of five stages through which the forming, storming, norming, performing and adjourning are there. So the first stage is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership. So just it is the member tests the waters to determine what type of behaviours are acceptable. Furthermore, this stage is complete when members have begun to think of themselves as a part of a group.

Moreover, therefore, it becomes an essential step because this is a stage where the members have begun to think right. As a part of the group and therefore they are coming together, they are joining together, and as soon as they are joining together, that is making them start the work which is there.

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Stages of Groups Development(Cont.)

2. Storming -The stage is one of intragroup conflict. Members accept the existence of the group but resist the constraints it imposes on individuality. There is conflict over who will control the group. When this stage is complete, there will be a relatively clear hierarchy of leadership within the group.

3. Norming- In the third stage, close relationships develop and the group demonstrates cohesiveness. There is now a strong sense of group identity and camaraderie. This norming stage is complete when the group structure solidifies and the group has assimilated a common set of expectations of what defines correct member behavior.



However, every personing with another person and forming in the group will depend on what type of value systems they are creating? Whether the members accept the group's existence but resist constraints right. So therefore, intra, group conflict starts the conflict between the group starts. When this stage is complete, so on individuality because there will be the, everybody is coming for as an individual.

So, every individual who will control the group when this stage is complete will have a relatively clear hierarchy of leadership within the group. Moreover, when the storming stage is done, so with this storming stage. That is, somebody will come out as a leader is there because, in the storms, there will be the discussion, there will be the conflicts, there will be the convincing right and therefore, in that case, which is the ability to overcome that? He will be the leader.

So the leader does, close relationships develop in the third stage, and the group demonstrates cohesiveness. So what was the storming phase was there because there were different personalities? Now the norm starts because they have to work together, right. It is just like a marriage. So the before marriage that is the forming is there, but in the storming, there will be after marriage the storming starts right.

However, they understand we have to live with each other, and then the norms will be derived, and the members of that group know. Yes, we have to work together, and we have to achieve the

goal. Moreover, those norms are developed, and they start working on that, so that is the performing.

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point is fully functional and accepted. Group energy has moved from getting to know and understand each other to performing the task at hand.

5. Adjourning- The final stage in group development for temporary groups, characterized by concern with wrapping up activities rather than task performance. Some group members are upbeat, basking in the group's accomplishments. Others may be depressed over the loss of camaraderie and friendships gained during the work group's life.



So it is the fourth stage of the group development that the structure at this point is fully functional and accepted. Group energy has moved from getting to know and understand each other to perform the task. So, in that case, the understanding between the group members as we talked about the norming phases was there. So understanding becomes better, and they start performing.

They were adjoining the final stage in group development for temporary groups concerned with wrapping activities rather than task performance. Some group members are upbeat, basking in the group's accomplishments. Others may be depressed over the loss of the camaraderie and the friendship gained during the work group's life, so, ultimately, when the performance is done right.

The group was performing for a common goal and objectives, and once this common goal and objectives had been completed. Moreover, now it will be the time to finish and go away, so the adjoining stage is there.

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Why Do People Form Groups?

- Perspective that considers when and why individuals consider themselves members of groups.
- **Social identity theory** proposes that people have emotional reactions to the failure or success of their group because their self-esteem gets tied into the group's performance.
- *Several characteristics make a social identity important to a person:*
- **Similarity-** Demographic similarity can also lead to stronger identification for new hires, while those who are demographically different may have a hard time identifying with the group as a whole.



So that was the forming, storming, norming, performing and adjourning. So, perspectives that consider when and why individuals consider themselves the members of the group right so social Identity theory works here right it is a set. Moreover, they propose that the people have emotional reactions to the failure or success of their group because their self-esteem gets tied to the group's performance.

So as I mentioned it is, you are a member of the board. Are you a member of that task force? Are you a member of the quality circle? So this gives the social identity because the, who can become the member who has the subject knowledge that can only. So, therefore, that is giving social identities. Several characteristics make a social identity important to a person. Like this similarity, demographic similarity can also lead to the more vital identification of new hires.

While those demographically different may have a hard time identifying with the group as a whole is there. So naturally, in that case, whenever there is a demographic similarity is there, especially the age right. So then, in that case, there will be the same age group members will be there. So they will like to work with each other, and they will be there; they can be demographically different and may have a hard time.

So those who have the same demographic variables will have a good time. However, if the demographic variable is not the same, it will require time to understand.

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Why Do People Form Groups?(Cont.)

- **Distinctiveness**- People are more likely to notice identities that show how they are different from other groups.
- **Status**-Because people use identities to define themselves and increase self-esteem, it makes sense that they are most interested in linking themselves to high-status groups.
- **Uncertainty reduction**- Membership in a group also helps some people understand who they are and how they fit into the world.



Distinctiveness, people are more likely to notice identities that show how they are different from the other groups. So here, it is becoming imperative that this one member is different from the other member, right. So because by the performance they perform and when they perform, it has been observed it is the level of a difference in their performance. Moreover, there will be distinctiveness whenever there is a difference in performance.

So status because people use identities to define themselves and increase self-esteem, it makes sense that they are most interested in linking themselves to the high-status group is there. So, therefore, it should be the similarity, and simultaneously, they require that part of that special status is there. So uncertainty reduction membership in a group also helps some people understand who they are and how they fit into the world.

So therefore, uncertainty reduction will be there so because what happens is you get the guidance, you get the support. So, your results are predictable, so there will be minimum uncertainty.

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Group Dynamics Theories

1. Propinquity Theory:

- The most basic theory explaining affiliation is propinquity. Individuals affiliate with one another because of spatial or geographical proximity. In an organization employees who work in the same area of the plant or office or managers with offices close to one another would more probably form into groups than would those who are not physically located together.

2. Exchange Theory:

- This theory is based on reward-cost outcomes of interactions. To be attracted towards a group, a person thinks in terms of what he will get in exchange of interaction with group members. A minimum positive level (rewards greater than costs) of an outcome must exist in order for attraction or affiliation to take place.



We will discuss the group dynamics theories and the propinquity theory; the most fundamental theory explaining affiliation is propinquity. Individuals are affiliated with one another because of spatial or geographical proximity. In the organization, employees working in the same area of the plant or officers or managers with offices close to one another would more likely form into groups than those not physically located together?

So this is a very natural parameter, so those living or working together will have more proximity to each other because of that geographical location. The exchange theory, this theory is based on the reward cost outcomes of interactions. To be attracted to a group, a person thinks about what he will get in exchange for interaction with group members.

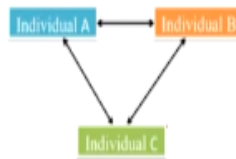
A minimum positive level towards rewards more fantastic than the cost of an outcome must exist for attraction or affiliation to occur. So, therefore, in that case, the group dynamics depend upon what I give and what I do again? Furthermore, therefore if the gain may be monetary may be a non-monetary right. Nevertheless, if there is an attractive gains there, they will like to connect with their particular group because that exchange motivates them.

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Group Dynamics Theories(Cont.)

3. Balance Theory

- This theory as proposed by **Theodore Newcomb** states that "Persons are attracted to one another on the basis of similar attitudes towards commonly relevant objects and goals. Once a relationship is formed, it strives to maintain a symmetrical balance between the attraction and the common attitudes. If an imbalance occurs, attempts are made to restore the balance. If the balance cannot be restored, the relationship dissolves."



Similar attitudes (towards authority, work, life styles, politics, religions etc.



The third is the balance theory; this theory was proposed by Theodore Newcomb and stated that persons are attracted to one another based on similar attitudes toward the commonly relevant objects, and goals are there. So this is also the exciting part that is they are having that is the similar attitudes are there towards each other, so the feathers of the same bird flock together.

So once a relationship is formed, it strives to maintain a symmetrical balance between the attraction and the typical attitudes. So, therefore, in that case, like here, it is shown individual C's attitude towards the authority work lifestyle, politics, and religious rights. So, therefore, in that case, this A B C right they have that symmetrical balance for the attraction and the typical attitudes are there.

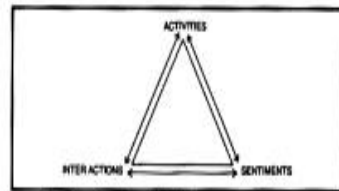
If an imbalance occurs, attempts are made to restore the balance; the relationship dissolves if the balance cannot be restored. Furthermore, therefore, in that case, many groups are getting the adjournment because they are not able to continue and not able to perform. So after the performance, definitely there is a natural adjourning is there, but whenever we are talking about that adjoining in between, that is causing the loss to the organization.

Furthermore, in that case, this balance must be created; however, the similarity will be there among that particular group members, and it will be better.

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4. Homan's Theory:

- According to George C. Homans, "The more activities persons share, the more numerous will be their interactions and the stronger will be their shared activities and sentiments, and the more sentiments people have for one another, the more will be their shared activities and interactions."



(The Inter-Dependence of Activities, Interaction and Sentiments)



<https://www.yourdictionary.com/organizational-group-dynamics/4-important-theories-of-group-theory-for-ash-dp-10/2000>

https://thelectures.com/wp-content/uploads/2014/04/hc_11.pdf

The Homan's theory according to the George C Homan's, the more activities persons share, the more numerous will be there in interactions are there correct. Moreover, therefore, in that case, activities, interactions and sentiments are there. Then the stronger will be their shared activities and sentiments, and the more sentiments people have for one another, the more their shared activities and the interactions are there.

So, therefore, in that case, it will always be between the group members. Whatever the activities are there, the interactions will be shared right. Moreover, the more and it is not only that is the formal activities are shared. So whenever you talk about the group dynamics, the sentiments are along with that person or the group members. So it is the activities, interactions and sentiments three are essential for the practical group dynamics.

So if you have the consideration for the sentiments, then definitely they will have the more interactions, and the activities are there. So if better activities and interaction are there, that will make them more strong bindings of the sentiments. Now here, we have also to understand that is the interactions right and the activities suitable. And then that has to be performed by the group members and whenever they are performing this type of activity, and the directions are there, and that has to be a supplement to each other.

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Group Property

Group Property 1: Roles

- A set of expected behavior patterns attributed to someone occupying a given position in a social unit. It comprises of the following:
 - **Role perception** An individual's view of how he or she is supposed to act in a given situation.
 - **Role expectations** How others believe a person should act in a given situation.
 - **Role conflict** A situation in which an individual is confronted by divergent role expectations.



The group of property the roles then a set of expected behaviour patterns attributed to someone occupying a given position in a social unit. Moreover, therefore, it becomes essential that is what is expected. So first is the role perception, an individual's view of how he or she is supposed to act in a given situation so that the role perception will be there. So here that whatever this perceptions of in a given situation and then definitely that will be creating and that how he she is supposed to act in a given situation.

So role expectations are there how others believe a person should act in a given situation. So role perception is the individual's perception, but these are the expectations when we talk about the role expectations. Moreover, role conflict is when divergent role expectations confront an individual.

So, therefore, in that case, it becomes essential that whatever the role conflict is there. So then, any confront confrontation is there, and those role conflicts must be resolved.

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Group Property 2: Norms

- Norms are acceptable standards of behavior within a group that are shared by the group's members.
- Given below is the different classes of group norms set in an organization:
- **Performance norms:** the group will determine what is an acceptable level of effort, product and outcome should exist in the workplace.
- **Appearance norms:** the group will determine how members should dress, when they should be busily working and when they can take a break, and what kind of loyalty is shown to the leader and company.



So in the case of the role perception and the role expectations, both are required to match, and the role expectancy will be high. Norms are acceptable standards of behaviour now. The second is norms, so we will discuss the norms after discussing the roles. So norms are acceptable standards of behaviour within a group that the group's members share, so that is expected so many times the group members talk like that.

This is the minimum expected from you that you will do like this. So given below are the different classes of group norms, the performance norms. The group will determine what the acceptable level of effort product and outcome should exist in the workplace is there, and therefore, those performance norms are to be followed. Moreover, the group will decide this per performance norms in this case.

Appearance norms the group will determine how members should dress when they should be busily working, when they can take a break and what kind of loyalty is shown to the leader and company. So therefore, here that is how they should dress; even so, they should be, has been reflected under the norms. Social arrangement norms are there the group regulates the interaction between its members.

So, therefore, the performance norms what is the group determines as acceptable, what is the appearance norms are there that is, what should be the dress, and what business working hours right. Moreover, the social arrangement norms are there, and therefore, that is how they interact with each other.

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Group Property 2: Norms

- **Allocation of resources norms:** the group or the organization originates the standards by which pay, new equipment, and even difficult tasks are assigned.
- **Conformity** is the adjustment of one's behavior to align with the norms of the group.
- **Deviant Workplace Behaviour** is a Voluntary behaviour that violates significant organizational norms and, in so doing, threatens the well-being of the organization or its members. Also called antisocial behavior or workplace incivility.



<https://thetwiststock.com/group-dynamics.html>

And then, the norms for the allocation of resources are the group or the organization that originates the standards by which pay for new equipment. Moreover, even on complex tasks are assigned and that is the allocation of resource norms will be there the conformity is the adjustment of one's behaviour or the alignment with the norms of the group is there so. So because that group is known for particular norms, there is a requirement for conformity.

Moreover, when there is conformity, it means that all group members or the behaviour of that group member are aligned with the group's norms. Moreover, when as soon as these norms are followed, the chances of deviant behaviour at the workplace are less. What is deviant behaviour workplace behaviour? It is a voluntary behaviour that violates significant organizational norms.

So if you are following those particular norms, then there will be no question of the deviant behaviour, but here, it is voluntarily deviant behaviour. So why it does so threatens the well-being of the organization or its members, also called anti-social behaviour. So, in this case, it is the many times it has been seen that there is deviant workplace behaviour.

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Group Property 3: Status

- Status is a socially defined position or rank given to groups or group members by others. It position or reputation of a group within the organization.
- **Status characteristics theory** states that differences in status characteristics create status hierarchies within groups.

- **Group Property 4: Size**

- The size of the group is an essential component while understanding group dynamics. Individuals perform better in smaller groups.
- **Social loafing** is tendency of individuals to expend less effort when working collectively than when working individually.



After the roles and norms, we will talk about this status, so status is a socially defined position or rank given to the group members. As I mentioned, whenever the people for an elementary example is of the club, if you become a member of any particular club, then the status of that person in society goes high. So there is a Status characteristic theory that states that differences in status characteristics create status hierarchies within the groups.

So if somebody says I am a member of the 5-star clubs, I am a member of the 2-star clubs, right. So definitely in the group itself, those who are the members of the 5-star clubs and those who are the members of the 2-star clubs will be the difference. Furthermore, the 2-star club members will treat the 5-star club member differently. So group property next is the size of the group is an essential component while understanding group dynamics right.

So, individuals perform better in smaller groups. If you remember correctly, I have mentioned that in the earlier session, that should be the size of the group and the size of the groups 15 to 20 members suggested. Moreover, as I mentioned, if we talk about management, effective management is there, so that is the 4-5, 5 to 7 then that should be the size of the group is there, but again it will depend upon the task also.

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Group Property 5: Cohesiveness

The cohesion or intactness of the group members shows the level of bonding they share. Here is some of the elements of group cohesiveness:

- **Task relations** refer to the interaction of individuals in a group for the accomplishment of the assigned work;
- **Social relations**, i.e., the interaction of the group members on a personal level;
- **Emotions** can be seen as the feelings shared by the group members.

<https://www.studocu.com/en/organizations/behavioral-science/higher-education/group-structure/>



And then the cohesiveness is there the cohesion or intactness of the group members shows the level of bonding they share. Here are some of the elements of the group cohesiveness so that a task relation is there. So in the case refers to the interaction of the individual in a group to accomplish the assigned work right whether he can complete the work.

Moreover, social relations are there that is the interaction of the group members on a personal level. In social interactions, emotions can be seen as the feeling shared by the group members are there. So these are the elements of the group cohesiveness there, so that is what is the task relation, social relations, and the emotions are there. So whenever we are having this, cohesiveness is low, and performance norms are also low.

So moderate to low productivity will be seen right, but when cohesiveness is high and performance norms are low. Then there will be low productivity, and whenever the cohesiveness is high and the performance norms are also high, then there will be high productivity. And then whenever there is the low cohesiveness and the high-performance norms, the average productivity will be there.

So ultimately, what is essential? So that important is that we are looking for the high productivity any group right. Moreover, high productivity in that cohesiveness plays a crucial role and if there is a higher cohesive cohesiveness. Furthermore, higher productivity will be there if the high-performance norms are there.

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7 Strategies for Better Group Decision-Making

- Because of an over-reliance on hierarchy, an instinct to prevent dissent, and a desire to preserve harmony, many groups fall into Groupthink and Group shift.
- **Groupthink** is a phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action.
- **Group-shift** is a change between a group's decision and an individual decision that a member within the group would make; the shift can be toward either conservatism or greater risk but it generally is toward a more extreme version of the group's original position.



The seven strategies for better group decision-making are hierarchy and instinct to prevent dissent. Moreover, due to a desire to preserve harmony, many groups fall into groupthink, and the group shift is there. So groupthink is a phenomenon in which the norms for the consensus override the realistic appraisal of alternative courses of action. So here it is always how the group is thinking and there.

Moreover, based on those norms and if the group thinking is always there. That is how members have communicated, and then definitely, that will be a high level of thinking. Group shift is the change between the group's decision and an individual decision that a group member would make. The shift can be towards either conservatism or more significant risk. However, it generally is a more extreme version of the group's original position is there.

Moreover, therefore, in that case, it is the group shift that may also be possible right. So a group's decision and an individual's decision are correct if there is a change. So, either that more significant risk is there to act on these particular norms or towards a more extreme version of the group's original position because there is a difference.

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7 Strategies for Better Group Decision-Making

Here is seven simple strategies for more effective group decision making:

1. Keep the group small when you need to make an important decision.
2. Choose a heterogenous group over a homogenous one (most of the time)
3. Appoint a strategic dissenter (or even two).
4. Collect opinions independently.
5. Provide a safe space to speak up.
6. Don't over-rely on experts.
7. Share collective responsibility.



Here are seven simple strategies for more effective group decision making is there keep the group small when you need to make an important decision. Choose a heterogeneous group over a homogeneous one appointed strategic dissenter or even two. Collecting opinions independently provides a safe space to speak up, not over-rely on experts, and share collective responsibility. Moreover, we see that it is based on this that even we are combining we here about the competency with the convenience.

Whatever the competency is, the group members' right that has been aligned with the group members' emotions is there. So therefore, in that case, that is becoming the collective responsibility, and if there is a collective responsibility, is there. Then definitely, in that case, you will find that it is becoming the more useful for the group's performance. Furthermore, the group has become more effective is there.

So but for this purpose, a fascinating point has been mentioned: they do not over-rely on the experts. Now you see every group has to decide according to its situation that in the under what situation that group has been formed and under what situation the group is working. So often, the experts give their opinion, which may not have the debt relevancy with that particular situation and then there is that internal group leader that has to decide.

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Case Study: Herd Behavior and the Housing Bubble (and Collapse)

It is sometimes easy to forget that humans are not unlike other animals. Economist John Maynard Keynes recognized this when he commented, "Most, probably, of our decisions to do something positive, the full consequences of which will be drawn out over many days to come, can only be taken as the result of animal spirits—a spontaneous urge to action rather than inaction, and not as the outcome of a weighted average of quantitative benefits multiplied by quantitative probabilities." Such "animal spirits" are particularly dangerous at the collective level. One animal's decision to charge over a cliff is a tragedy for the animal, but it may also lead the entire herd over the cliff.

You may be wondering how this is applicable to organizational behavior. Consider the recent housing bubble and its subsequent and enduring collapse, or the dot-com implosion of the turn of the century.



Now in these particular group formations and group strategies, we understand that what is required is that the norms are required. Performance norms have to be there right, and cohesiveness must be there. The groups will have high performance or productivity whenever these norms and cohesiveness match. This case study discusses the problematic behaviour in the housing bubbles right.

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Case Study: Herd Behavior and the Housing Bubble (and Collapse)

A recent study in behavioral finance confirmed herd behavior in investment decisions and showed that analysts were especially likely to follow other analysts' behavior when they had private information that was less accurate or reliable.

Questions

1. Some research suggests herd behavior increases as the size of the group increases. Why do you think this might be the case?
2. How might organizations combat the problems resulting from herd behavior?
3. Shiller argues that herd behavior can go both ways: It explains the housing bubble, but it also explains the bust. As he notes, "Rational individuals become excessively pessimistic as they see others bidding down home prices to abnormally low levels." Do you agree with Shiller?



Moreover, this will suggest the size of the group should be the size of the group as in 7 strategies in the previous slide we have seen the size of the group is to be small how this is compared to problems resulting from the herd behaviour and so this is a case study.

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Research Paper


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Empowering leadership, work group cohesiveness, individual learning orientation and individual innovative behaviour in the public sector: empirical evidence from Norway

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Inland Norway University of Applied Sciences - Lillehammer Campus,
Lillehammer, Norway*

Purpose
This study clarifies the factors that foster individual innovative behavior in the public sector by examining the effects and roles of empowering leadership, work group cohesiveness and individual learning orientation. This study also explores the direct effect of empowering leadership on work group cohesiveness and individual learning orientation, the influence of work group cohesiveness on individual learning orientation and the mediating roles of work group cohesiveness and individual learning orientation.




Moreover, this is the research paper empowering leadership work group cohesiveness, individual learning orientation, and innovative behaviour in the public sector that is the empirical evidence from Norway.

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Research Paper

Research limitations/implications
The study focuses on three factors that foster individual innovative behavior in a public sector organization.

Originality/value
This study offers new insights into the factors that foster individual innovative behavior in the public sector. The findings reveal the importance of using a balanced leadership style and encourage learning in the workplace for individual innovativeness by public leaders



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BOOK RECOMMENDATION

Group Dynamics and Team Interventions

Authors: Timothy M. Franz

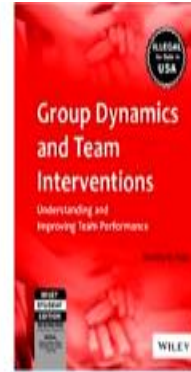
Publisher: Wiley

(1 January 2018)

Language: English

Paperback: 376 Pages

ISBN-13 : 978-8126576494



https://www.amazon.in/Group-Dynamics-Team-Interventions-Understanding/dp/8126576499/ref=pd_tpo_1?pd_rd_j=8126576499&psc=1

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BOOK RECOMMENDATION

Organizations thrive or struggle as a result of interactions among team members. To optimize the performance of teams, Group Dynamics and Team Interventions bridges the gap between the most up-to-date academic research findings on group behavior and real-life practice. Chapters reveal the theories behind group and team behavior while offering proven application and intervention techniques that can be utilized in workplace settings. Topics addressed include team formation and development; understanding culture and team diversity; Improving team cohesion, decision making and problem solving; managing and reducing team conflict; team leadership, power and influence and others.



https://www.amazon.in/Group-Dynamics-Team-interventions-Understanding/dp/8126576499/ref=pd_tpo_1?pd_rd_j=8126576499&psc=1

So this is about the research paper, and this is about the book recommendation, and it is a team interview group dynamics and the team interventions that will work

(Refer Slide Time: 29:18)

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- <https://courses.lumenlearning.com/wm-organizationalbehavior/chapter/group-structure/>
- <https://theinvestorsbook.com/group-dynamics.html>
- <https://courses.lumenlearning.com/wm-organizationalbehavior/chapter/group-structure/>
- <https://hbr.org/2020/09/7-strategies-for-better-group-decision-making>



So, these are the references for the studies and your future understanding in detail, so this is all about developing group dynamics and maximizing the performance of the group productivity .
Thank you.