

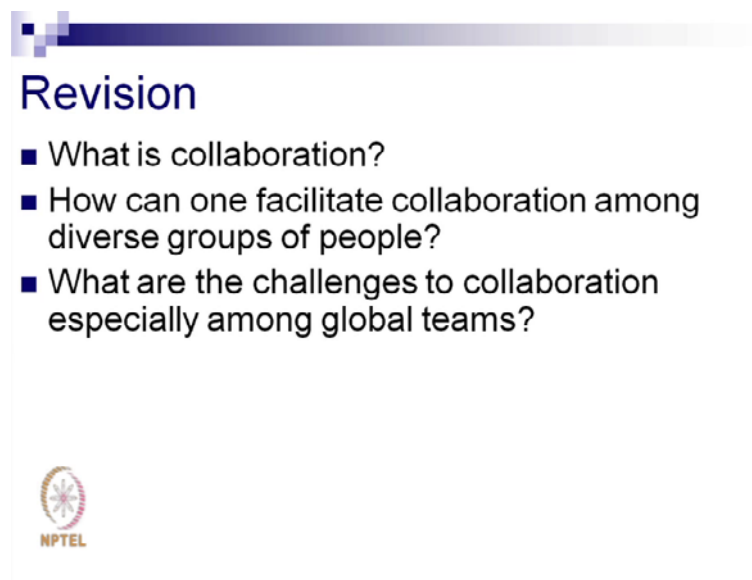
International Business Communication
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Lecture - 26
Communication in Groups and Teams

Welcome back to the class on International Business Communication. Today we will talk about Groups and Teams. We have built a base for this particular topic in the previous topics we talked about interpersonal communication, we talked about traditional communication, we also talked about a little bit about collaboration. Today, we will talk about the formation of groups and teams within a organization, this is where everything starts coming together, this is where organizational communication actually begins.


An organization as we discussed last time is formed by people, an organization cannot exist without people. And how do people come together, how do they get together, how they form teams, when they form get together for a common purpose, for a common goal, and start working towards that goal, start contribution towards that goal in their own unique styles, so let us get into it.

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Revision

- What is collaboration?
- How can one facilitate collaboration among diverse groups of people?
- What are the challenges to collaboration especially among global teams?



First thing here, what is collaboration, unless you know what is collaboration in what collaboration is and how it occurs, and how communication facilitates collaboration you cannot understand, what I am just going to tell you. So, we really need to understand the

concepts of communication, verbal and nonverbal and the barriers to communication, and how relationships are formed and what those relationships do before we move on to teams and groups.

So, discuss amongst yourselves, what collaboration is also discuss, how one can facilitate collaboration among diverse groups of people; again we are talking international business communication, and by virtue of or by definition international business indicates diversity. We are talking about crossing boundaries, we are talking about people from very different backgrounds coming together, as it is there is diversity amongst us.

We belong to different age groups, we have had different systems of educations, we have had different, we have developed a different skills, we have attained expertise in different areas and to add to that we end up speaking different languages. We are communication through a common language which is English, but still English could be a second or third or fourth or fifth language for many of us, so that is one big issue. So, diversity is implicit in international business communication, which is why I keep stressing on this, which is why I keep bringing it up in different discussions.

So, we are talking about facilitation of collaboration among diverse group of people, people coming from different backgrounds, I also want you to discuss, what the challenges would be to collaboration among global teams. Now, in the last class we talked about global teams, we talked about global teams being the ultimate form of collaboration, which means you know it is very easy to get together with people, you know.

It is very easy to get together, find common ground, and from common ground with people, who have something who share something with you either common language or a common community or common background or whatever, but when we talk about international business, that is as diverse as it gets. Many times we do not know who we will be talking to, we do not know the gender of the person by their name, I will give you a simple example of an Indian name I mean even we get confused you know, Hindi name as Anshul, we have girl called Anshul, and we have boy called Anshul.

And this is coming from someone who is an Indian, who heard these names growing up, even then we do not know, so and I am just giving you one example of one name there are, so many other names. And so I am just trying to point out the fact, that we have

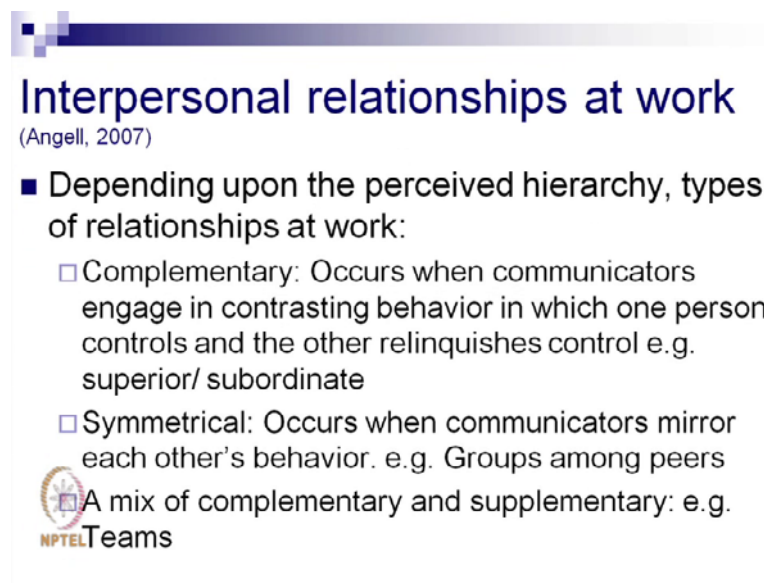
absolutely at times we may have no idea of who we are talking to what the person looks like, what the person looks like, what age is the person is at, what background is the person bringing to the communication, and as we have been discussing.

Since, the first session effectiveness of any message depends on the similarity of context between the sender and the receiver, and if the sender of the message cannot figure out something, about the receivers background, it always facilitates the drafting or composition of an effective message. Because, you know, you can have some idea what the person wants, just by looking at somebody's details on a piece of paper or just by answering a question on a piece of paper or by responding to a problem that comes to you.

You know as far as this of sure as concerned, there are people who have problems on a different continent the people who are actually going getting paid for a resolution of their problems are sitting on a second continent, and the people of resolving these problems are sitting on a third continent. So, that is a perfect example of a global team, back of it is office are in India, the company is money is being managed in the US, the people who are manufacturing the products are sitting in Europe.

And so it is just I mean it is mind blogging and we have absolutely no idea, who we are dealing with we speak different languages, but we come together and we get things done and we serve customers sitting on a forth continent, so maybe in Australia. So, that is what we are doing, that is what the world is coming to and that is why, whatever I am telling you becomes very relevant to modern day communication.

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Interpersonal relationships at work

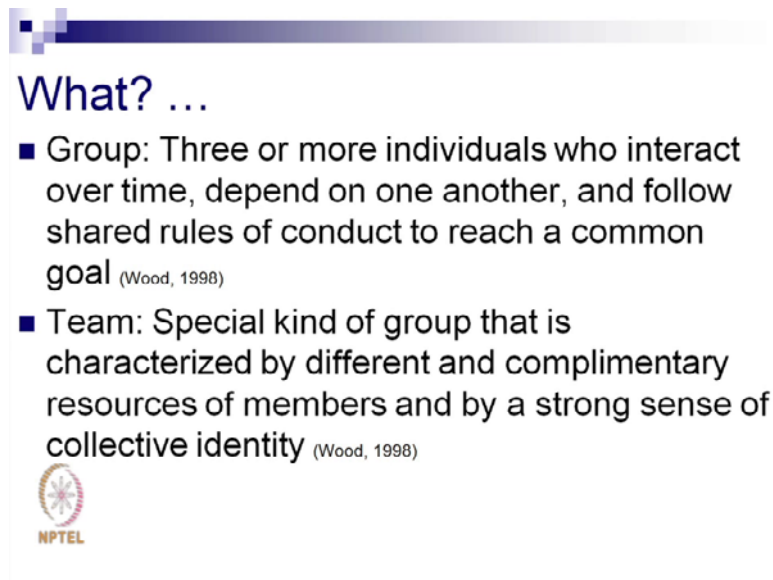
(Angell, 2007)

- Depending upon the perceived hierarchy, types of relationships at work:
 - Complementary: Occurs when communicators engage in contrasting behavior in which one person controls and the other relinquishes control e.g. superior/ subordinate
 - Symmetrical: Occurs when communicators mirror each other's behavior. e.g. Groups among peers
 - A mix of complementary and supplementary: e.g. Teams

Interpersonal relationships at work, after you work discussed collaboration little, but about interpersonal relationships at work depending upon the perceived hierarchy, we have two main kinds of relationships, complementary and symmetrical. Complementary relationships occur or take place or are formed, when communicators engage in contrasting behavior, in which one person controls and the other relinquishes control.


For example, superior subordinate, we have symmetrical relationships between pairs when communicators mirror each other's behavior. So, a mixture of complimentary and supplement and symmetrical sorry, it should not be supplementary, the word should be symmetrical a mixture of complementary and symmetrical relationships are teams. Where, you are responsible to the person senior to higher Arche or so constantly communicating with each other to work towards a common goal.

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What? ...

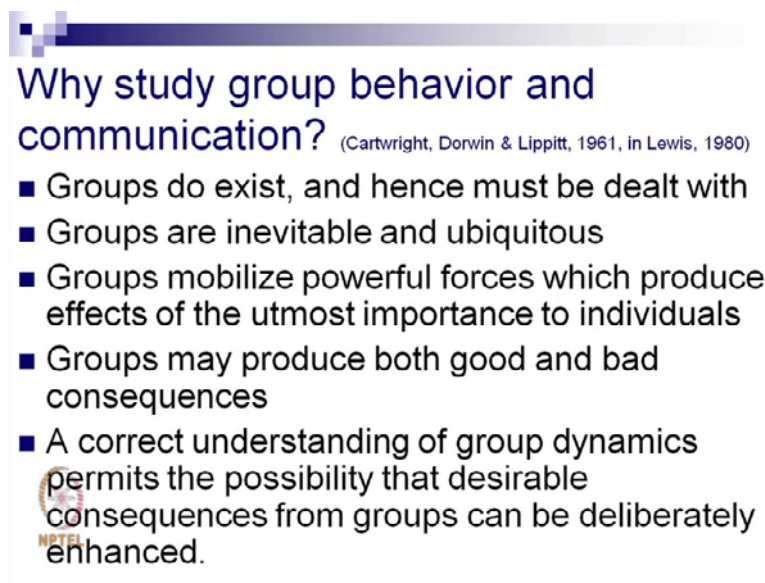
- **Group:** Three or more individuals who interact over time, depend on one another, and follow shared rules of conduct to reach a common goal (Wood, 1998)
- **Team:** Special kind of group that is characterized by different and complimentary resources of members and by a strong sense of collective identity (Wood, 1998)



Group and Teams, what are groups? Groups are constituted of three or more individuals, who interact over time, depend on one another, and follow shared rules of conduct to reach a common goal, that is one of the definition of groups and this was given by Julia Wood in 1998 in her book. Team is a special kind of group that is characterized by different and complimentary recourses of members and by a strong sense of collective identity.

So, a group is you know they depend on one another, they follow some rules they get together to reach a common goal, but they are more permanent they are more long-lasting teams are they are a subsets of groups. They are very specialized very focused and the resources are complementary and they have a collective identity, they get together, they dos what they are together to do and then the sort of disintegrate.

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Why study group behavior and communication?

(Cartwright, Dorwin & Lippitt, 1961, in Lewis, 1980)

- Groups do exist, and hence must be dealt with
- Groups are inevitable and ubiquitous
- Groups mobilize powerful forces which produce effects of the utmost importance to individuals
- Groups may produce both good and bad consequences
- A correct understanding of group dynamics permits the possibility that desirable consequences from groups can be deliberately enhanced.

Why do you need to study group behavior and communication, we need to study group behavior and communication, because groups do exist and hence must be dealt with. Groups are inevitable and ubiquitous, ubiquitous means they are present everywhere, you will find them everywhere, groups mobilize powerful forces, which produce effects of the utmost importance to individual.

Groups get together, and they exert a powerful force on the members, and we talk about this in the next class when we talk about the pressures team members face from each other, and the pressure they face at work. So, when once groups are formed some mutual expectations start coming up and people start consciously or unconsciously, pressures are exerted on the members and pressures are also exerted, but the from the members on the group as a whole.

Groups may produce both good and bad consequences, we get together we do not want to get together to do something bad, but still the ultimate consequences groups take a shape of their own, and they produce different kinds of consequences. A correct understanding of group dynamics, permits the possibility that desirable consequences from groups can be deliberately enhanced.

So, once more no group dynamics we, once we understand group dynamics we can come up with desirable consequences, from we cannot figure out a way of effecting desirable consequences, from the manner in which group behaves. That is why it is important to

study group dynamics, they are present everywhere, they exist, they take a shape of their own, they evolve, we have to accept the fact that they may have good and bad consequences. And easy understand how groups are behaving, how pressures are being exerted on the group members and by the group members on the group, it is it becomes much easier, much more possible for us to analyze the collective energy of the group into a positive direction.

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Concepts in group communication
(Cathcart, Samovar & Henman, 1996)

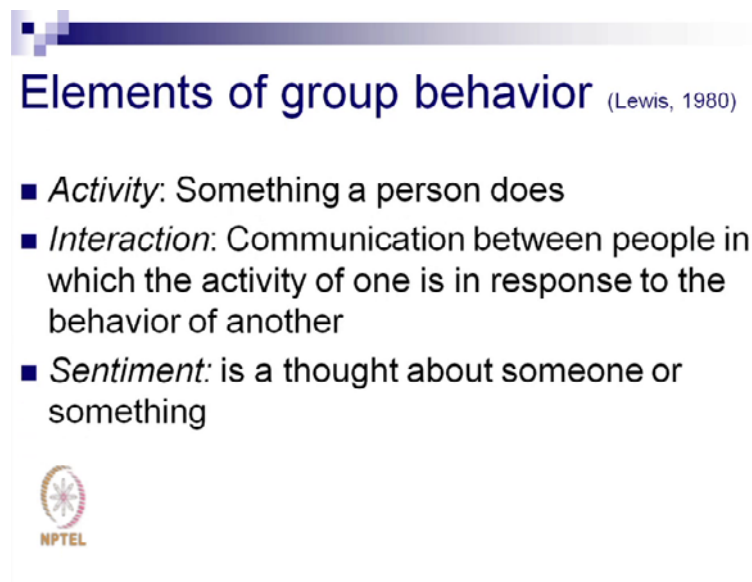
- Number of people define the function and effectiveness of the group
- Mutually interdependent purpose
- Sense of belonging or membership (Schutz, in Cathcart, Samovar & Henman, 1996)
 - Inclusion
 - Control
 - Face
- Face to face interaction
- Behavior of members: Functional/ dysfunctional
- Roles:
 - Task
 - Maintenance or socio-emotional
 - Mixed

Some concepts and group communication, number of people define the function and the effectiveness of the group, the size of the group determines what the group can do and how well the group can do it, that is a given. The second one here is mutually interdependent purpose, in a group the members have a purpose that can be reached at or arrived at by mutual interdependence.

So, people have a collective sense of purpose and they know they get together, because you know if one person cannot do it, the other person can, so we get together we have a common interest, but we are dependent on each other for the achievement of that goal. The third point here is sense of belonging or membership, now that is the another concept in group communication, that we will be talking about, we get a sense of belonging, we sort of liking each other, we start blending with other when we come to a group.


And in this we have 3 points we it leads ((Refer Time: 12:00)) that is some amount of control and there is some face of public image that needs to be ((Refer Time: 12:08)) in group these things are present. Another, thing is face to face interaction happens in groups, so we usually end up interaction with each other, now these day in day and age of digitality, digital communication face to face interaction could mean a video chat. Pretty much in as far as global teams are concerned I mean we do not really, fly each other out we just meet each other online and talk to each other, but it always helps, if the group members can see one another at some point. Behaviors of members could be functional or dysfunctional, and the roles the members engage in could be task oriented could be maintenance or social emotional roles or could be a mixture of the two.

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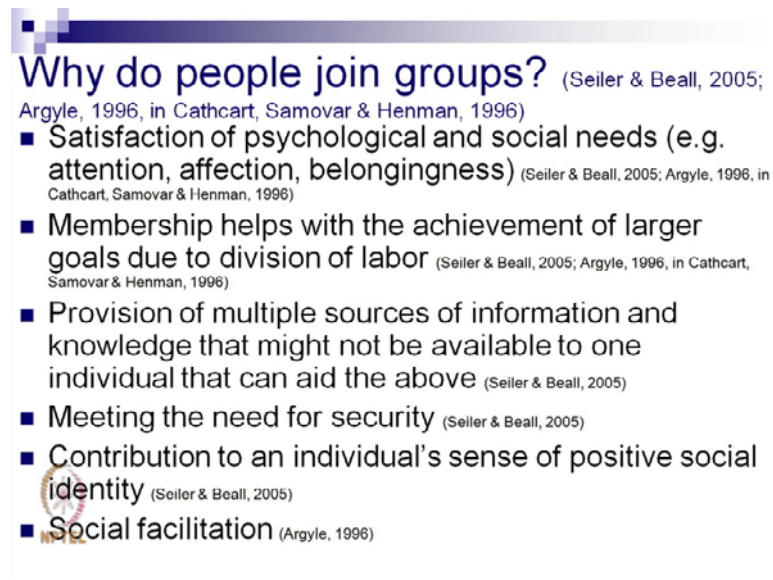
Elements of group behavior (Lewis, 1980)

- **Activity:** Something a person does
- **Interaction:** Communication between people in which the activity of one is in response to the behavior of another
- **Sentiment:** is a thought about someone or something



Some elements of group behavior, we would have activities that people do, interaction would mean communication between people in which the activity of one is in response to the behavior of another. And sentiment is a thought about someone or something the emotions, we attached to the group members those are sentiments, I feel good about working with you. I think you are a open minded person, I think you are a shy person I think you are a defensive person, I think you are an expressive person, you maybe whoever you are, but I get all these I have all this opinions about you, and you have similar opinions about me.

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Why do people join groups? (Seiler & Beall, 2005; Argyle, 1996, in Cathcart, Samovar & Henman, 1996)

- Satisfaction of psychological and social needs (e.g. attention, affection, belongingness) (Seiler & Beall, 2005; Argyle, 1996, in Cathcart, Samovar & Henman, 1996)
- Membership helps with the achievement of larger goals due to division of labor (Seiler & Beall, 2005; Argyle, 1996, in Cathcart, Samovar & Henman, 1996)
- Provision of multiple sources of information and knowledge that might not be available to one individual that can aid the above (Seiler & Beall, 2005)
- Meeting the need for security (Seiler & Beall, 2005)
- Contribution to an individual's sense of positive social identity (Seiler & Beall, 2005)
- Social facilitation (Argyle, 1996)

Why do people end up joining groups, why do we forms groups we have talked about why we study groups, but why do we join groups, and I have studied lots of things. Now, before we move on to that I would like to show you a book, that I have referred to for this particular presentation it is called small group communication theory and practice. I refer to the 7th edition I believe that later editions are available, this book was at that time edited by Robert S Cathcart Lary A Samovar Linda Henman and this book was published in 2000 and sorry 1996.

I am sure the later edition of this book is available, so please refer if you can you can get a library to buy it, the nice part about this book is the different Vhapters have been contributed by different peoples. So, different experts in different areas of group and team communication have contributed portions, contributed to writing portions of this book. And it would help if you are interested in small group communication or group and team communication; I had bought this book on the suggestion of Dr. Altern Barber who was a professor emeritus at the University of Denver.

So, based on one of the articles of this book I have come up with some inputs for you, satisfaction of psychological and social needs is one reason why we join groups, we need attention, we need affection, we need belongingness, and that is why we get into a group, we just talked about infusion being a an important part of a group. So, when we are in a

group, we are defined partially by the characteristics of that group, you are a student at a well known college.

Everybody, will think you are smart, you are hard working you are a student at IIT Kharagpur, one place that I can think of, so if you are student at IIT Kharagpur. Weather, you are working hard on a particular day or not everybody will think that all the students Atterity Kharagpur always work hard at all times, you are student at IIT Kharagpur you are expected to be meticulous and you get the respect outside.

Of course, within the walls of this campus, there is comparative relative grading some students are better that other, some students perform better that others I should not say are some students perform better that others. But, when we talk about going out of the 4 walls we are all identified students and teachers and researchers and staffs at IIT Kharagpur are identified by the qualities, that people associate with the brand name of IIT Kharagpur.

So, this is what group inclusion does satisfaction faction of psychological means we feel happy, we get the attention we think we deserve and we have a sense of belongingness. Once we enter the four walls of the campus we are we belong together I am one of you know one of the students of here IIT Kharagpur atleast, we are the part of the same family we are travelling by the same train to from Kharagpur to new Delhi during vacations.

One and half boogies are filled with people from Kharagpur travelling to Delhi or places and route to Delhi, and so you know we sort of jail, well better with each other we see familiar faces even though we have never spoken to them and that feels good. Memberships helps with the achievement of target goals, due to division of level, so what happens is that in a if we have a large goal, we have something major that we want to achieve.

Now, you may not be able to do it single handedly, but when you are a part of the group the activities get divided, so it is 4 people building a wall in one day, classic unitary method problem in school. How long does it take, if it takes one day to a man to build a wall a 4 days how much time will it take 4 man to build the same wall one day, and that is pretty much what this is you get together the amount of effort is divided and the works gets completed faster.

And something's that may not be feasible for you if you do them single handedly, become very possible when you join a group. Groups facilitate the provision of multiple sources of information and knowledge, that might not be available to one individual that can aid the above. Now, what happens here is that we have multiple sources of information that might be available I bring my one set of resources to the group, you bring your own set of resources, somebody else bring their own set of resources.

Maybe, I have a large collection of old classic books on communication, maybe we are writing a paper on communication theory together, I have a large collection of books, but I do not have such a large collection of research papers. Somebody comes along and says you know what I have all these different research papers from all these, where libraries and databases I do not have both, but I have this 500 GB disk, that has like 10,000 papers on it, so we can go through them.

So, nothing can replace these books, but there comes, another person with the latest information and third person says you know what I have no books no papers, but I have this large amount of data I have worked in an organization, I have conducted there 50 surveys I have result of these surveys. So, let us all get together pull in our resources and write a brilliant paper on communication theory, and its applicability to the industry, we think about the applicability based on what this person with the data tells us.

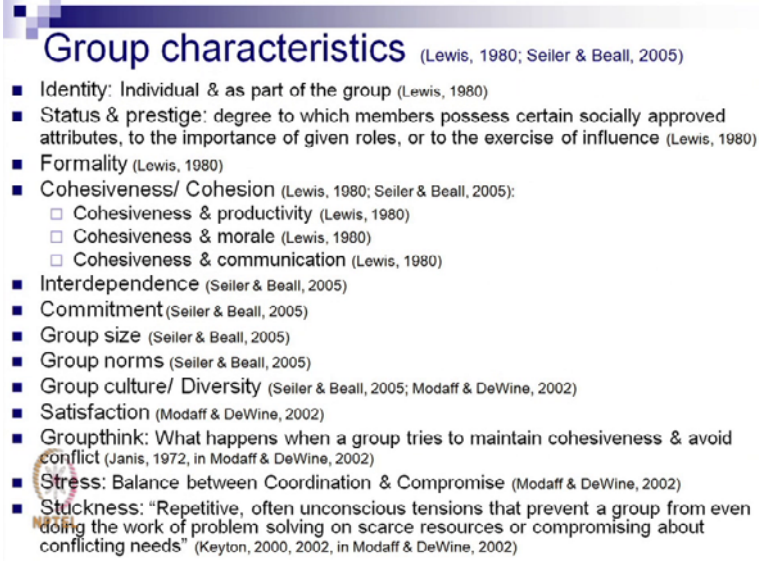
So, we bring different sources of information and create a new project, create a new goal and achieve that goal. Meets the need for security I belong, so I feel included I feel that I am a part of a place or a group, contribution to an individual sense of positive social identity. You feel good, when people say oh you are working in such an such company, great you are working for an American express very good you are working for a government excellent.

So, you know or you are a banker or you are a academician, I mean all academician do not get together, but then we are one community we are sort of slotted in the category. You are professor all professors must be like this, you are a banker all bankers are very good with numbers, and you could be an HR professional in a bank, you may not be very comfortable with numbers, but you are very good with customers service.

And, but the minute you say I work in a bank, customers service is, but you are also good with numbers, that is why you are working in a bank. It gives you a positive social

identity people attribute, treats you know that you may not necessarily have, but you may develop them because of the expectations the society places on is on you. So, all it is a positive experience, and social facilitation of course, brands, groups offers you a special kind of identity and that identity may open doors for you that you may not otherwise have had access to...

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Group characteristics (Lewis, 1980; Seiler & Beall, 2005)

- Identity: Individual & as part of the group (Lewis, 1980)
- Status & prestige: degree to which members possess certain socially approved attributes, to the importance of given roles, or to the exercise of influence (Lewis, 1980)
- Formality (Lewis, 1980)
- Cohesiveness/ Cohesion (Lewis, 1980; Seiler & Beall, 2005):
 - Cohesiveness & productivity (Lewis, 1980)
 - Cohesiveness & morale (Lewis, 1980)
 - Cohesiveness & communication (Lewis, 1980)
- Interdependence (Seiler & Beall, 2005)
- Commitment (Seiler & Beall, 2005)
- Group size (Seiler & Beall, 2005)
- Group norms (Seiler & Beall, 2005)
- Group culture/ Diversity (Seiler & Beall, 2005; Modaff & DeWine, 2002)
- Satisfaction (Modaff & DeWine, 2002)
- Groupthink: What happens when a group tries to maintain cohesiveness & avoid conflict (Janis, 1972, in Modaff & DeWine, 2002)
- Stress: Balance between Coordination & Compromise (Modaff & DeWine, 2002)
- Stuckness: "Repetitive, often unconscious tensions that prevent a group from even doing the work of problem solving on scarce resources or compromising about conflicting needs" (Keyton, 2000, 2002, in Modaff & DeWine, 2002)

Group characteristics big one here, identity we have an individual identity, when we are going to a group, so within the group I am known by who I am, and the specific trades that I bring to the group. I think the slide is looking it was not looking cluttered, when I looked at it on the computer, so while the camera is focusing on me I am going to split it up into 2 slides. So, that is fine I think the cameraman can focus on the computer, while I do this, thank you it was not looking cluttered, but I will just quickly split it up and it will become easier, cut here and I say paste here and it will just become easier for us to read it here.

I do not like it, when the computer starts thinking on it is own, great that is done, this one can go I think in order to increase this size, I will probably have to put it on the other slide. Otherwise, the computer thinks on it is own, I am trying to do something that I would do in a regular class as well if I came up with something like this, anyway I am not able to take care of this.

So, not sure what I did, I think this will work alright, this is problem ably what I would do, if I were in class if I found that something is just not working, I would immediately fix and that is what I am doing here, so you get a sense of what I normally do in class. Group characteristics identity, we have talked about status and privilege, so status sorry status and prestige, is a degree to which members possess certain socially approved attributes to the importance of given roles or to the exercise of influences once.

When, you are part of a group you are attributed at a certain status, as being part of the group and you agree acquire a certain amount of prestige. Let us talk about something like maybe the rotary club you belong to the rotary club, you are doing good things with the club. So, you people attach a certain status to you, they say you are a member, so they must have taken you on only after you verifying your qualities, only after going through your qualifications.

And since, you are a member of that club you are doing good things with them, again I am not a Rotarian, but that is just one example that I am sharing with you. Formalities another one formal verses informal behavior, depending on the constitution of the group weather, it is personal or professional, if it is a personal group the boundaries will be more relaxed the quality, the frequency of the interaction will be different.

And then if it were a formal group where everything would be structured and that be hire Archie and that would be more procedures and more rigid rules for communication. We talked about communication rules, communication rules are more flexible in informal groups, they are more rigid more structured in formal groups and that is what is the difference here.

Another characteristic of group here is cohesiveness or cohesion, cohesiveness is the bonding, the tightness of or the closeness between the members, now this bonding could have an impact on the productivity of the organization. Again, if the bond is too tight it could lead to a so much stress on the remembers, that they are not able to perform properly.

On the other hand if the bond is too lose in that case, they will not have enough motivation to work towards achieving the goal that the group has come together for. The next point here is cohesiveness and moral, again the expectations that are placed on

people the level of satisfaction with the communication rules, within the organization or within group members, how closely how tightly bonded they are.

If they are very tightly bonded again the dissatisfaction with rules will start why, because there is a struggle to maintain a balance between individuality and group sentiment, how much am I part of the group, and how much individuality or uniqueness do I have, where do I stand in a relation to the group. That in turn will have an impact on the moral of the person others treat me as part of them, and also they respect they also respect my uniqueness, there is a perfect balance persons moral will be very high.

If you are considered, if you are too individualistic or people just treat you as a separate entity, than you will not feel, that you belong if people think you know you all sort of in doing everything together, then your sense of individuality lost and then again the moral will go down. So, that is what this is cohesiveness and communication again depending on the tightness of the bond, depending on the strength of the bond, if the bond is too tight the expectations, communicative and other expectations hire rules are more rigid, and there is not flexibility and that creates a problem.

So, a on the other hand and that cohesiveness again is influences emceed by the quality and quantity of communication, how rigid are the rules, how often do you talk who decides, when to talk who decides when to end the interactions, how do you communicate your dissatisfaction with the rules, what happens when there are interruptions in the communication. So, all that impacts cohesiveness or bonding or tightness within the group members, interdependence other characteristic, interdependence means how well are you contributing to the groups purpose together, are you sharing resources we know what we want to achieve.

I know what you are bringing to the table, am I contacting you when I need what you have I do I feel comfortable enough, contacting you and when I contact you do you really give what you have to the group or do you just save it for yourself and hold it. That will have an impact on what I feel about the groups behavior, are we really comfortable sharing our resources or not, and that is what interdependence is all about that is one characteristic.

But, then what interdependence is really is the feasibility of sharing resources, willingness and feasibility of sharing this common pool of resources, and of course,

doing things. When, I finished my worked and you are next in line do you immediately take over or do you wait for me to contact you, or you just hold back till I have asked you 15 times, and you are like I will do this for you as a favor. And that becomes painful in groups, we all do that we all slake a time sometimes, we just do not have the time sometimes, we are deliberately trying to hold on to information on to our parts of the group work.

So, all this is interdependence is a function of the group and it intern also influences, whatever we have talked about here, it can influences your identity it can influences your status and prestige. It can influences the level of formality in the group it can influences the cohesiveness, and it can influences the commitment and group size also, so all of these factors are interrelated, I mean I just put them there.

Commitment, again commitment is one aspect of communication or aspect of group behaviors that very important, it is influenced in an through the communication that goes on within the group. What happens is whatever people say about how committed they are to their work, and how they express this commitment to their very into my work, but if I see everybody around me slacking.

Then I feel why am I this silly one always arriving the at this office at 8 AM and going back at 10 PM, why should I be putting in all this work, I am equal participant in this group, and everybody around me reaches the office at 11 leaves promptly at 4 why should I be the odd one out. So, that influences my level I may feel the urge to do things as well as possible, but then after a point either I become the scapegoat or you know when I see a lot of free loaders around me, I become the person who they can dump all the work on saying that you know her commitment is the highest or if I am really low on commitment.

Then my sense of commitment can be enhanced by the communication that goes on in the group, by the feedback I receive from the people and by what I here within the gridline, and what I see in the non verbal communication of my peers. Group size is another factor in another characteristic of a group, again the ideal size of a group is between 5 or 7 members, but that is based on one research. Group size can depend on, who is involved, what people are doing, why they are getting together all of that stuff, so I mean there is not standard size for this.

Next one, group norms again we will talk about this more in the next class, I am sorry for the clutter as you know I just sort of changed to a new slide. So, group norms are the explicit and scuttle norms or scuttle suggestions followed by the group members based on the feedback, they give to each other about, how they should be behaving in the group that they should be saying about the group what they should be thinking about the group etcetera, etcetera.

Group culture and diversity again we have talked about the culture, so much I do not want to go back into it, but group culture means, what group does together by way of rituals, what people identify based on what practices what behaviors do they identify with the group. For example, there could be certain groups of or let us take a very common example here in academics again, people wearing jeans are slotted as students, if you come to class and you are fully dressed.

I mean how many times would you see a woman, even if married woman are taking classes in the in the MBA program, they may be wearing Sarees to work outside of their school, they may be wearing the Sarees in their personal environment. Even, if they are married they have kids, when they come to class what do they come dressed in either comfortable suits or jeans, they want to belong it is sort of the culture.

It is an artifact that they have another artifact that is very, very common here is a back pack, most students carry a back pack, pretty much everybody you know 90 percent and random figure based on my observation in Kharagpur, IIT Kharagpur we do not allow students to keep motorized vehicles. So, you see everybody coming on a bicycle some walk, but pretty much everybody if they do not know how to ride a bicycle they learn how to ride a bicycle, so you know that an another artifact. The kind of phone you carry, the language that you use the slang, that you use everything is depend on the culture of the group you think you belong to.

And of course, groups have diversity depending on the purpose of the group, you could have Diversed the people in the group, that you could have a Diversed group or you could have a homogenized group. Satisfaction is another characteristic of any group satisfaction is what how comfortable people feel being a part of a group, another issue here is group think and this was given by Modaff and Dewine based on their study of paper by Janis.


Group think is what happens when a group tries to maintain cohesiveness and avoid conflict, so this is when we are trying to bond with each other, we are trying to go together we are trying to represent ourselves together to a higher authority, or to another entity. And whether we feel comfortable with it or not individual basis or not, we sort of get together and we say most people are believing in this and as a group I believe it, but if I was asked for an individual opinion my opinion would probably be different.

So, it is like it is not herd mentality it is different than herd mentality, it is just the thinking or the collective thinking or collective of the group as a whole, within ideal cases due consideration to all the group members. Stress a balance between coordination and compromise, we will talk about this more when we discuss stress, and compliance and what forces people to behave the way they do in organizations.

Stockiness is the another one stockiness is repetitive often unconscious tensions, that prevent a group from even doing the work of problem solving on scarce resources or compromising about confliction needs. So, what stockiness' is the tensions it is the force or it is the obligation that we feel that that prevents from doing something, we are just get stuck and we say I do not want to solve this problem, because of the scarcity of the resources.

I will be compromising on some needs, so I am not going to solve this problems, I am fixed in my opinion about the scarcity of the resources and I take that as an insurmountable barrier in solving a problem. And that can internally impact group dynamics, it can impact the frustration levels it can impact what people feel about themselves about each other in the group, some of the characteristics we will discuss more many of them in the next class you know with their relevants to team dynamics.

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Individualist & Collectivist Orientations: A comparison of small groups

(Beebe & Masterson, 2003; Mole, 1995, in Seiler and Beall, 2005)

Individualist Assumptions	Collectivist Assumptions
Individuals make better decisions than groups do	The group's decision should supersede individual decisions
Leaders and not the group members should do the planning	The group should do the planning
Individuals should be rewarded for their performance	Reward and recognition should be shared among group members
Competition among individual group members is good	Teamwork is more important than competition
The best way to get things done is to work with individuals as opposed to an entire group	The group is the best way to accomplish goals
Groups or teams are often perceived as a waste of time	The commitment to the group is strongest when the group reaches consensus

We have talked about culture and inter culture differences, now some a comparison in small groups based on which culture they belong to individualist assumptions and collectivist assumptions, again this is from a paper in a book by Seiler and Beall. And so individualist assumptions, individuals make better decisions that group do that is what people feel in an individualist culture, low context culture. High context people they feel that the group's decision should supersede individual decision, sorry decisions in an individualist culture, the assumptions is the leaders are not the group members should do the planning.

In a collectivist culture a high context culture people feel that the group should do to planning, the individual should do the work for the group, that has been allocated by the group to them. In an individualist culture the assumption is that individuals should be rewarded for their performance, in an collectivist culture people feel that reward and recognition and negative feedback should be shared among.

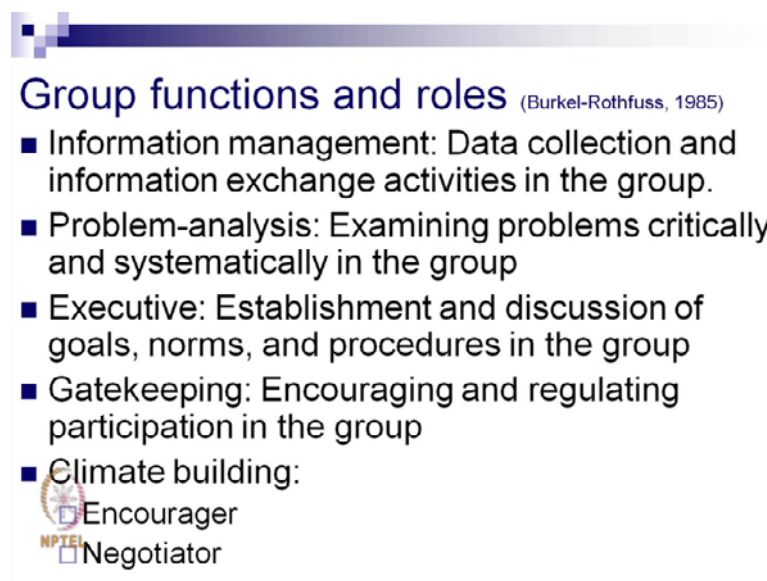
Group members everybody is equally responsible for whatever the group does as a whole, in individualist the cultures the assumption is that competition among group members is good, in a collectivist culture people feel that team work is more important in the competition. So, team as a whole has a more stake, and hence should be given priority, when it comes to competing. We should not compete, which each other we

should compete with each other against somebody's helps, because we will support each other, and we are stronger when we are together.

In an individualist the best things to get done is to work with individuals, as oppose to the entire group, dividend rule and no not really, but then again it is the best way is to tap into individual capacities, and skills and energies, and get things done. In a collectivist culture the group is the best way to accomplish goals, because there is a combined energy this some of the parts.

The total energy of a group is greater than the some of it is parts and that is the thinking that applies here, in an individualist culture the assumption is that groups or teams are often perceived as a waste of time. Because, they just end up wasting each other's time they get together they bond they waste, so much energy in a collectivist culture the assumption is that the commitment to the group is the strongest when the group reaches the consensus.

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Group functions and roles (Burkel-Rothfuss, 1985)

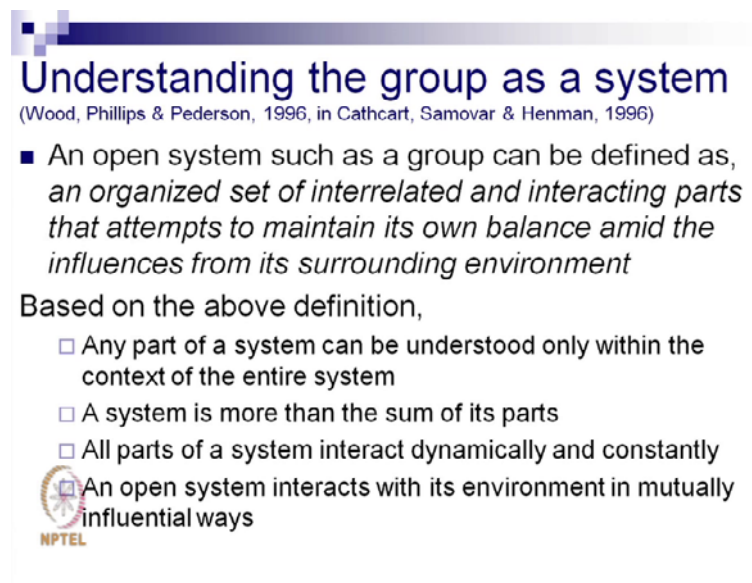
- Information management: Data collection and information exchange activities in the group.
- Problem-analysis: Examining problems critically and systematically in the group
- Executive: Establishment and discussion of goals, norms, and procedures in the group
- Gatekeeping: Encouraging and regulating participation in the group
- Climate building:
 - Encourager
 - Negotiator

So, at that point again the whole group is or the energy of the group as a whole is greater that the energy of the individual parts taken together, groups functions and roles what they do. When, they get together, the first function that groups have is information management it is data collection and information activities in that group, they manage information they collect data they do things together. They analyze problems, they also establish norms goals and procedures in the group depending on who is taking the lead,

there is some get keeping going on there, they may encourage and regulate participation in the group.

There may be some members depending on the tightness of the group, depending on the purpose of the group, and climate building is the another function that people engage in when they are in a group. They could be some people who encourage each other to perform to the best of their abilities, there could be some people who negotiate about what things should be and what levels of satisfaction faction should be like.

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Understanding the group as a system
(Wood, Phillips & Pederson, 1996, in Cathcart, Samovar & Henman, 1996)

- An open system such as a group can be defined as, *an organized set of interrelated and interacting parts that attempts to maintain its own balance amid the influences from its surrounding environment*

Based on the above definition,

- Any part of a system can be understood only within the context of the entire system
- A system is more than the sum of its parts
- All parts of a system interact dynamically and constantly
- An open system interacts with its environment in mutually influential ways

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How do we understand the group as a system, the group is an open system, that can be defined as an organized set of inter related and interacting parts, that attempts to maintain it is own balance. Amid the influences from it is surrounding environment going back to lecture one, squares contingencies impact what the organization ultimately ends up, as contingencies impact the overall evolution of an organization, but the parts within the organization are inter related.

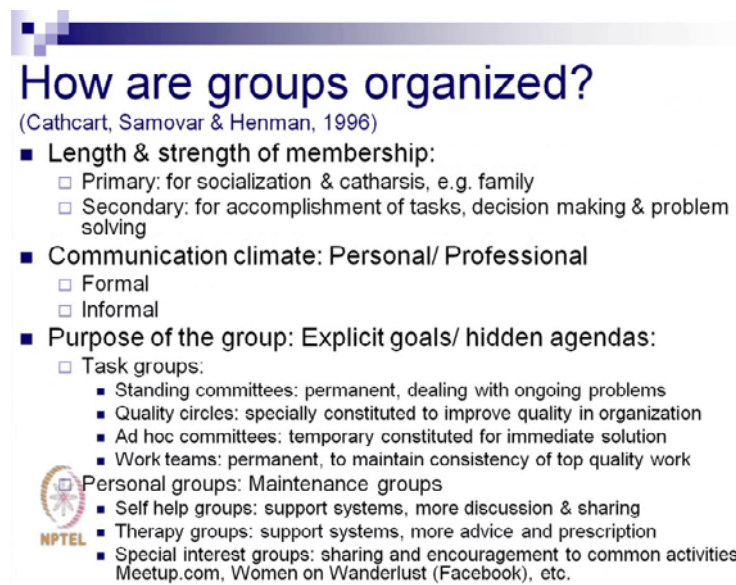
They are interacting and they try in come back to a balance, and the better manner in which they are the better the manner in which they are able to achieve the balance the stronger the organization is. Now, based on the above definition any part of a system can be understood only within the context of the entire system a system is more than the some of it is parts, which is what we just said all parts of a system interact dynamically

and constantly, and an open system interacts with its environment in mutually influencing ways.

So, a system is more important than the individual parts, they get together they create more collective energy, they influence each other with their energy, and they also influence the external world by whatever they do, and the external world in turn influences the system. So, it is an open system, there is give and take going on. Environment is evolving the system the system is also evolving, the group is a system.

The group becomes a team several teams get together and become an organization, depending upon the constituents of the organization, we have global teams we have global organizations, which is where you and I come in. You are on one side I am on one side I am trying to help you, get a sense of how organizations get together, how organizations develop what can influence these organizations, when I tell you what can influence groups you can realize you can extrapolate to the influences on international teams, and that can in turn be extrapolated to influences on international organizations or global organizations which is international business which is the purpose of this course.


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How are groups organized?

(Cathcart, Samovar & Henman, 1996)

- **Length & strength of membership:**
 - Primary: for socialization & catharsis, e.g. family
 - Secondary: for accomplishment of tasks, decision making & problem solving
- **Communication climate: Personal/ Professional**
 - Formal
 - Informal
- **Purpose of the group: Explicit goals/ hidden agendas:**
 - Task groups:
 - Standing committees: permanent, dealing with ongoing problems
 - Quality circles: specially constituted to improve quality in organization
 - Ad hoc committees: temporary constituted for immediate solution
 - Work teams: permanent, to maintain consistency of top quality work
 - Personal groups: Maintenance groups
 - Self help groups: support systems, more discussion & sharing
 - Therapy groups: support systems, more advice and prescription
 - Special interest groups: sharing and encouragement to common activities. Meetup.com, Women on Wanderlust (Facebook), etc.

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How are groups organized, depending upon the length and strength of a membership you could have a primary group, or you could have a secondary group. The primary group is primarily meant for socialization and catharsis for example, a family, the secondary

group is primarily meant for accomplishment of tasks, decision making and problem solving, so this is where teams coming.

Now, depending on the communication climate we could have some formal and informal groups, so formal groups are more structured as we discussed. And informal groups and not as structured, informal groups are have more flexibility with communication rules with the norms, with the frequency of communication with who talks to whom with the structure of the organization and all of that stuff.

And because the rules are flexible the satisfaction level in informal groups is supposed to be much higher, and the level of commitment is supposed to be it can perceive be much higher. And the frustration is low the commitment is may be perceived to be much higher in informal groups, because there, because they want to be there and nobody is telling them to do things at certain ways people feel much more comfortable.

There depending on the purpose of the groups, we have explicit goal people may have explicit goals or hidden agendas we have tasks group, and we have personal groups. Now, tasks groups can be standing committees, which are permanent dealing with ongoing problems, we have quality circles which are specially constituted to improve quality in organization.

We have Ad hoc committees, which are temporarily constituted it should not be temporarily they are temporary, sorry and they are cons constituted for immediate solution, we have work teams which are permanent and they maintain consistency of top quality work in an organization. We also have personal groups, which are personally maintenance groups, among the personal groups we have help groups, which are support systems, there is more of discussion and sharing.

We say some examples of support groups online we can be these say people have a common disease, and they just get together and they share information, and they say I am going through this are you also going through this. There is no prescription there, there is just support there, we have therapy groups, which are support systems again they have more advice and prescription, we have counseling groups and organization sometimes, we have people I mean by therapy, I do not mean psycho therapy.

I mean any kind of advise, mentorship kind of program that is a therapy group, self help group would be more like an informal or sometimes formal group, formal gathering of women. They just get together and they sort of talk about what they are experiencing, special interest groups could be sharing I mean they get together for sharing and encouragement to common activities.

Book clubs are one you know we have face book, we have these welfare associations armed forced wives welfare associations, we have different book clubs and different cities, we have a website called meetup.com which is you know different interest groups get together woman on wanderlust on face book, etcetera. These are some examples of special interest group, they are not in pain they are not trying to share their pain, they are not trying to get advice.

They enjoy travelling they get together and travel they enjoy learning foreign language, all of them get together communicate with each other in a foreign language, but it is I mean there is no pain, there is no advice and there is no therapy involved. So, these are some of the personal groups that will come across, and some of these may even tasks groups are specially constituted within an organization, the personal groups are the maintenance groups. They help maintain the HR function they help sometimes they help maintain, the moral they help with the human aspect of the tasks groups, so in tasks groups, we have pretty much tool talk going on and here we have more of social talk going on.

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Work group typologies
(Allcorn, 1996, in Cathcart, Samovar & Henman, 1996)

- **Defensive:** members offer different solutions to the same problem, causing anxiety within the group
 - Homogenized
 - Institutionalized
 - Autocratic
- **Non-defensive:** deals with group participation in a non-defensive way: Intentional group



Work group typologies I was just shown the board for 15 minutes and I will try in rap this up in maybe in 10 minutes 4 of those 15 minutes have already passed. Now, according to an article by Allcorn in this book by Cathcard Samovar and Henman, I showed you this book there is an article by Allcorn in this book and according to Allcorn I will give you the references at the end of the course.

We have 2 major types of work groups types we can have defensive work groups works, and we can have non defensive work group. And different types of defensive types of work groups are homogenized institutionalized and autocratic work groups, where members offers a different solutions to the same problem. And they cause anxiety within the group, non defensive group deals with group participation in a non defensive way and that is the intentional group, and I want to highlight the experiences of these group members.

And this is these tables have been taken directly from this book, the article is called how groups are understanding groups at work is the name of the article it is by Seth Allcorn, and it is published in this book called small group communication theory and practice. And within this article, we have these tables that I have put up again on the slides, so I will just go through these tables once one of the table deals with the cultures another one deals with the membership, and I will try and share this information with you right now.

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Cultures of workplace groups
(Allcorn, 1996, in Cathcart, Samovar & Henman, 1996)

Homogenized Group	Institutionalized Group	Autocratic Group	Intentional Group
All members have equal status with no clear individual roles	Members assigned specific roles & status & given guidelines for changing them	All members assigned roles & status but no clear guidelines for change	Roles & status are assumed by members based on need of group & leader
No leader is acknowledged/ permitted	Leadership designated by group's operating structure	Leader is omnipotent and in complete control of group	Leadership emerges or is passed on based on needs of group & members
Autonomous behavior is attacked/ not supported by members	Autonomous behavior controlled by procedures	Autonomous behavior rewarded/ punished as per leader's whims	Autonomous behavior valued if it contributes to group's purpose
Members are unable to find a direction for the group	Direction of group limited by organizational structure	Leader directs the group	Members collectively decide a direction for group

In homogenized groups what happens is I just told you the differences between these groups, now in homogenized groups all members have equal status with no clear individual roles, they all are coming from the same background. So, they all have a same status everybody is everybody, and everybody is nobody in an institutionalized groups member are assigned specific roles and the status, and given guidelines for change of status.

You are an system professor if you do xyz you will be promoted to the rank of a associate professor, or you are looking after the HR function if you acquire a set some computer skills, we will put you in-charge of the IT division. So, all of that that is an institutionalized group autocratic group is all members is all the members assigned roles, but no guidelines are given for change, it depends on the whim of the leader we will come to that in a minute.

In an intentional group the roles and status are assumed by members based on the need of the group and leader, so we get together there is a clear direction, but the roles and status are assumed. We just take on the roles one day I do something next day you take an issue to it and start doing something else, and we sort of work for us I mean people in an intentional group the purpose is most important.

Homogenized group coming to the next point, in a homogenized group no leader acknowledge or even permitted, they are all at the same level we will all function the


same way we do not want a leader, we do not want somebody bossing over us and telling us what to do. In an institutionalized group the leadership is designated by the operating structure, if you have a certain amount of experiences you contributed a certain amount you are put in an position by the organization procedures.

In an autocratic group, the leader is omnipotent and in complete control of group the leader decides, what happens in the group, in an intentional group leadership emerges or is based on the needs of group. And it is members in an homogenized groups next point autonomous behavior attacked and not supported by members, you try in take initiative people do not like it.

And institutionalized group autonomous behavior is controlled by procedures, procedures decide where you can take initiative, and where you should not be taking initiative in an autocratic group leader is the boss. The leader decides when to reward you when to punish you, and usually this is done on a whim, in an intentional group autonomous behavior is valued if it contributes to the groups purpose, so people encourage it.

And in a homogenized group next point members are unable to find a direction for the group, in the institutionalized group the direction of the group is limited by organizational structure. So, there is a direction, but the organizational structure decides where the group is going, what they need to do, in an autocratic group the leader directs the group, and in an intentional group the members collectively decide a direction for the group.

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Cultures of workplace groups

(Allcorn, 1996, in Cathcart, Samovar & Henman, 1996)

Homogenized	Institutionalized	Autocratic	Intentional
Group acts as though time & environment had been temporarily suspended	Group acts as though organization were in control of events & process & as if work has to be accomplished as planned	Group acts as though leader will take care of everything if s/he is permitted to do so	Group acts as though all members were responsible for group's work & leadership
Some members may be singled out & stigmatized for their expression & finally discarded	Some members may be singled out & praised for participation as expected or publicly punished for deviating	Some members may be singled out for rewards for supportive actions/ punished for deviation acc. to leader's whims	Contributions acknowledged by the group as a whole
Little work on the group task is accomplished & no plans are made	Work on the group's task is accomplished as per organizational work process	Work on the group task is accomplished as per leader's instructions	Work on the group's task is accomplished with all members (incl. leader) assuming equal responsibility

In an autocratic group leader says this is where you are going and you have absolutely no say, some more points in a homogenized group the groups acts as though time and environment had temporarily suspended. So, you all are sitting there doing nothing which is getting together, because and we talk about common things and that is the end of it, in an institutionalized group the group acts as though organization were in control of events and process and as if work has to be accomplished as planned.

So, that is how you behave in an autocratic group the group acts as though leader will take care of everything if he or she is permitted to do so. And in an intentional group, the group acts as though all members were responsible for the groups work and leadership, so we all are equally responsible in an autocratic group the leader decides what needs to be done and that is pretty much the end of it.

If you do not do it leader will take care of it, and that will be the end of it in a homogenized group next point some members may be singled out and stigmatized for their expression, and if they keep expressing themselves. They are single out they put on they are sort of outcast and finally, they are discarded and people say you do not belong to the group, because you are not behaving in line with what the group is doing.

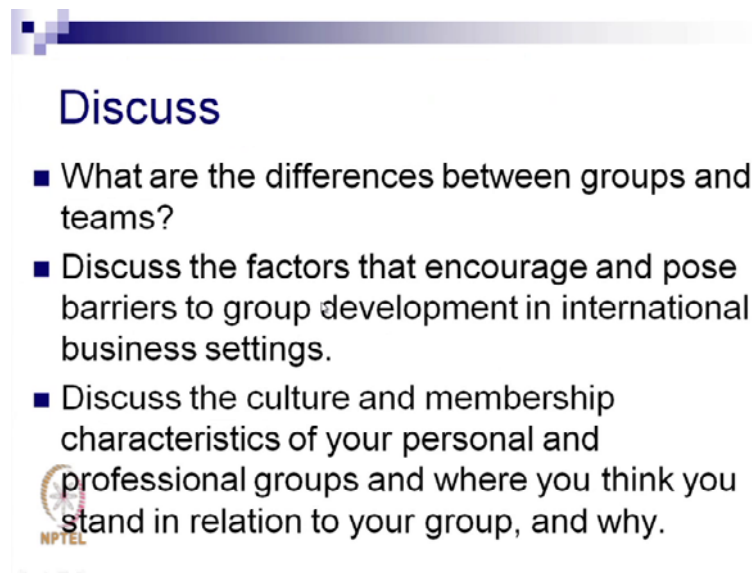
In an institutionalized group on the other hand some members may be single out, and praised for participation as expected or publically punished for deviating from the groups expectations. In an autocratic group everything depends on the leaders whims, leader

decides on a whim is inflexible just decides when to punish when to reward, in an intentional group the contributions of individual members are acknowledged by the group as a whole.

In a homogenized group there is little work group task is accomplished and no plans are made, people are just left on their own, no plans are made they get together they talk and they leave. In the institutionalized group work on the group task is accomplished as per organizational work process, so there is a direction there is a procedure you follow the procedure and the work the task is accomplished.

In an autocratic group the work on the group task is accomplished as per the leaders instructions, leader tells you how to do the work, if you follow the leaders directions without thinking you do not use your own mind. You just follow the leader blindly and you get rewarded, and otherwise you get punished in an intentional group the work on the groups task is accomplished with all members including the leader assuming equal responsibility. You do the work well you get rewarded you do not do the work well people do not talk to you, so you know it is like everybody is sort of there, because they want to be there I hope you are seeing the differences.

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Discuss

- What are the differences between groups and teams?
- Discuss the factors that encourage and pose barriers to group development in international business settings.
- Discuss the culture and membership characteristics of your personal and professional groups and where you think you stand in relation to your group, and why.

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If we do not have enough time to look at the membership experience, so I will let you think about it own your own, now and we will discuss this in the next class before we end today's lecture. I would like you to discuss what is the differences between groups

and teams, how are groups and teams are different, read up on it there is a lot of information available on the internet. And based on what I told you about groups and teams please come up with a list of differences, you should know what these are, discuss the factors that encourage and pose barriers to group development in international business settings.

I would also like you to discuss the culture and membership characteristics we have not talked about the membership characteristics yet, but I would like you to think about them based on what I have told you about group culture. And just try in imagine how members must be feeling, because of the differences in cultures in these groups, and maybe you can match what you have come up with what I tell you in the next class, and have an interesting discussion. So, discuss the culture and membership characteristics of your personal and professional groups, and where you think you stand in relation to your group and why think about these things, and we will about it in the next class.

Thank you.