

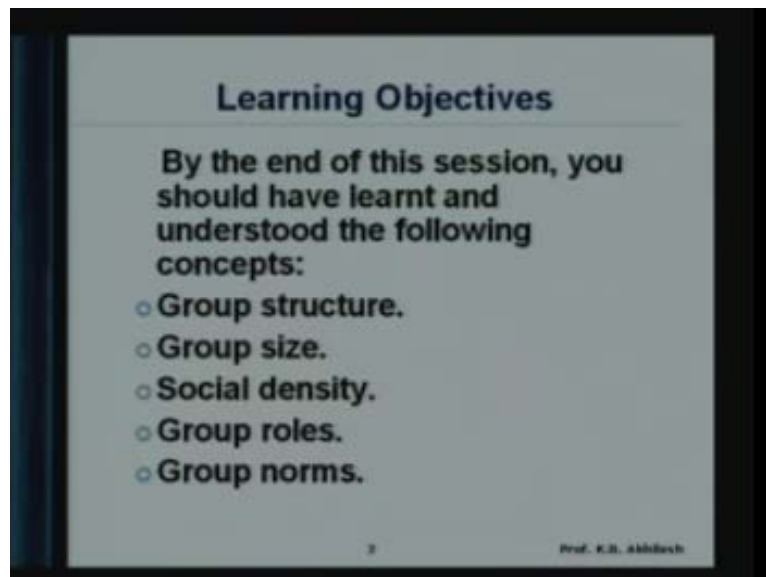
Concept of Management and Evolution of Management Thought
Prof. K. B. Akhilesh
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Indian Institute of Science, Bangalore

Lecture - 33
Group Dynamics - II

Hello, in our discussion on different functions of management, we examined the organization theories, organizational development, the reasons for bringing about changes in the organization, in its technology, in its people, in its processes, the structure and any of these things we have seen it demands a good understanding of the individual behavior, the group behavior and the behavior of the organization as a whole.

In our last lecture, we did examine several aspects of the group dynamics, defining a group is an important aspect of the managerial effectiveness, organizing the group to meet its set goals, integrating the people, creating that feeling of belongingness, creating the right climate and the structure and the culture all gets supported through the group behaviors and the leader group relations are seen as very critical in achieving the overall organizational effectiveness. So let us continue our discussion on the group dynamics. In the second part of my lecture I intend to focus on the following things.

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Learning Objectives

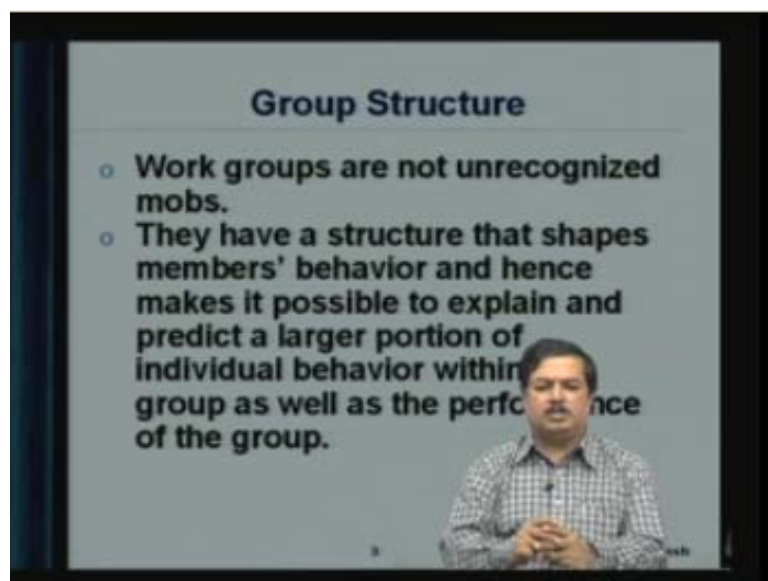
By the end of this session, you should have learnt and understood the following concepts:

- Group structure.
- Group size.
- Social density.
- Group roles.
- Group norms.

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The end of the session you should have learnt and understood the following concepts, you should be able to talk about the group structure the how the group size influences various aspects, we will also make some observation about the social density and then we will look at the group roles and the group norms and when analyzing all these things our focus is on how to improve decision making in the groups, how to increase belongingness in the group and also achieve greater satisfaction of the members through that we are improving the performance.

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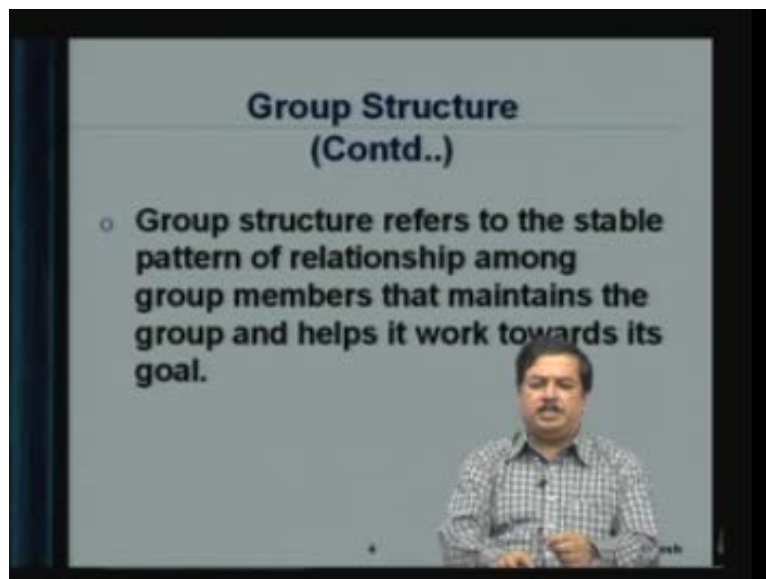


So the performance and satisfaction is always is at the focus. When we see the group structure see the workgroups are not kind of an unrecognized mob, they are not set of people just thrown in and so they do have to have a kind of a clear arrangement. So any group activities demand that somebody has to define the agenda, somebody has to direct the energy and the focus and the activities of the individuals and somebody has to manage the time and the resources. So we all know that the group need to have that kind of a structure that shapes members behavior if it is not then the members will act according to their convenience. So the group will not function but there will only be noise.

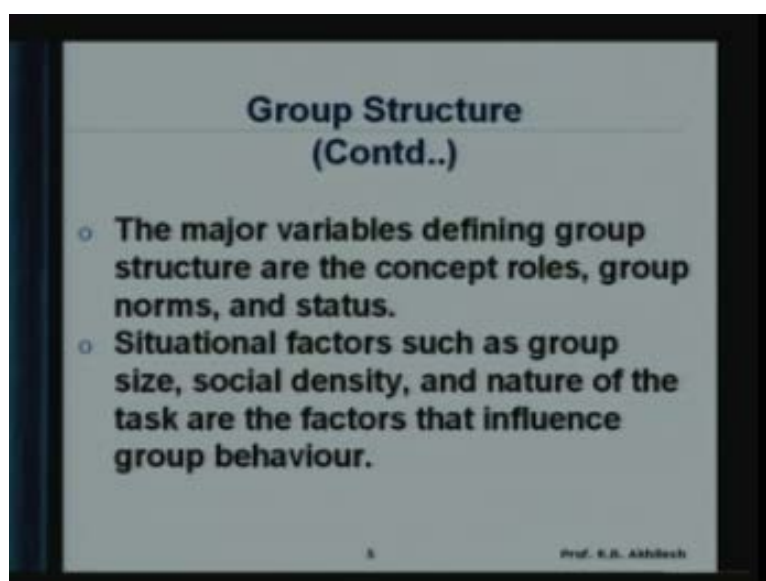
So hence it is always structure makes it possible to explain and predict the larger portion of individual behavior within the group. So it is extremely important to see how this structuring of the group, how this how the activities have been grouped regrouped within the group and

how it is perceived, how it is allocated, how people understand and perform these I think all these aspects become extremely important and the group structure becomes the basis of evaluating the roles contributions and the behavior of the group members. It refers to the stable pattern of relationship. So the group structure provides that understanding among the group members, so that maintains the group and also helps it work towards its goals.

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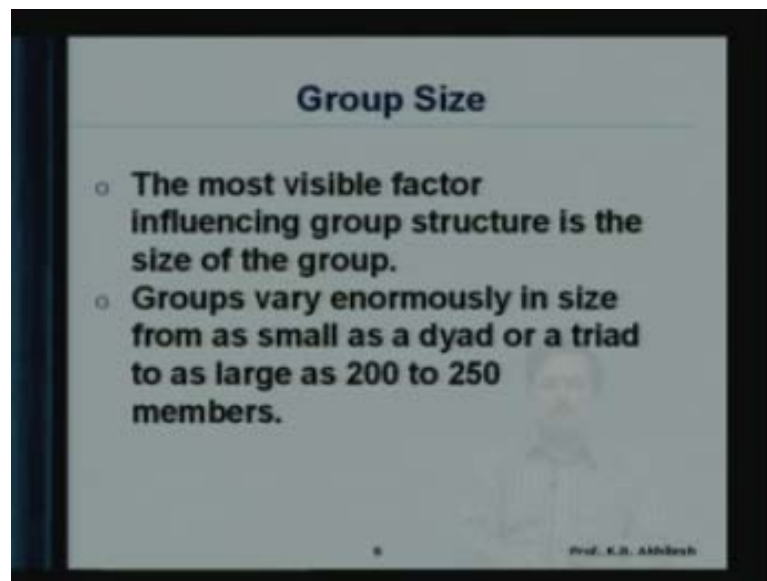


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So the structure is highly influencing factor about the goal and the goal achievements. So the major variables defining group structure are the concept which we have to see are the, you know along with that is the roles group norms and the status. So the situational factors sometimes the group size, the social density, the nature of the task and the kind of the context of the organization do influence group behavior.

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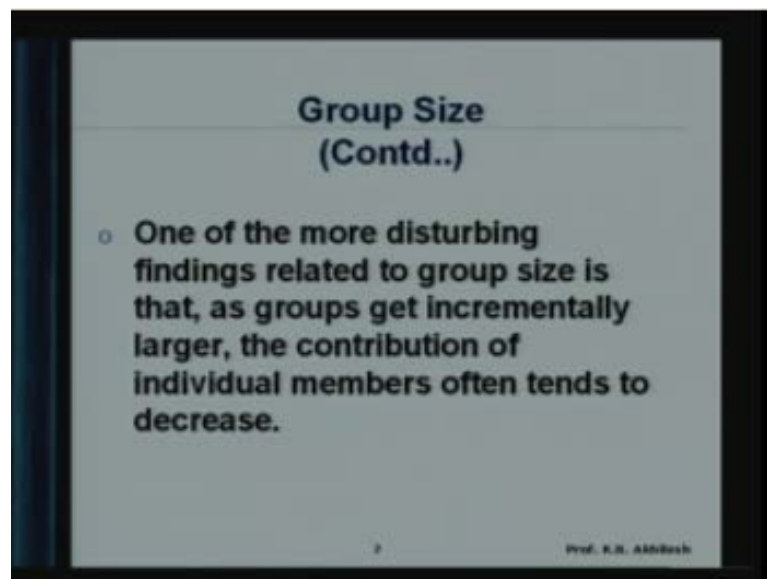
However, the structure need to be elaborated little further but we will also see the other aspect, the group size if you see the most visible factor influencing the group structure is the size of the group. The group size can vary according to many, it can vary from you know the dyads or that is two people the triads the three to a large as high as about 200, 250 members but when somebody thinks the group size as 250 then one can only assume that you will see many aspect of the crowd behavior, many aspects of clicks and things like that and it is too large for any one person to handle control and give directions.

So you will see many subgroups getting formed when somebody mentions the group size as 200 to 250. So what is then the ideal size, what is that best is going to happen several studies have been indicated the group ideal size would be between 7 to 9, group size 7 as emerged as a kind of a magic number and may be up to 9 it is fine but why do people think of the group size or the team size as 7 or 9 is that when you look at a group size of 2 or a 3 then there is not many opportunities for people to learn from each other also when you have to look at the

idea generation, idea generation suffers in a group size of 2 or 3 but it increases substantially as we are seeing the group size reaching about 7 and 9 but then if we keep on increasing the group size then if you think of 11, 13, 15 and 18 then we will see that a small noise is coming in the group.

So that means in a serious discussion always about 2 or 3, 5 people get neglected and then they are not in a position to contribute within the given time but when it increases beyond 30 then you will see that there are some people who will who will relax who will loafer on who think that they are not part of any activity and things like that. So that is where the group size has been studied for its impact on the individual as well as on the performance of the group as a whole.

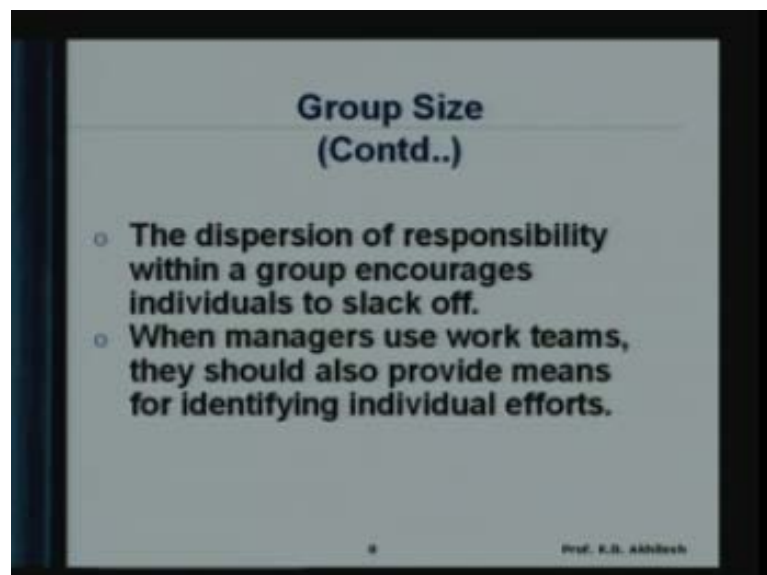
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So one of the more disturbing findings related to the group size is that as groups get incrementally larger, the contribution of individual members often tends to decrease. So that is where the individual loafing what people call it as a tendency on the part of the individual to become comfortable in the presence of others. So they think yes nobody is noticing them and they may or may not contribute who is bothered about and these kinds of psychological thoughts do come when the group size becomes larger and that is the time where the individual is not participating actively and also thinks that he need not participate.

So one of the important things the leader, the team manager has to look into is how to keep the team size as small as possible and also make sure that there is a direct observation, direct contact direct dialogue is happening all the time between the leader himself and the subordinates or the group members. So the question is now to achieve that kind of an ideal size and whenever the small group we will see there are many task done by a two or three individuals. So that is the time where no doubt they work as a set of members but you may not see that feeling of belongingness, the feeling of different roles to be performed by different members.

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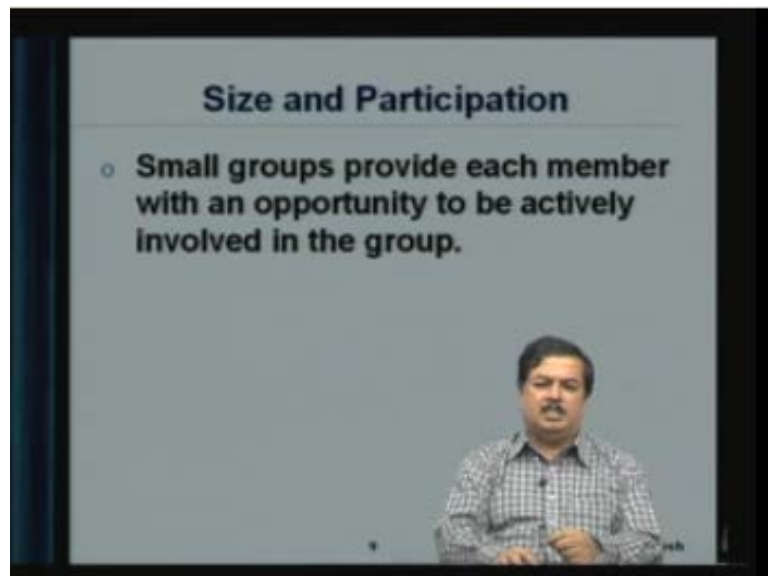


So that it loses some of the properties of the group and that is the reason we are talking about the number of 7 to 9 but the group size if you see the dispersion of responsibility within a group encourages individuals to slack off slack off or that feeling of that loafing, feeling of non-responsibility has been an important thing to be bothered with the group size. So when managers use work teams they should also provide means for identifying the individual efforts. So that means observation becomes extremely important and that is how some of the people make a statement in management if you expects things will not happen but if you inspect things will happen.

So that is where the inspection role becomes more relevant more important in a larger group and with a size of anywhere between 20 and beyond because the manager has to spend

considerable time in observing the individual task, individual roles things like that. So the size has to be understood in terms of what it, what impact it has on the members of the group and then group as a whole and somebody is bothered about creating that kind of a team and team working, one need to sincere sincerely see how to keep that size under control but small groups provide each member with an opportunity to be actively involved in the group.

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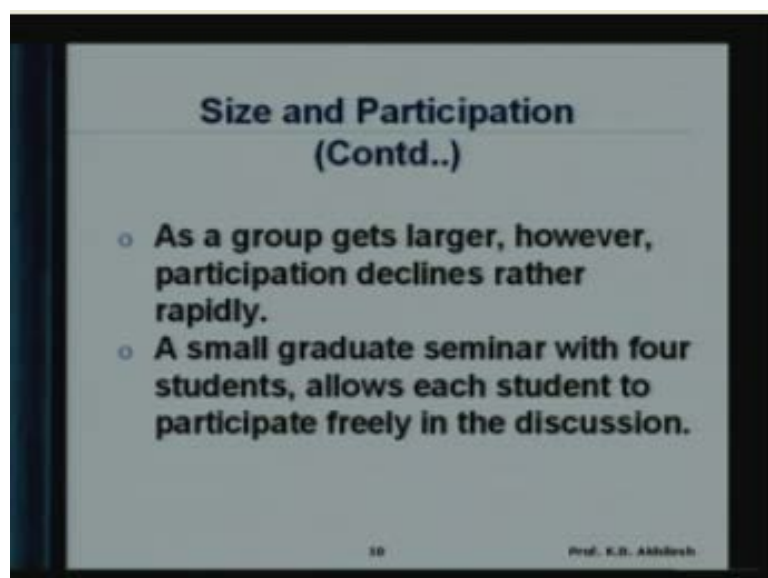


Size and Participation

- **Small groups provide each member with an opportunity to be actively involved in the group.**

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**Size and Participation
(Contd..)**

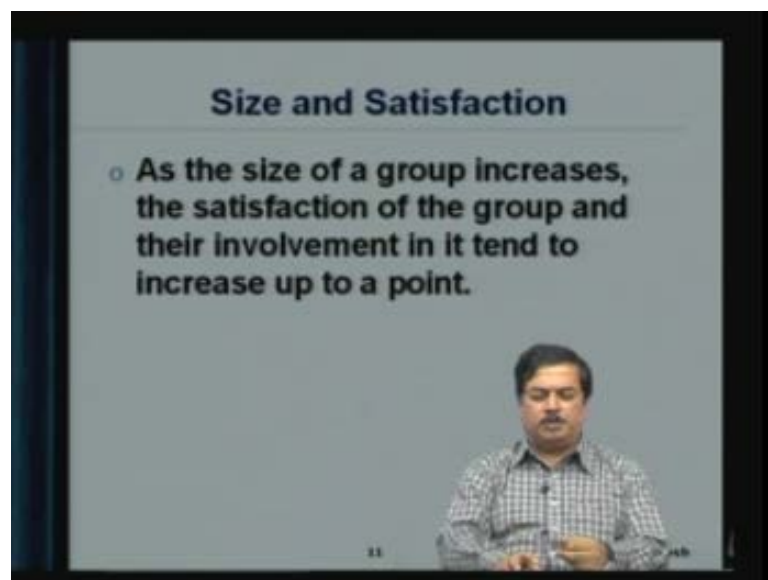
- **As a group gets larger, however, participation declines rather rapidly.**
- **A small graduate seminar with four students, allows each student to participate freely in the discussion.**

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So the size and participation they go together and the participation is the highest when it is about 4, 5, 6, 7 but then as we mentioned earlier the participation gets affected as the size increases. So this relationship when this understood we will like to see how to put these groups in its practice as group gets larger. So the participation declines and sometimes it declines rapidly. So that means one can see from 7 to 9 up to 15 it may decrease partially but in a rate which is not so high but beyond 18 to 20, 25 it increases rather the but participation declines much more rapidly but the larger the size you know then suddenly, you will see several pockets in the group is not able to participate at all.

So when a you know the example is look at the class size, a small seminar with 4 or 5 students yes, allows each student to participate because there is time available for everyone to discuss, ask questions, raise issues and things like that but as we increase the group size or the larger class there is not much of a chance. So somebody can sleep, somebody can you know can play in the sitting in the last benches, so many of these things can happen in a large size classes.

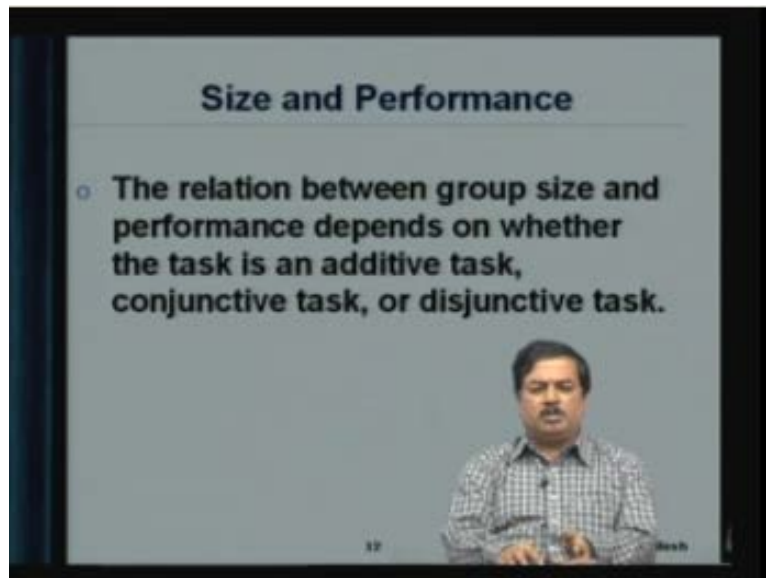
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So that as the size of a group increases we will also see it affects not only the participation but also the satisfaction because they are not able to participate, they are not able to contribute and so there is no recognition and things like that. So as the size of the group increases, the satisfaction of the group and their involvement in it also tends to if you see the

increase up to a point but then it drops down as it happens in the with respect to the participation.

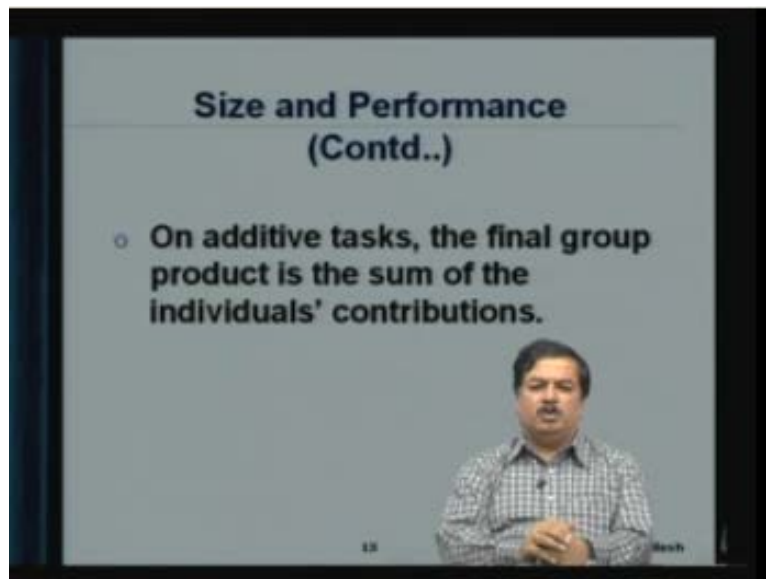
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So the question is to keeping this participation and satisfaction levels high and that is where it is extremely important to control understand the size of the group, size and performance is also linked. So the relationship between the group size and the performance also depends on whether the task is additive task, conjunctive task or disjunctive task that means basically we are trying to bother about the kind of relationships, the kind of understanding the kind of task structures. So in a task structure where one has to do a thing and then next one can take over.

So the additive task the final group product is the sum of the individual contributions and sometimes it is, it does not matter you can do you can have a little larger groups but wherever the interaction is involved, interdependency is involved, the size and performance become extremely the extremely relevant and the size as it increases then you know people are not in a position to tap on to each other it affects the it affects the overall performance in fact people have seen the kind of loafing tendencies gets increased and then over a period of time this loafers who have a tendency to relax in the presence of others will become role models for others and once they become role models for others. So the group also tends to see to why do you work hard, why should you work contribute and things like that.

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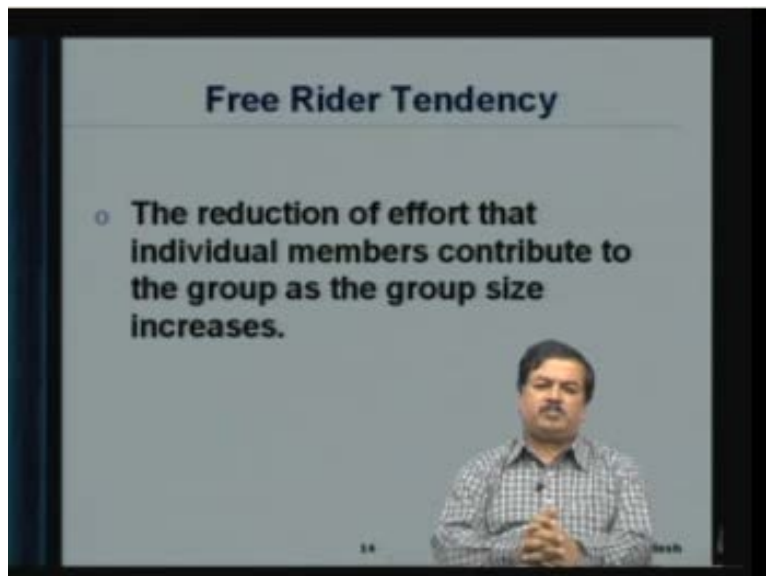


**Size and Performance
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- **On additive tasks, the final group product is the sum of the individuals' contributions.**

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Free Rider Tendency

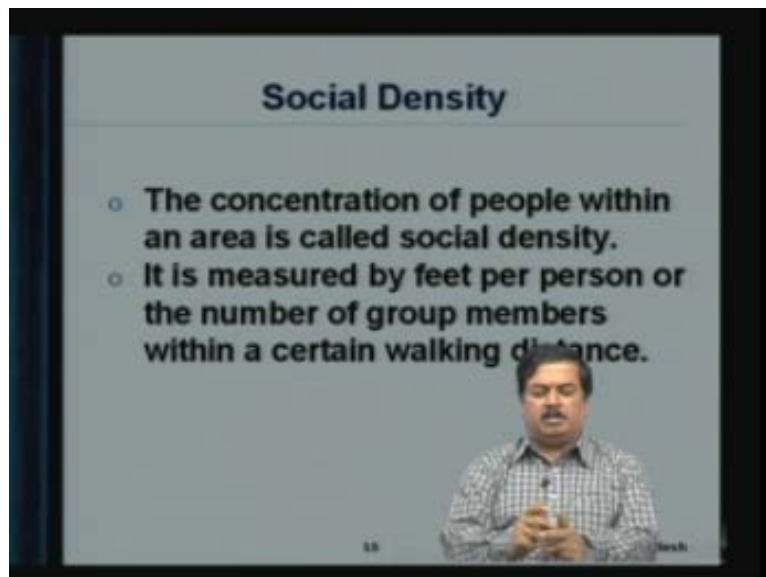
- **The reduction of effort that individual members contribute to the group as the group size increases.**

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So there will be many group members who would be relaxing I think this is what is called as the also as the free rider tendency. So the reduction of effort that individual members contribute to as the group as the group size increases is called this free rider tendency or also called as the social loafing. So one need to be bothered about how to understand this and how to correct this at a early stage otherwise, it becomes a kind of a group norm and a group working and then it sets extremely bad precedence. The other word which we talked about is

the social density. So this social density is not that kind of a you know very well studied variable but many authors have mentioned but the concentration of people within an area is called the social density.

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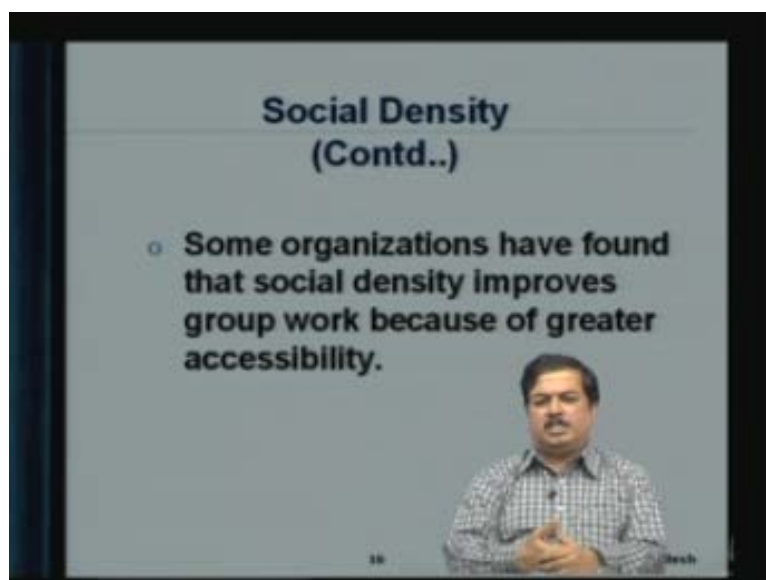
Social Density

- **The concentration of people within an area is called social density.**
- **It is measured by feet per person or the number of group members within a certain walking distance.**

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**Social Density
(Contd..)**

- **Some organizations have found that social density improves group work because of greater accessibility.**

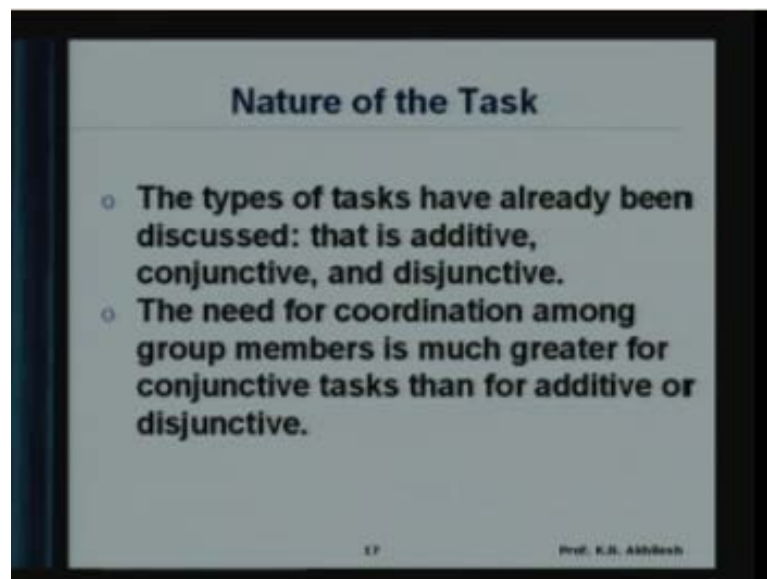
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So that means within the same floor within the same day or within this a shop floor area whatever you can think of. So it is measured by feet per person or the number of group

members within a certain walking distance so if they are so if that means if that is too crowded if there is not much of a space available then it does affect the quality of discussion, it also affects the thoughts, it also affects the performance, it also affects the satisfaction, sometimes organizations also have found that social density improves group work because of greater accessibility. So that means within the short range there are people are available. So that they can go and meet with but also it creates that noise, it creates that kind of a pressure.

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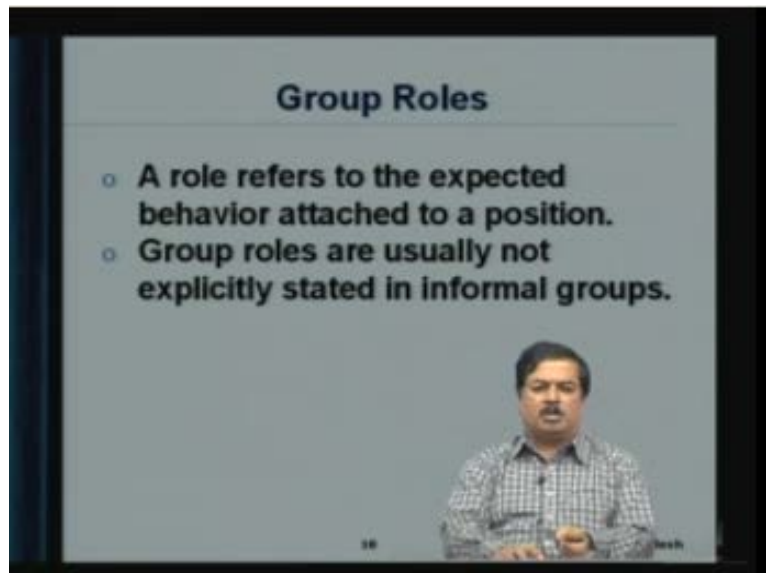


The next important thing is the nature of the task. So the types of task have already been discussed when I said that is additive or conjunctive or disjunctive. So the question is the need for coordination among the group members is much greater for conjunctive task and also for additive or you know than for this additive and disjunctive things. So when people have to work together and then people have to contribute. So then the coordination is a is much higher level and then you will see how to how to look into that.

So the group roles is another dimension of how the structure and functioning of the group happens, so the roles have been defined variously the role refers to the expected behavior attached to a position or also one can define it a much more simpler fashion as a set of expectations. A set of expectations from the others defines the role of a particular person, particular position and the group roles are usually not explicitly stated particularly, in the informal groups, informal groups develops some of these things over a period of time but in

the work groups the roles are well defined and the role occupants knows from the day one what is to be done.

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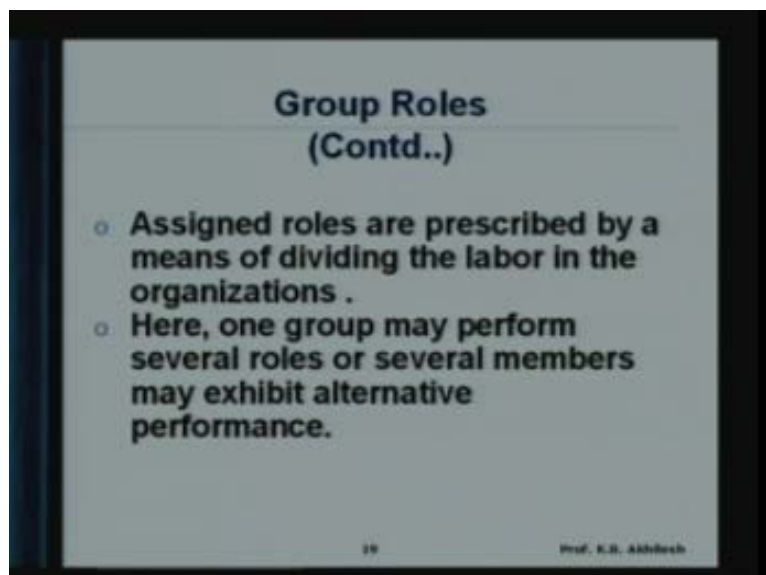
Group Roles

- A role refers to the expected behavior attached to a position.
- Group roles are usually not explicitly stated in informal groups.

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**Group Roles
(Contd.)**

- Assigned roles are prescribed by a means of dividing the labor in the organizations .
- Here, one group may perform several roles or several members may exhibit alternative performance.

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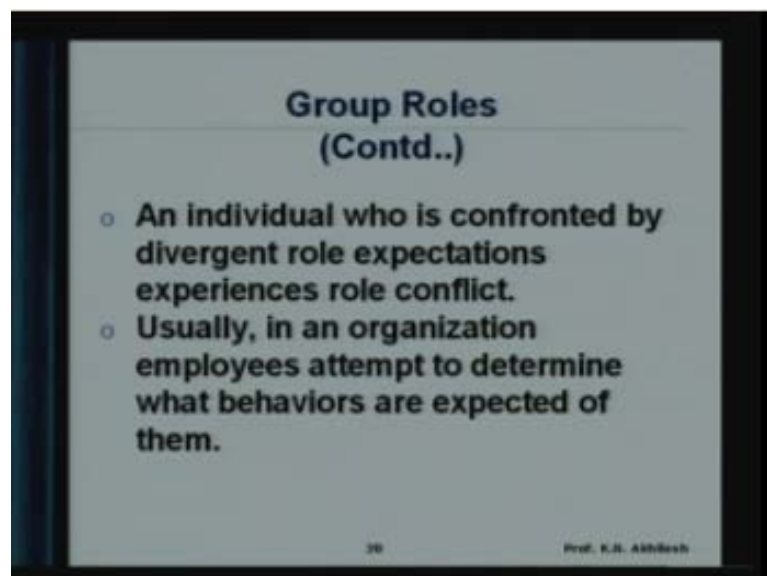
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So the assigned roles are prescribed by a means of dividing the labor in the organization. So that means the group itself has set of responsibilities, so then you will see within the group how each one to work on and contribute. So the questions are that the roles and role

definitions are extremely important and then the methodologies of role and the role negotiations we will discuss as they contribute significantly to the performance as well as to the satisfaction. So in any group we will see the one group may perform several roles or several members may exhibit the alternative performance.

So in other words in a group we will find the role and role performance could vary some role some people are very effective in some work groups everybody can play every role and in that means you know in terms of the you know task and the roles, some tasks are very specialized kind of task which demands experience and expertise some tasks are routine and one can get on to those tasks in a much quicker fashion. So the you know the roles need to be seen in terms of the task and task itself is to be seen in terms of the expected preparation of to do that, that is required training required experience required expertise etcetera.

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So the when you see the roles within the group and so an individual is confronted by divergent role expectations, experiences is what people call as the role conflict. So the role conflict when different people demand different things. So the divergent can come because of the quantity versus quality use of some instrument versus the cost of a raw materials. So many people do not like to touch certain machines at all because somebody will ask an account or question who asked you to use such so much of costly material.

So this has been seen in some of the government organization where the copying machine is there but somebody is getting going to question you on about the use of the paper. So use of the paper make, makes them to think not to use the machine also even when it is required. So these are problems of where there are divergent kind of an expectations and this divergent role expectations brings that kind of a role conflict should I use or should I not use should I do it now or should I do it later. So things like that, so the role conflict comes can come from because the same person or because of different people.

So it is called as the intra center role conflict when it is the same boss talking about two different things at different points of time or colleagues and the boss is referred to as inter center role conflicts. So the intra and inter center role conflict can could lead to the kind of the confusion in the individual. So as the role conflict increases, so you will see more and more in action amongst the group members that means people do not take initiative people do not make any contributions and the other side the apart from the role conflict there in there could also be role ambiguities, when expectations are not very clear, when details are not stated properly, the individuals experience this role ambiguity.

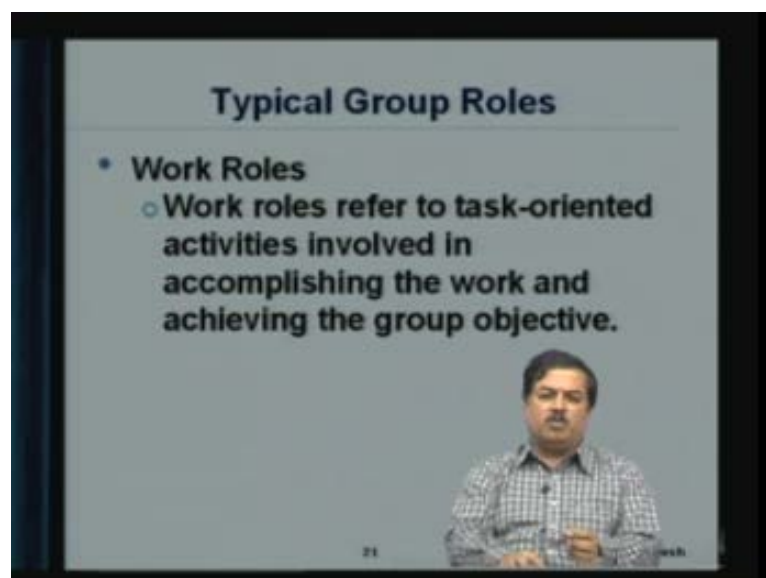
So the role clarity versus role ambiguity need to be understood. So that it is always better to provide that required role clarity about the means, about the ends, about the quality, about the quantity, about the task and the task in relation to the activities of others the kind of challenge, the kind of improvements required, the kind of customers who are going to use it the end product. So many of these things if the role occupants know then it is normally seen as or enabling the role performance and also contributing to the satisfaction of the member who is performing these roles.

So usually in an organization employees attempt to determine what behaviors are expected of them. So that means you know they try in different ways to know about it, so the employees would like to know what I am doing is correct, what I am doing is enough. So things like that, so it is extremely important that the group members sit together discuss these things and the leader or the boss or the coordinator enables a good understanding of their role and the role expectations. So the role and expectation when we are seeing they are not two different things a so the set of expectation is the is the role of the individual.

So we talked about the role conflict and the role ambiguity but there are also problems of role overload and role under load. So in any given group the one of the difficulties is when there are few people that is you know 2 or 3 or 4 people in a group then it always results in some kind of a role overload where the less number of people have to do more things and by chance if one or two members are not in a position to do certain things or not present or take or doing something else usually it results as a kind of a pressure point for the existing members.

So the role overload is one kind of a concept where there are too many expectations about the role occupant and the other side is the role under load, role under load is a situation where members of the group feel that one should not be given any responsibility or they do not give the responsibility or they also think given the responsibility, the individual may or may not perform or may mess up the whole thing. So any such perceptions and such understanding the amongst the group members result in the role under load and it can also come because of the poor attitudes of the individual where people do not take initiatives, people do not or people are not involved, people are also called as psychological quits that is the time where they reduce opportunities to contribute and perform and over a period of time when they keep on doing such things experience this kind of a role under load.

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Typical Group Roles

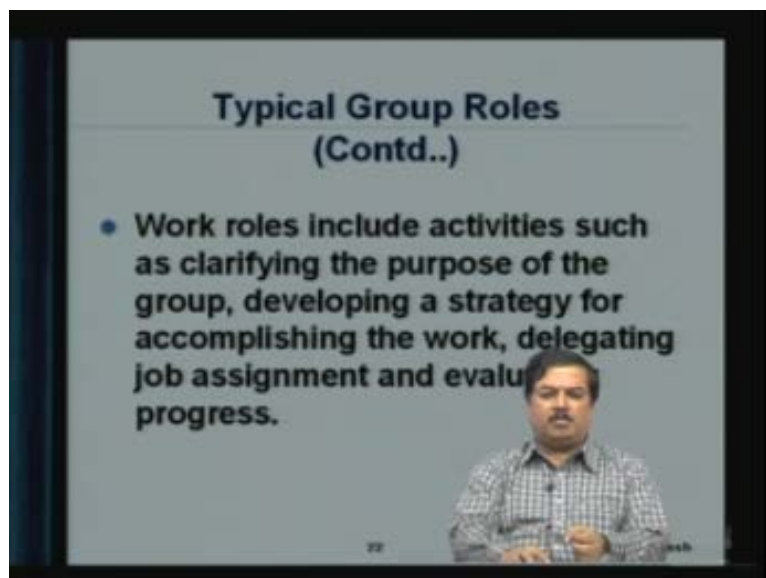
- **Work Roles**
 - **Work roles refer to task-oriented activities involved in accomplishing the work and achieving the group objective.**

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So it is extremely important to look at the role conflict, role ambiguity, role overload, role under load and the effort should be made to reduce the conflict and increase that role clarity, So that members can contribute but we are also talking about the work roles, so here very clearly the there are task oriented activities and the group defines these things in relation to the overall objectives.

So the group members also link their roles to the overall performance and the objectives whenever they see the roles are not so significant roles are not so core to the performance they may feel that they that they are not doing something very significant. So you can call it as the role significance or that identity which the roles have also becomes very necessary aspect of influencing the motivation of the members.

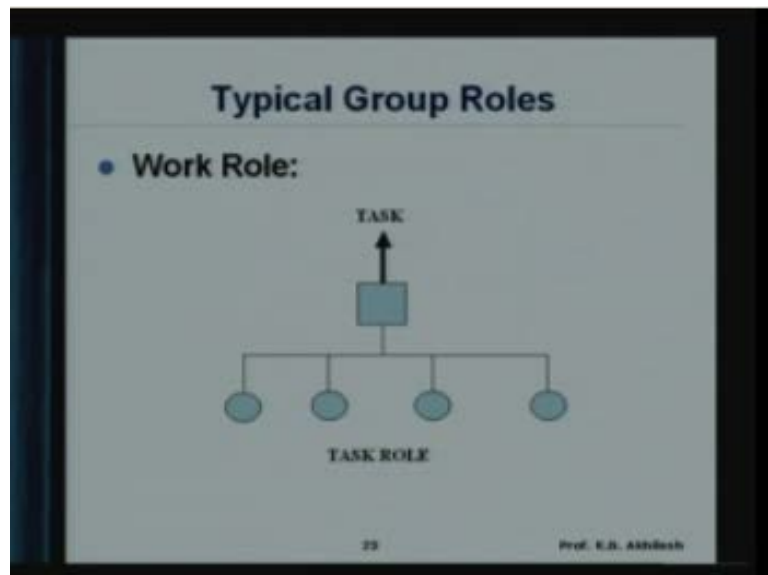
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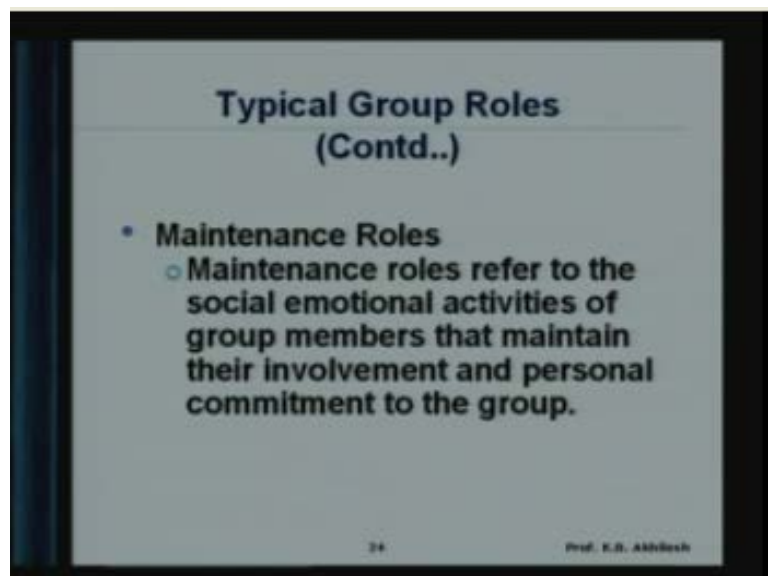
So the work roles they include activities such as clarifying the purpose of the group, so the developing a strategy for accomplishing the work and then also delegating job assignments and also the evaluating the progress. So whenever you see the definition of work roles one need to run through all these steps so clarifying it could be done in a very formal way where people sit and write down very clearly here for a new group member what is that things you know individual is supposed to do in a group where it is established over a period of time but you are looking for some change very clearly one need to see and ask what is our group doing and how do you look at each one to be contributing. So you may also question or get into that

kind of a details of role definition and role negotiation. So the work role is highly the task driven and task dependent. So that each task need to be understood and then need to be integrated as a whole to meet those end task.

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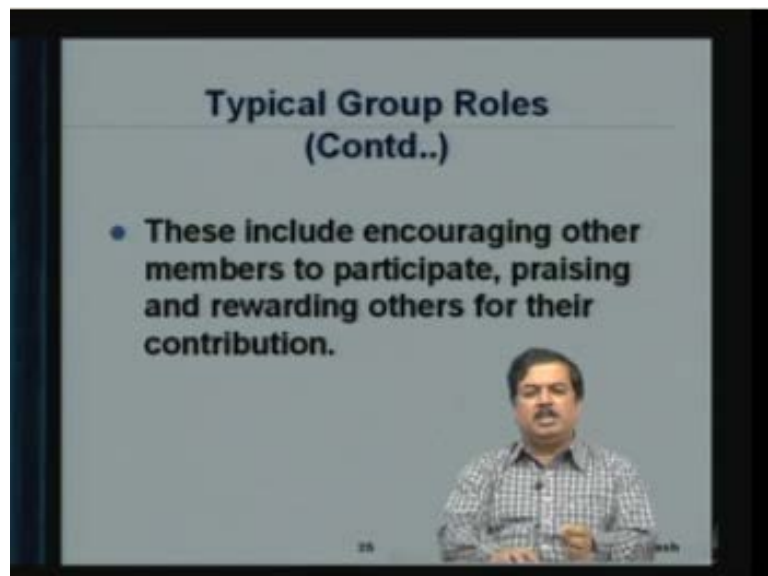
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So the group task has to be seen one not only the work and work to be performed but also there are maintenance roles. So in any group somebody has to take care of the time,

somebody has to take care of the social emotional aspect of the group functioning. So that means it does not help for anything great but it brings all the members together it increases their involvement, it increases their the kind of a personal commitment. So it acts as a kind of an emotional thing where when some people walking, so then you know you are asked them to you know take a chair or state or a stand and then you know most of the things are that you are giving opportunities you are asking people to see whether they have they have followed or they have understood whatever is being discussed asking some of these questions providing clarifications, providing a two way kind of a dialogue, explaining in different ways and then making people to work together all these are part of this kind of a maintenance roles.

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So this maintenance roles that encourages other members to participate, other members to praise, other members to reward each other all these things will help will help building the group also will help in terms of the task facilitating set of members within the group has to do this and maintenance role typically run through supporting each other. So it giving opportunities to everyone and then sometimes meeting and understanding how one feels about the individual activities as well as about the overall as about the task of what he is or she is doing and also to overall relationship between the task and the performance.

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Typical Group Roles (Contd..)

- **Maintenance Role:**

The diagram illustrates a maintenance role. It features a central square at the top with an arrow pointing down to a circle. The circle has five smaller circles around its perimeter, each with an arrow pointing clockwise to the next. Below the diagram, the text 'MAINTANENCE ROLE' is written. A presenter is visible in the bottom right corner of the slide.

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Group Roles

- Ideally, a group leader can play both the roles, enabling the group to perform with high degree of effectiveness.
- In ideal situations, single leader will be unable to perform both the roles equally well.

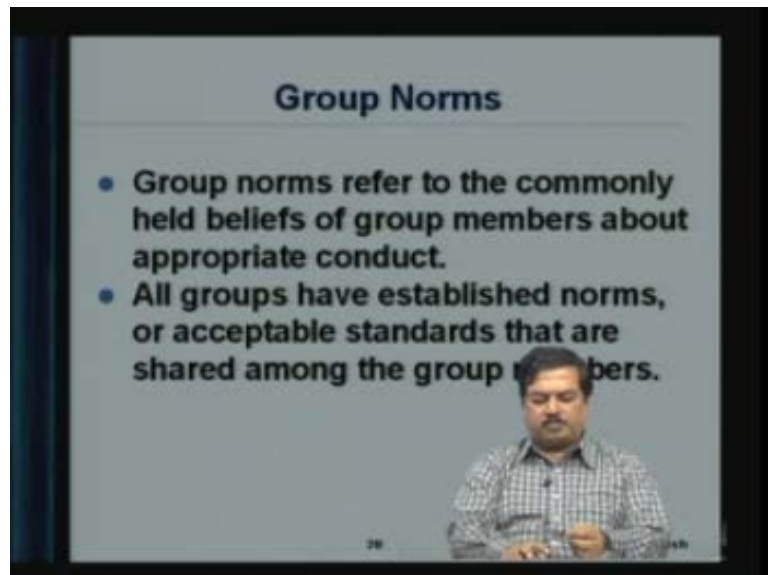
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So the group roles you will see ideally a group leader can play both the roles. So that means both the work roles, the task roles as well as this kind of a maintenance roles. So they enabling the group to perform with high degree of effectiveness. So the ideal situation is that the single leader will be you know the unable to perform both the roles equally well, so in so that means you need to identify someone else also to be performing. So some will focus on the work roles and then maybe request another one to focus on the emotional dimensions.

The role related things also must be linked with respect to the group norms group norms refer to the commonly held beliefs of group members about the appropriate conduct.

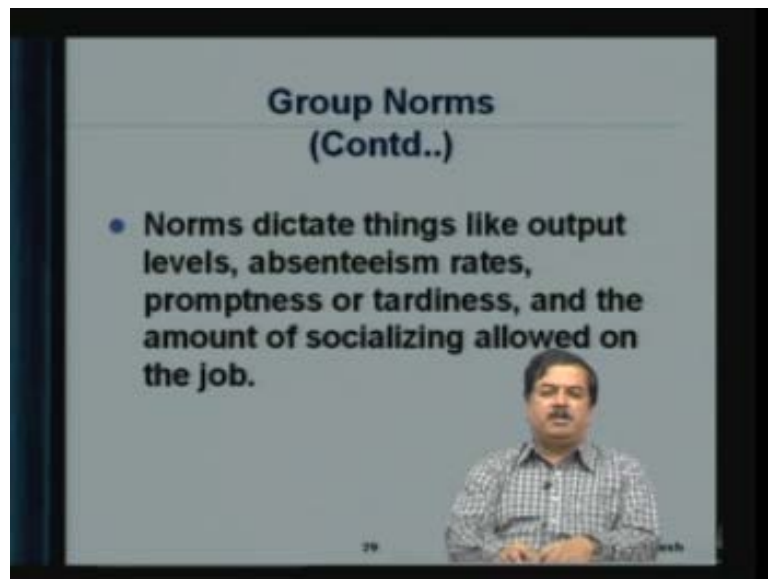
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So norms are unwritten rules, it is not stated it is evolved over a period of time, it is what people call it as customary practices. So the group norms are several things which influences the member and the member behavior and the way everybody does but then you will see it is all unwritten code of conduct. So all groups have established a kind of some norms or the other and you will also see or acceptable standards that are shared amongst the group members. So the group members know that it is not very obvious but it guides their behavior, it influences their behaviors.

So this do's and don'ts these unwritten norms gets developed over a period of time. So if you see the same members have met let us say that over a over the years 2 years, 5 years, 10 years, 20 years in a set of people are worked together then you must assume that norms are very well set. So do's and don'ts are well established and in a new group norms are so well matured or you know the question is that somebody is interested in managing change, somebody who interested in moving the group. So in a group which has a history of interaction one has to make an assumption that there are many do's and don'ts in the group but in a new group you can always evolve some new standards, new acceptable or non-acceptable kind of behaviors.

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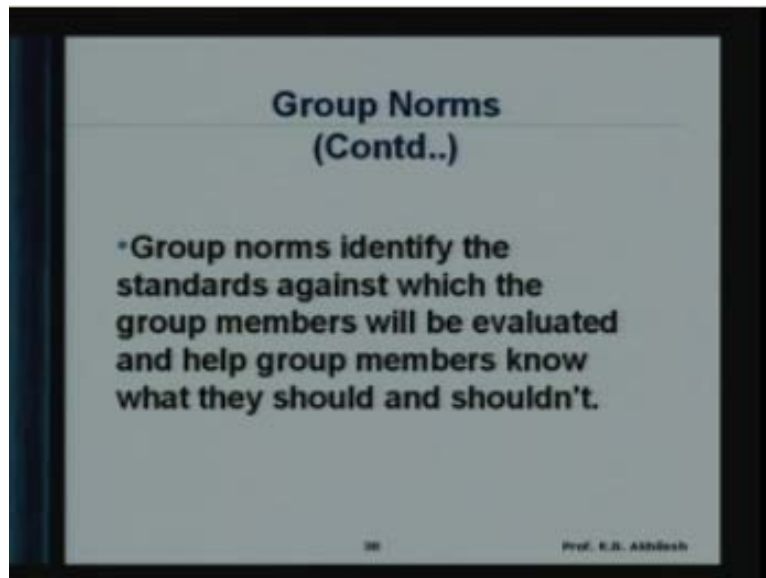
So the group norms they dictate things like output levels, absenteeism or the late coming, the promptness, the tardiness and many of the things. So the question is the amount of socializing allowed on the job. So for a new comer to a group you know talking on a job while they are doing things exchanging notes it may be look, may look as prohibitive or it is silly or one should not be doing and things like that.

But the group members have done this over a period of time then the, it is the way that is how they think, it should be handle or it should be done the similarly about the late coming, you know in some groups coming late is highly acceptable because unless somebody you know everyone comes in they really do not bother about the time and the thing that initial time is to warm up and spend some time but in many in the other group coming at the right time is seen as an important norm and people get agitated if the meeting is not starting at the at that particular time and similarly, somebody is coming or not coming in some groups may be viewed as very seriously and many groups it may not be so viewed very seriously and similarly, the supply of the you know the material whenever it is to be given you know the the giving late it is acceptable but certain.

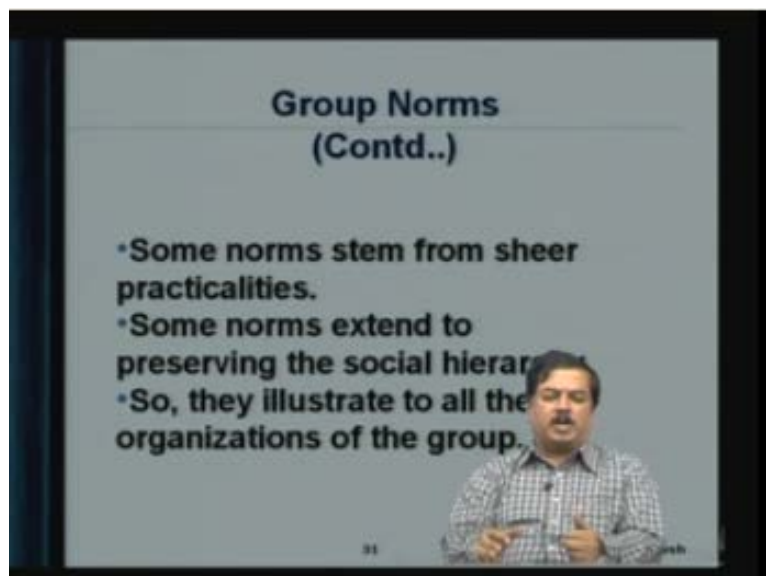
So it is a part of that culture which is which gets developed into this norms or norms define over a period of time the culture of the group is a matter of details and the debate, group

norms identify the standards against which the group members will be evaluated and also they help the group members know what they should and what is that they should not.

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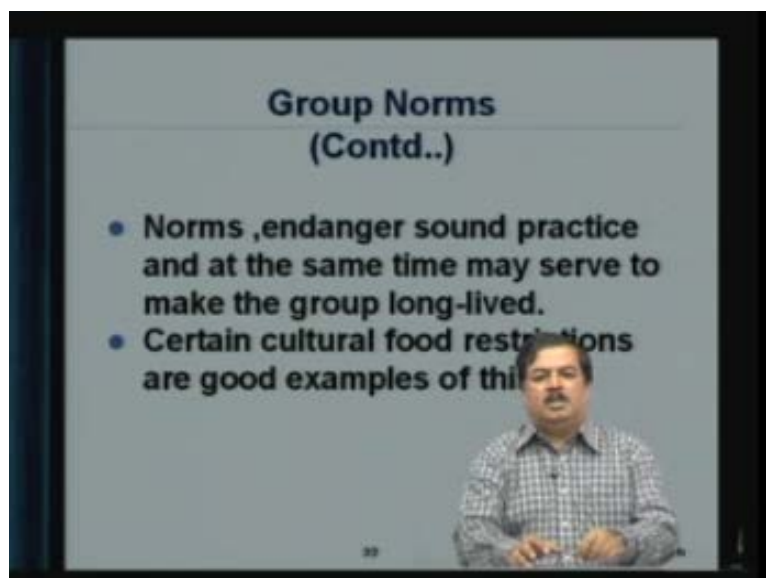
So in many times you will see the some kind of a discomfort in the group because you as a new comer may be violating the group norms or you are questioning some of the group norms and when people are used to set of comforts by establishing some relaxed norms then

it also becomes questioning some of their rights, some of their privileges and some of their comfort levels.

So you will see some norms stem from sheer practicalities you know that is how they are use to in one factory the people would come and then they will punch the cards and there use to be a temple. So they will go to the temple visit all those and then there is also a canteen on the way, so they will go and spend some time in the canteen and then they come back to the come to the work place. So that means they may take anywhere between 40 to 45 minutes as a kind of a set up time but this was allowed for years.

So sometimes it is also seen in terms of some norms extend to the preserving the social hierarchy so they wait for some senior to come and then only they can enter and start their work. So it is so that is all of their group members are supposed to come and wait for the leader to come and the leader has the resource, leader has the permission to tell others to start and so people wait for some the senior most person or that leader to come. So you will see that it illustrate all the it can be the kind of that all the organizations of the group. So can follow this or need not follow this.

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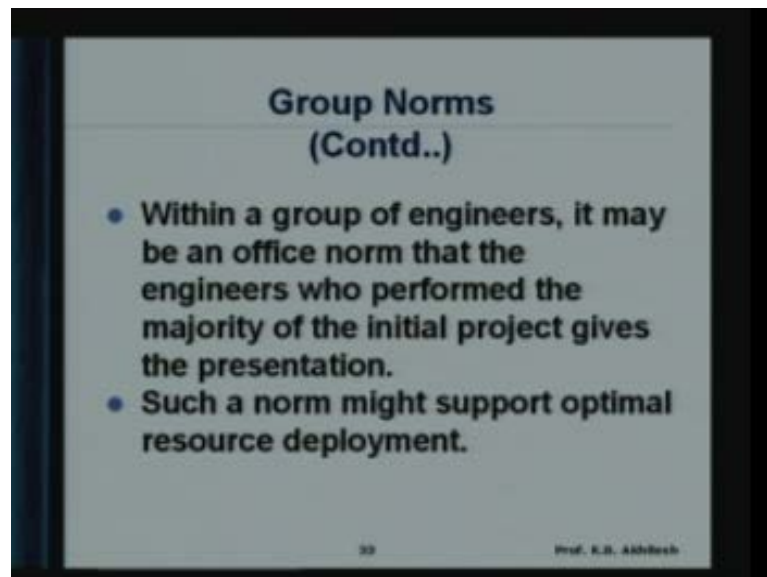


So the norms endanger sound practice and at the same time may serve to make the group long-lived. So that means it also helps if somebody does not like such kind of a behaviors or

cannot be a part of such things usually they leave. So in a group where the mostly the leader speaks and the members are not much of an opportunity to practice or the you know the practice of questioning many things and simply they are accepting and into that group if somebody comes and opens it becomes a behavior which is non-acceptable.

So if one or two times it is fine but later on such behaviors are questioned the person may leave because he thinks or he may think that such norms of non-participation is not acceptable to him. So the so it also gets into that norms to the cultural and food restrictions are very good examples of this. So some people do not like to become part of the group because they do not like certain practices, certain food or certain arrangements or certain activities of the group which is driven by its norms which are acceptable or developed over a period of time. You can also see within a group of engineers it maybe an office norm that you know engineers who performed the majority of the initial project should give the presentation.

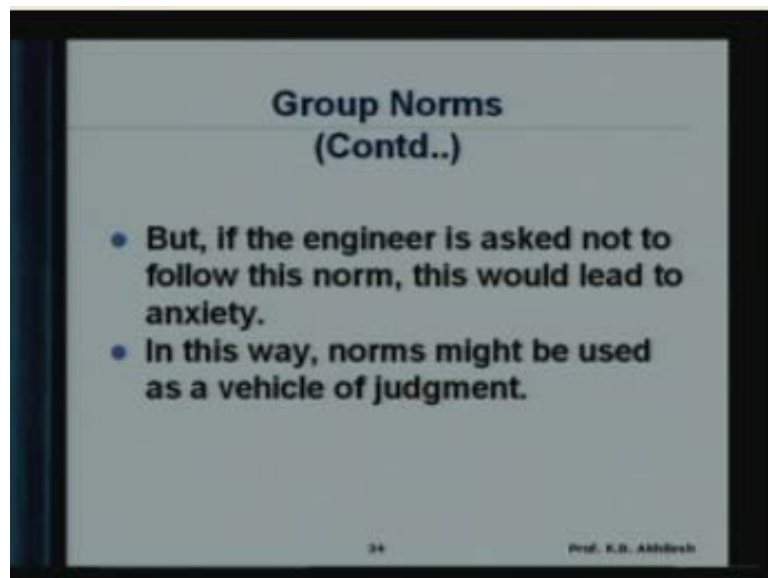
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So in other words who did the all that work and who put all the thoughts I think there I asked to but it is not asked the group projects or group presents that person to go and make a presentation but then the such a norm might support right optimal resource deployment. So it is sometime it is good that somebody has worked somebody has done that homework, he or she should go and make a presentation but if somebody can also question that. So if the

engineer is asked not to follow this norm and then suddenly you ask somebody else to make a presentation you as a new group manager. So suddenly you will find that it leads to the anxiety it are not only the anxiety to that person whom you have asked but the person was prepared and who is expecting that that he or she is going to do that job also gets into that anxiety why I am not writing or you know why I am not presenting.

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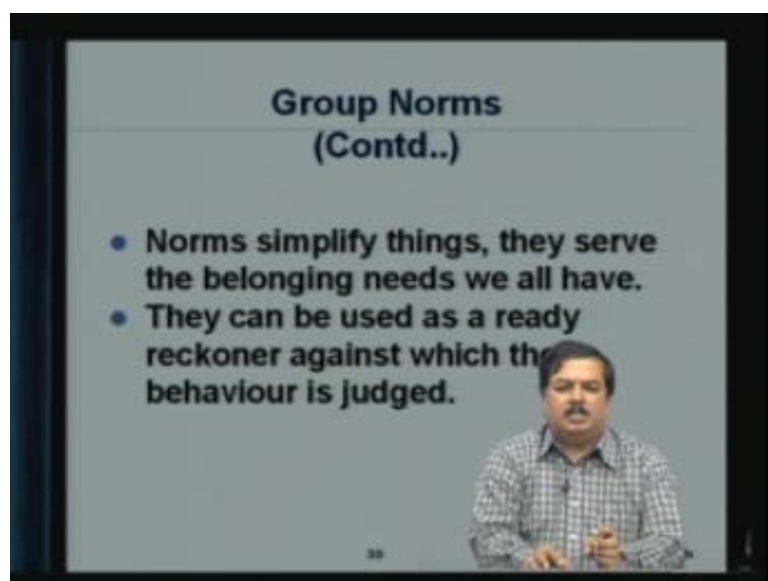


**Group Norms
(Contd..)**

- **But, if the engineer is asked not to follow this norm, this would lead to anxiety.**
- **In this way, norms might be used as a vehicle of judgment.**

34 Prof. K.B. Ashish

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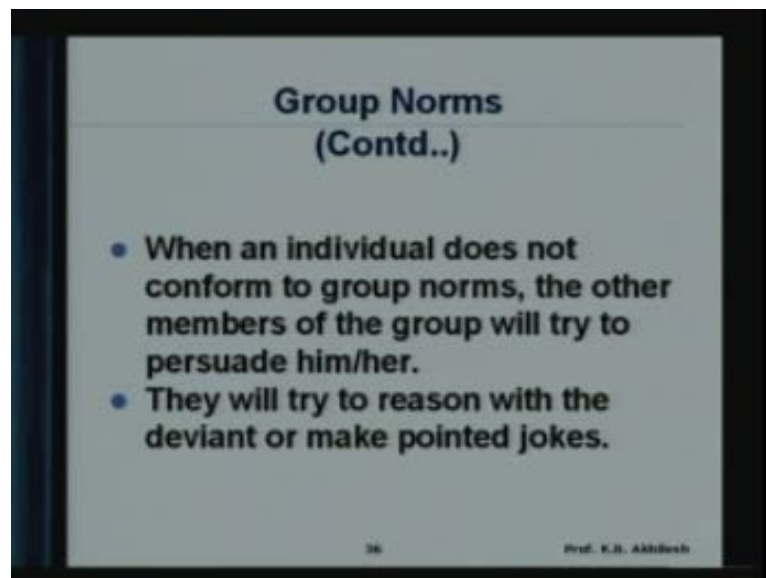
**Group Norms
(Contd..)**

- **Norms simplify things, they serve the belonging needs we all have.**
- **They can be used as a ready reckoner against which the behaviour is judged.**

35

So the norms why you know it is essentially what happens is it might be used as a kind of a vehicle of judgment of what is acceptable and what is not acceptable, what is desirable and what is not desirable in terms of the performance and you will see the norm simplify things they serve the belonging needs we all have. So it provides that kind of a basis it provides a kind of an order which members are very comfortable usually the new comer or the stranger to the group finds it as silly or sometimes he think why this is how what this a how why this should be done in this way. So they can be used as a kind of a many a times a kind of very ready reckoner, so where the which the behavior is judged so in the norm thing. So if some youngster is able to do the thing you accept that all others also can do.

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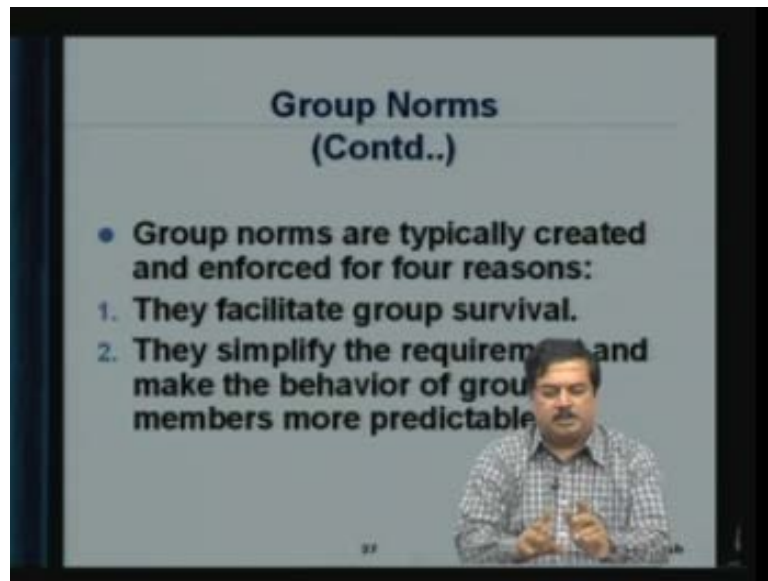


So it simplifies the coming to a some kind of a judgment as well. So when an individual does not conform to the group norms, so the other members of they will group will try to persuade him or her and this can be seen when people try to communicate through their eyes, I think this is not acceptable behaviors sometimes people also communicate through verbal modes. So sometimes they may also shout at the other or sometime may also they get into the physical abuse of who asked you to do and things like that.

So they will try to reason with the deviant or make that kind of a pointed jokes. So that they can correct, so that means the group creates its own mechanism of enforcing the norms, group punishes those people who violate the group norms and the group also encourages the

conformity and the compliance to the expected norms and it can be done in many ways through verbal behaviors and through non-verbal behaviors and also through many systematic use of some you know the implicit or explicit punishments and the reward systems.

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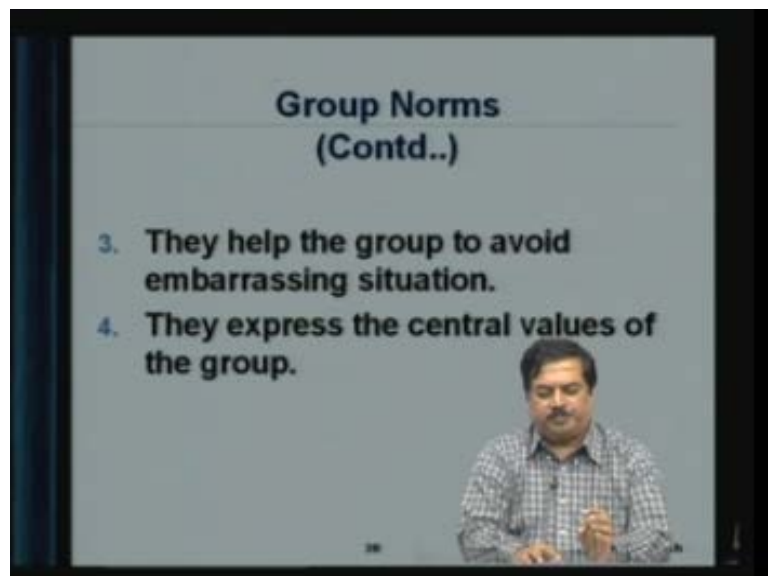
**Group Norms
(Contd..)**

- **Group norms are typically created and enforced for four reasons:**
 1. **They facilitate group survival.**
 2. **They simplify the requirements and make the behavior of group members more predictable.**

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**Group Norms
(Contd..)**

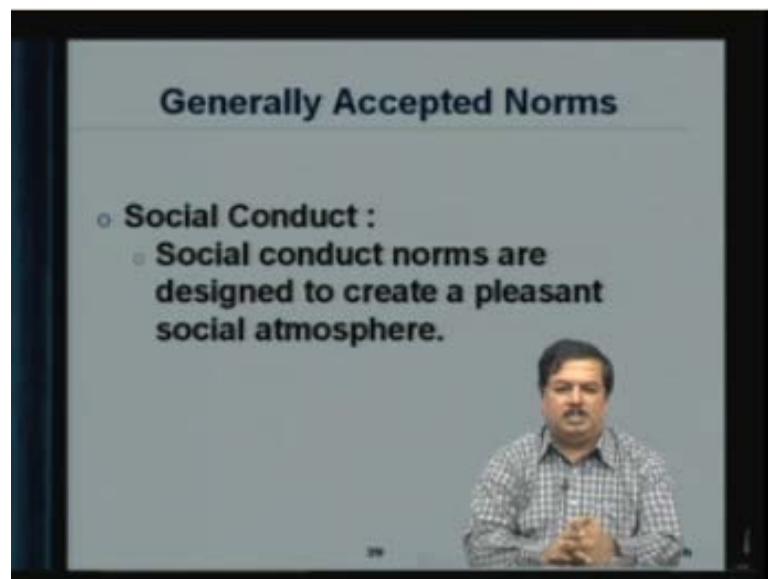
3. **They help the group to avoid embarrassing situation.**
4. **They express the central values of the group.**

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A man in a checkered shirt is visible in the bottom right corner of the slide, gesturing with his hands.

So the group norms are typically created and enforced for 4 reasons, first of all the facilitate group survival it makes sure that the members are remaining with the group and also they simplify the requirement and make the behavior of group members more predictable. So that means it brings that kind of an order, it helps people to see what is you know what is desirable and otherwise, so simply by following those things they get that feeling of belongingness and the comfort. They also help the group to avoid en embarrassing situation.

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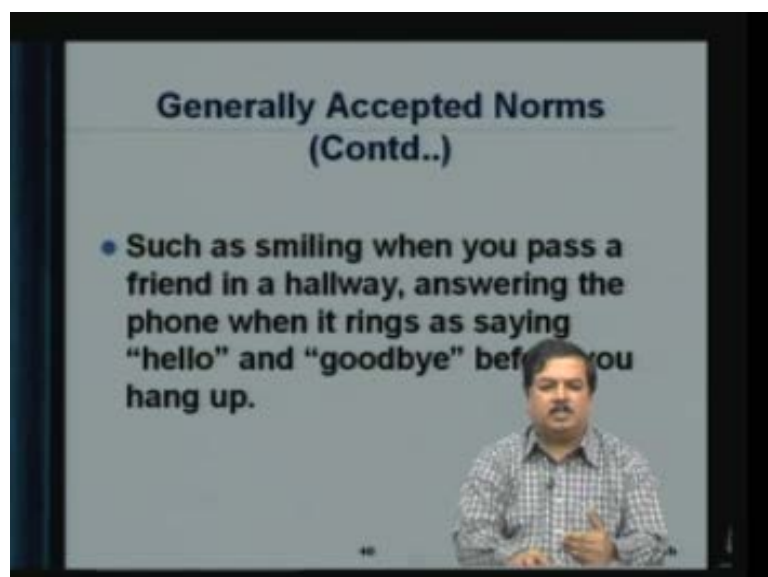
Generally Accepted Norms

- **Social Conduct :**
 - **Social conduct norms are designed to create a pleasant social atmosphere.**

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A man in a checkered shirt is visible in the bottom right corner of the slide, gesturing with his hands.

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Generally Accepted Norms (Contd..)

- **Such as smiling when you pass a friend in a hallway, answering the phone when it rings as saying "hello" and "goodbye" before you hang up.**

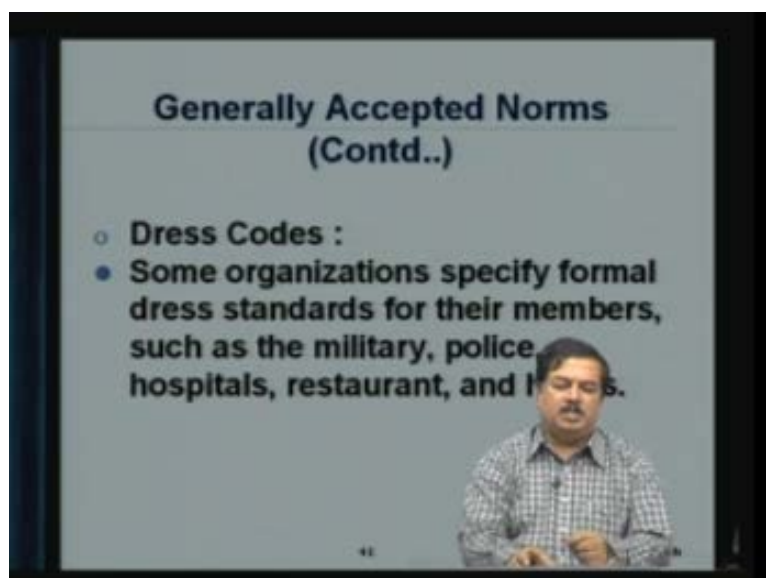
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A man in a checkered shirt is visible in the bottom right corner of the slide, gesturing with his hands.

So that mean they know that by doing certain things that they may hurt or they may create awkward situations and they also express these norms the central values of the group. So that means they know that by doing this there are that they are the part of this group. So this gets expressed in many ways. So normally they accepted norms are stated as a kind of a social conduct. So the social conduct norms are designed to create a kind of a pleasant social atmosphere so what is this pleasant social atmosphere gets defined by the group in various ways it depends upon the context and the situation. So it could be in terms of the such as smiling when you pass a friend. So then you know you are saying hello or wishing goodbye or the enquiring and some of these things.

So if group norm is that if you do not spend that few minutes that is seen as a very know most unacceptable behaviors in certain context and certain groups. So it is extremely important to spend that time maybe in another group saying hello and talking little more is seen as a waste of time. So that means you are a lazy person not only you are wasting your time but you are also wasting the time of the others. So the question is how you, what do you do after saying hello or after you are saying goodbye and things like that and these are more driven by that kind of a norms of where you see a respecting and or wasting time and particularly also you will see the dress codes. So many organizations specify this today formal dress standards.

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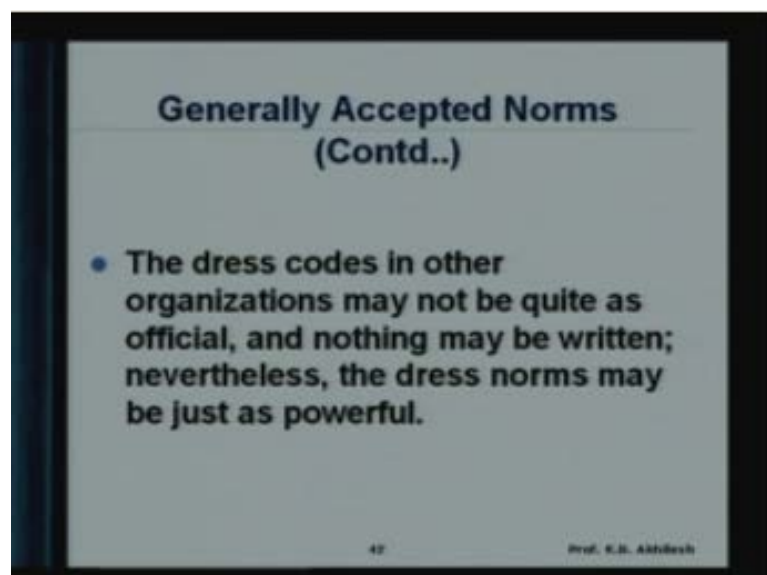
**Generally Accepted Norms
(Contd..)**

- Dress Codes :
- **Some organizations specify formal dress standards for their members, such as the military, police hospitals, restaurant, and hotels.**

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So the members such as you know for example very clearly we will see in the military, the police, hospitals, restaurants, so hotels, so the many of the places have very clearly the dress codes, the dress codes are today very well accepted, accepted kind of a practice it indicates the kind of profession they are belonging to and also provides a kind of a basis of their behaviors as well. But the dress code in the organization also gets defined as what is formal and what is informal, what is acceptable and what is not acceptable? Today many colleges are defining their dress codes many schools. So say very clearly that these are this is how there is something to be followed and certain dress codes are not acceptable.

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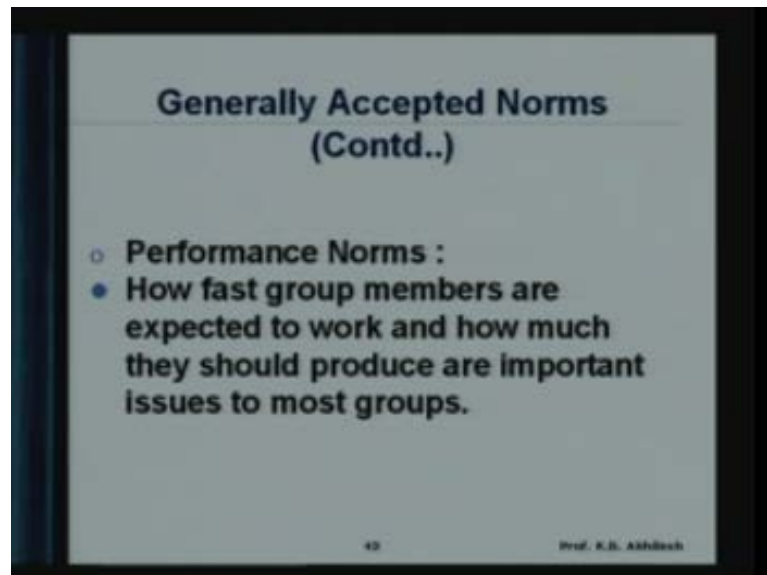


So the you know the dress codes what we are talking about is organization may not be quite as official and there may not be anything in written form but nevertheless. So the dress norms may be just as powerful, so somebody wear you know wearing a very strong colors somebody not wearing the tie and the jacket somebody not wearing so in some groups it is seen as a as insulting somebody is not wearing an appropriate color or somebody wearing a multi-trends and multi-colored kind of a thing. So it can create a kind of an awkward feeling in the or amongst the members of the group.

So they will may think the same member who has to be regular who is to wear some normal thing but just because he is wearing something else may be seen as a crazy or also may be asked to go home and you know change the dress and come back, I think this is where the

unwritten rules of the game influences the behaviors of the members the performance norms are also another thing.

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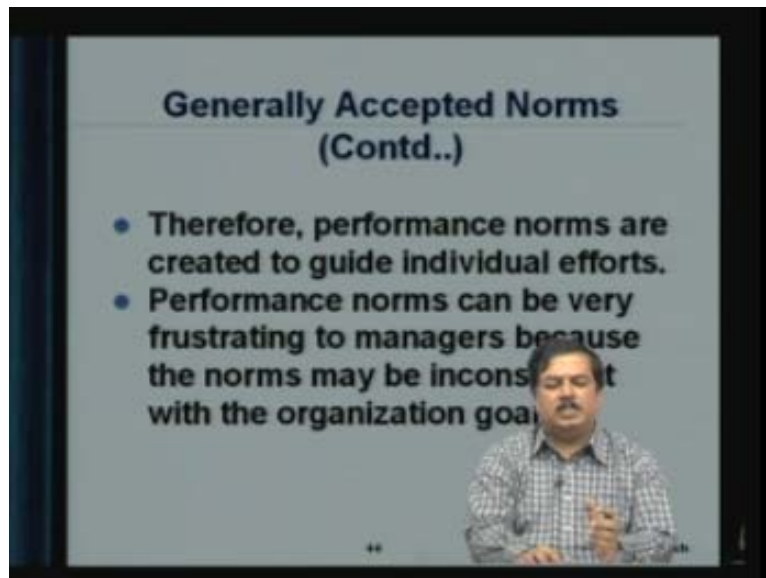


So it is the particularly the speed how fast the group members are expected to work and how much they should produce or to it another you know if you see important issues in many organizations, group members would defined what is the ideal work for the day. So they would define this is if they do this kind of an output and that is good enough. So in other words the work standards gets modified, gets defined, gets redefined by the group members and then anybody violating this, violating this in a minor way or in a serious way gets punished by the by the group members. So that means they may pursue it as that you are taking away someone else, else's work or you are trying to impress the management by doing some extra things. So they may to the group because you are violating that expected performance standards.

So the group enforces that what is good and what is necessary, so therefore the kind of performance norms here the they created by the group they guide that individual efforts. So the performance norms can be very very frustrating to managers because they do not understand why with all care with all effort the group is not able to give more. So the norms maybe very inconsistent with the organizational goals, so the kind of education the kind of

training the kind of inputs, the kind of new technology all gets modified by these group norms.

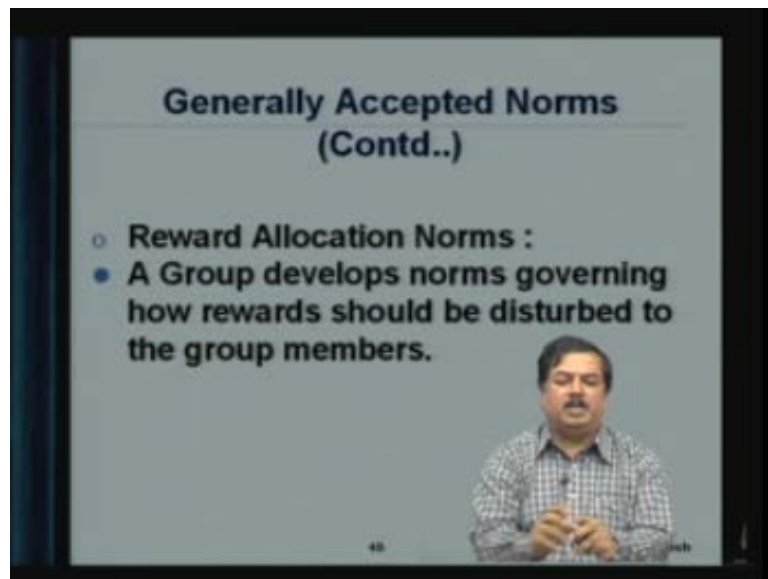
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So unless the managers see why people have thought about these as norms and what that they consider as the ideal days work not only as an individual but as a group they will not be able to break that kind of a barrier which comes in the way of performance. So the norms in relation to the performance has to be well explored and it is best done by the group itself to encourage norms which guide good performance and also discourage such practices which come in the way of time management which comes in the way of individual development which comes in the way of creating energy and focus of the members to achieve the task.

So it is good to explore these things by the group members and then the leader should encourage this and also the reward allocation norms. So group also develops norms of governing how reward should be distributed and how the how people must be recognized both for their individual and the and a group performance. So when typical example could be when there are about ten drivers of different age groups and different experience and if they also have 10 vehicles. So when the new vehicle comes the question comes who should drive that.

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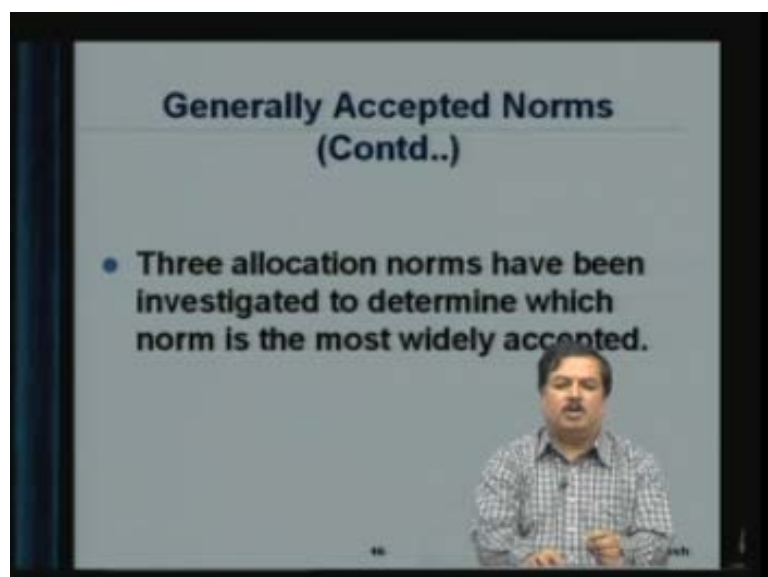
**Generally Accepted Norms
(Contd..)**

- **Reward Allocation Norms :**
- **A Group develops norms governing how rewards should be distributed to the group members.**

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So that is where when in driving a new vehicle is seen as a kind of a reward not just by the task so then the group will see who should drive that is it the most experienced person or is it the youngest person or is it the person who is having the you know the safety record who should do this. So the reward allocation norms also get developed by the members of the group most of the time, it is the discussion around the seniority versus merit and the typically the seniority age gets its acceptance in most of the workgroups.

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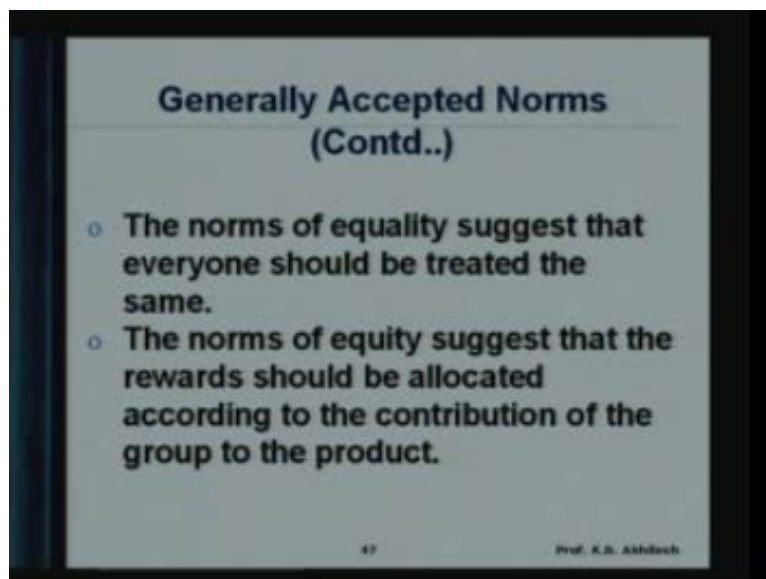
**Generally Accepted Norms
(Contd..)**

- **Three allocation norms have been investigated to determine which norm is the most widely accepted.**

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So the question is the allocation norms have been investigated to determine, so which norm is most widely accepted so studies have indicated that typically the group would like to accept the criteria which is verifiable which is acceptable to all people. So the norms of a equality suggest that everyone should be treated in the same fashion. So the norms of equity suggest that the reward should be allocated according to the contribution of the group to the product but most of the time the group would like to have can divide everything you know across.

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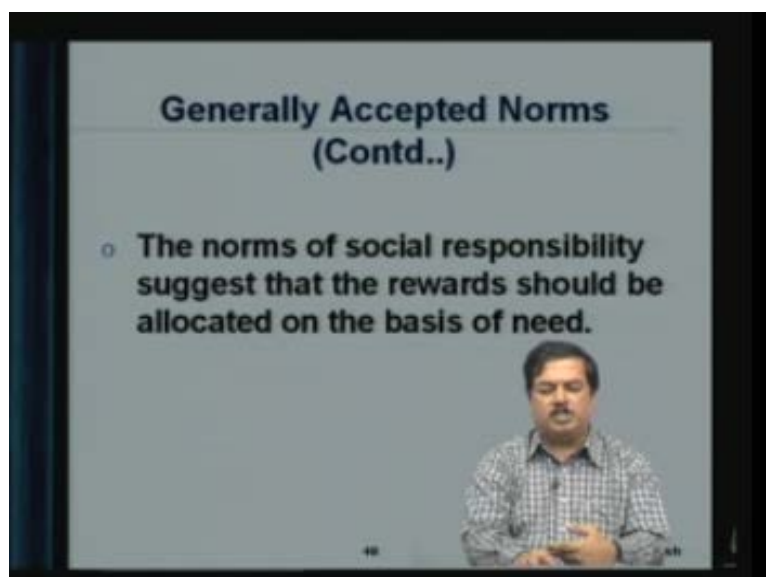


**Generally Accepted Norms
(Contd.)**

- The norms of equality suggest that everyone should be treated the same.
- The norms of equity suggest that the rewards should be allocated according to the contribution of the group to the product.

47 Prof. K.B. Athibach

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**Generally Accepted Norms
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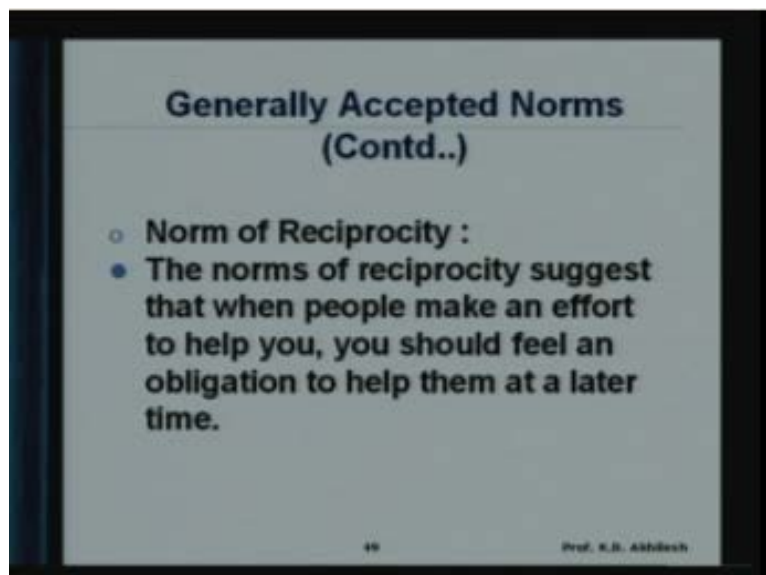
- The norms of social responsibility suggest that the rewards should be allocated on the basis of need.

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So the group members do not like to be differentiated but in some of the cultures the group demands that the individual contribution be identified individual should be differentially rewarded. So the question is what is the norm and unless you change the norms unless you change this norms at the group level you cannot bring about change in the organizational culture and similarly, the norms of social responsibility suggest that the reward should be allocated on the basis of the need.

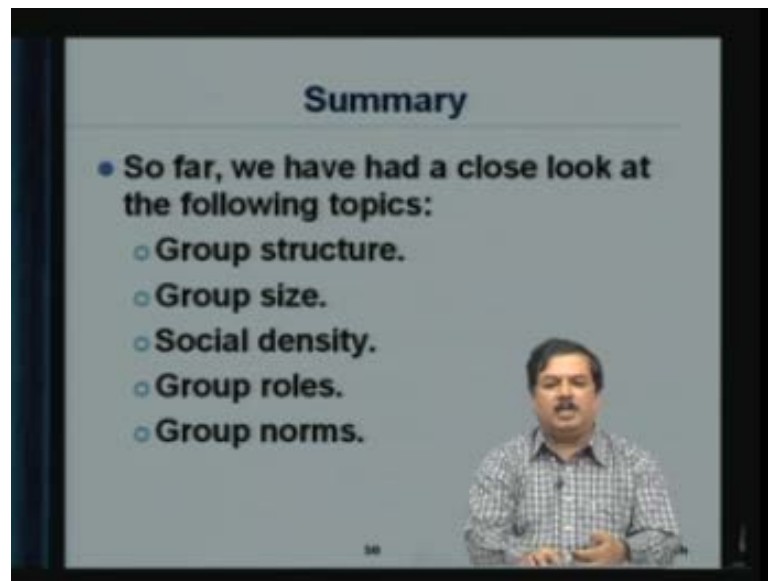
So sometime the group would like to say okay so and so requires more money so and so is in need of that and give such facilities or so the norms of the group can be linked to the need can be linked to that collegiality norms also can be linked to the individual hard work and contribution. So the group can use and define these things and once such things are practiced people also support such practices and also the norm of a reciprocity the where the norms of this reciprocation suggest that when people make an effort to help you should feel an obligation to help them at a later point of time.

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So that means you have taken some obligation or you are under the obligation to someone because of the help they have given to you. So the reciprocity principle also brings that the group understands who has contributed more at some point of time who has been depend of the reward, so it gets corrected at a at a later point of time.

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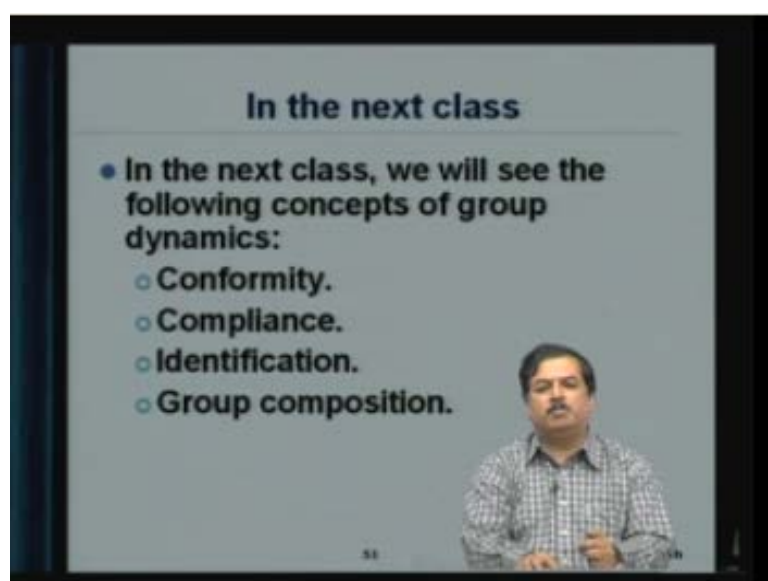
Summary

- So far, we have had a close look at the following topics:
 - Group structure.
 - Group size.
 - Social density.
 - Group roles.
 - Group norms.

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So far we have discussed these aspects, we have to about the group structure, the group size, the social density, the group roles and the group norms, all these variables of the group they are highly inter-related as we have seen the size influences the role and role performs, the norms influence the structuring of the group and allocation of the task similarly, the density influences some of the behaviors.

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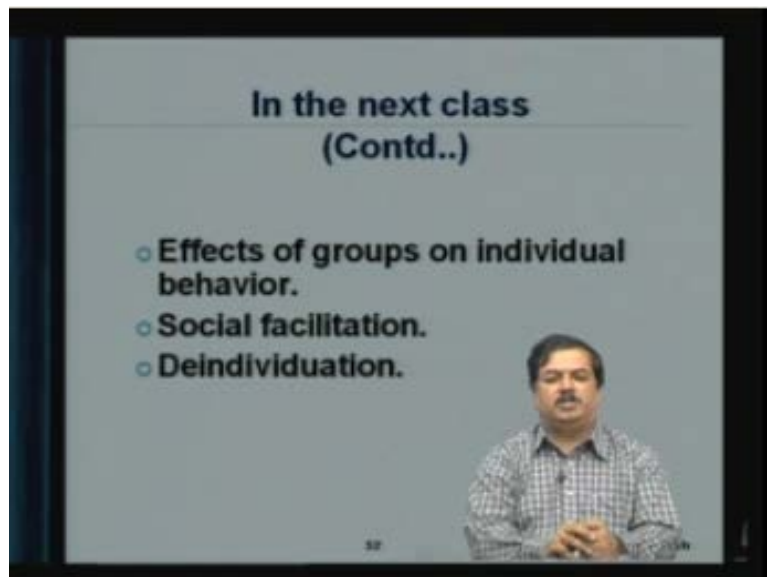


In the next class

- In the next class, we will see the following concepts of group dynamics:
 - Conformity.
 - Compliance.
 - Identification.
 - Group composition.

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In the next lecture, we will explore the dimensions of the group in relation to conformity, compliance, identification and also the group composition and the effects of groups on individual behavior, you will also see the social facilitation. We will also examine some dimensions of the deindividuation.