รหัสวิชา MTM3202 การสร้างเครือข่ายทางธุรกิจ

Business Network Buildings

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Learning Objectives

LO11-1 Explain why groups and teams are key contributors to organizational effectiveness.

LO11-2 Identify the different types of groups and teams that help managers and organizations achieve their goals.

LO11-3 Explain how different elements of group dynamics influence the functioning and effectiveness of groups and teams.

Learning Objectives

LO11-4 Explain why it is important for groups and teams to have a balance of conformity and deviance and a moderate level of cohesiveness.

LO11-5 Describe how managers can motivate group members to achieve organizational goals and reduce social loafing in groups and teams.

The Stages of Group Development

Figure 11.3

Forming → Storming → Norming → Performing → Adjourning

Group Norms

✦ **Group Norms**

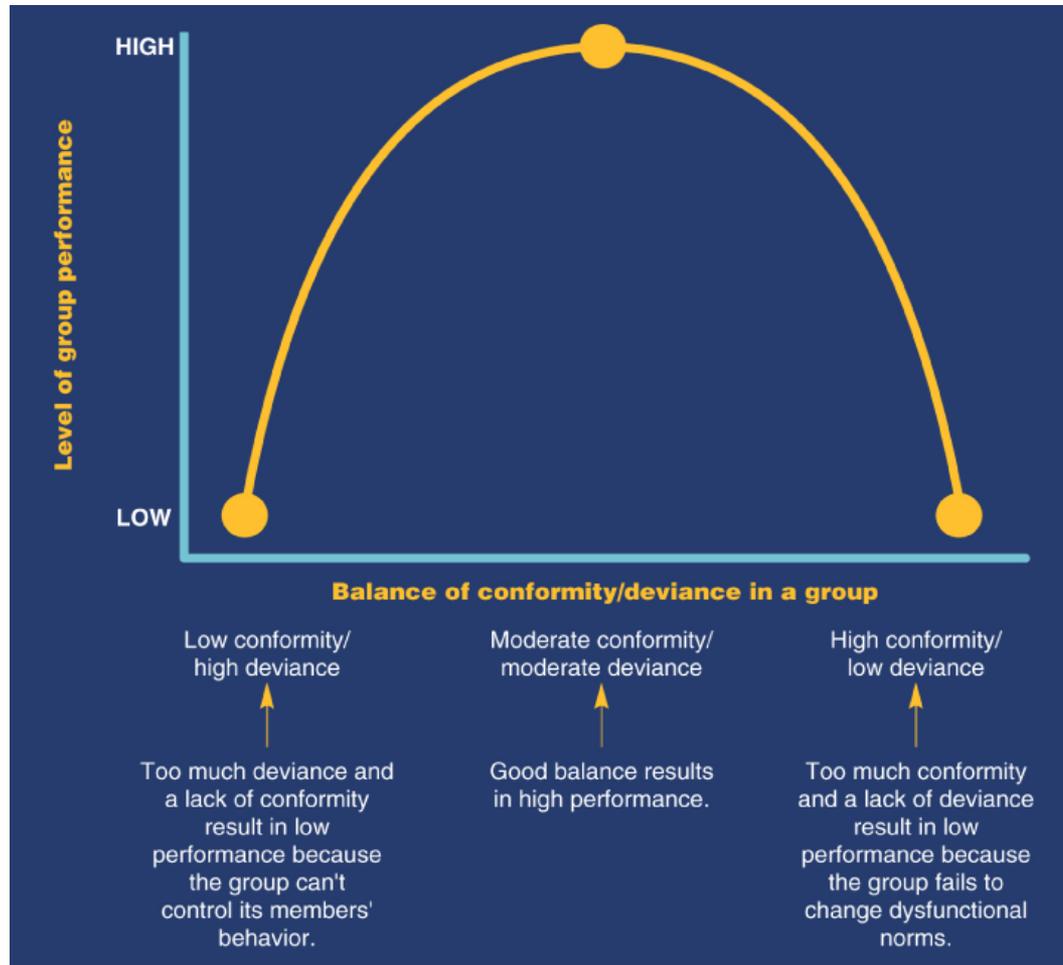↳ Shared guidelines or rules for behavior that most group members follow

Conformity and Deviance

★ Members conform to norms to obtain rewards, imitate respected members, and because they feel the behavior is right.

★ Conformity and deviance must be balanced for high performance from the group.

Balancing Conformity and Deviance in Groups

Figure 11.4

Group Cohesiveness

✦ **Group Cohesiveness**

   ↳ The degree to which members are attracted to their group

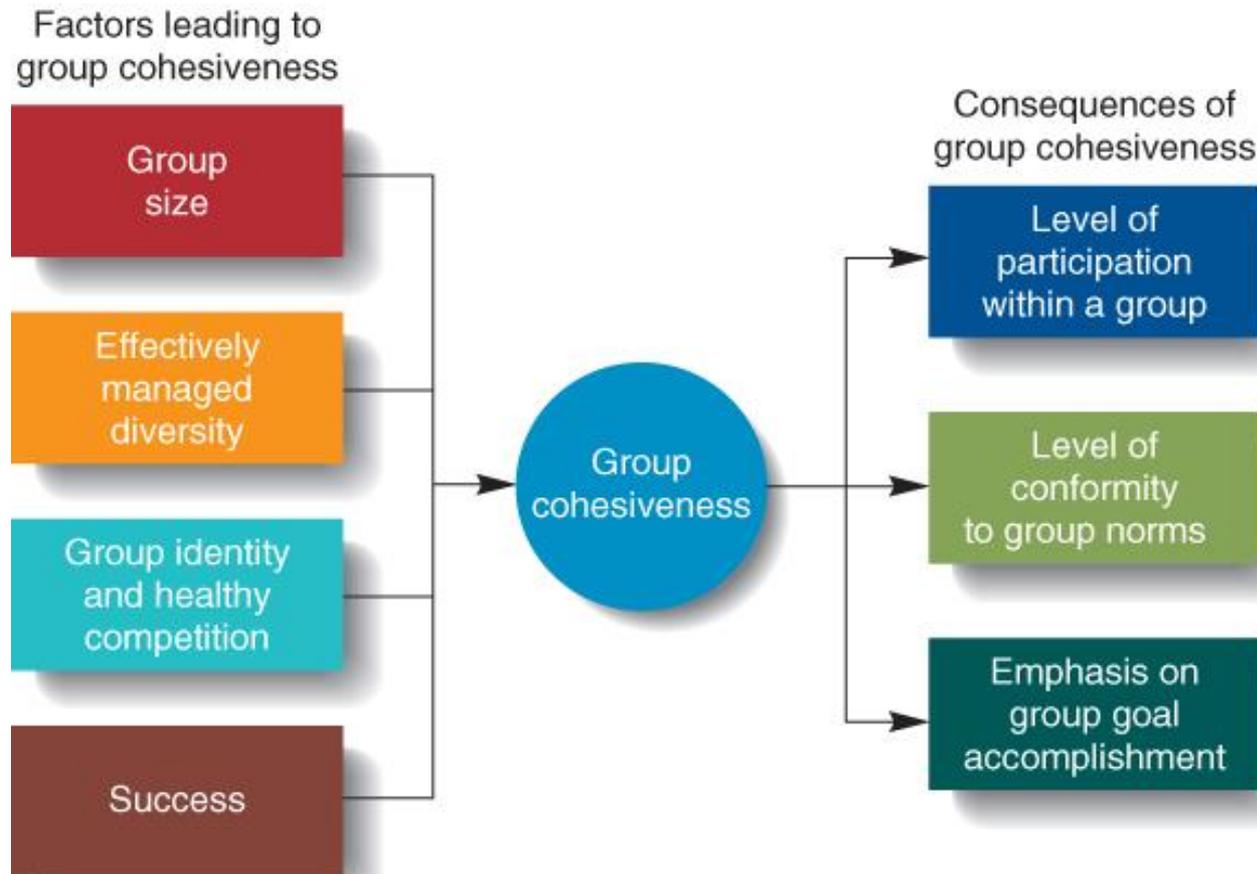✦ Three major consequences

   ↳ Level of participation

   ↳ Level of conformity to group norms

   ↳ Emphasis on group goal accomplishment

Sources and Consequences of Group Cohesiveness

Figure 11.5

Factors Leading to Group Cohesiveness

Factor	
Group Size	**Smaller groups allow for high cohesiveness; Low cohesiveness groups with many members can benefit from splitting into two groups.**
Effectively Managed Diversity	**Diverse groups often come up more innovative and creative ideas**
Group Identity and Healthy Competition	**Encouraging a group to adopt a unique identity and engage in competition with others can increase cohesiveness.**
Success	**Cohesiveness increases with success; finding ways for a group to have some small successes increases cohesiveness.**

Managing Groups and Teams for High Performance

✦ **Motivating group members** to achieve organizational goals:

↳ Members should benefit when the group performs well—rewards can be monetary or in other forms such as special recognition.

↳ Individual compensation is a combination of both individual and group performance.

Question?

What is the human tendency to put forth less effort in a group than when they work alone?

A. Slackerism

B. Laziness

C. Social Loafing

D. Social Unresponsiveness

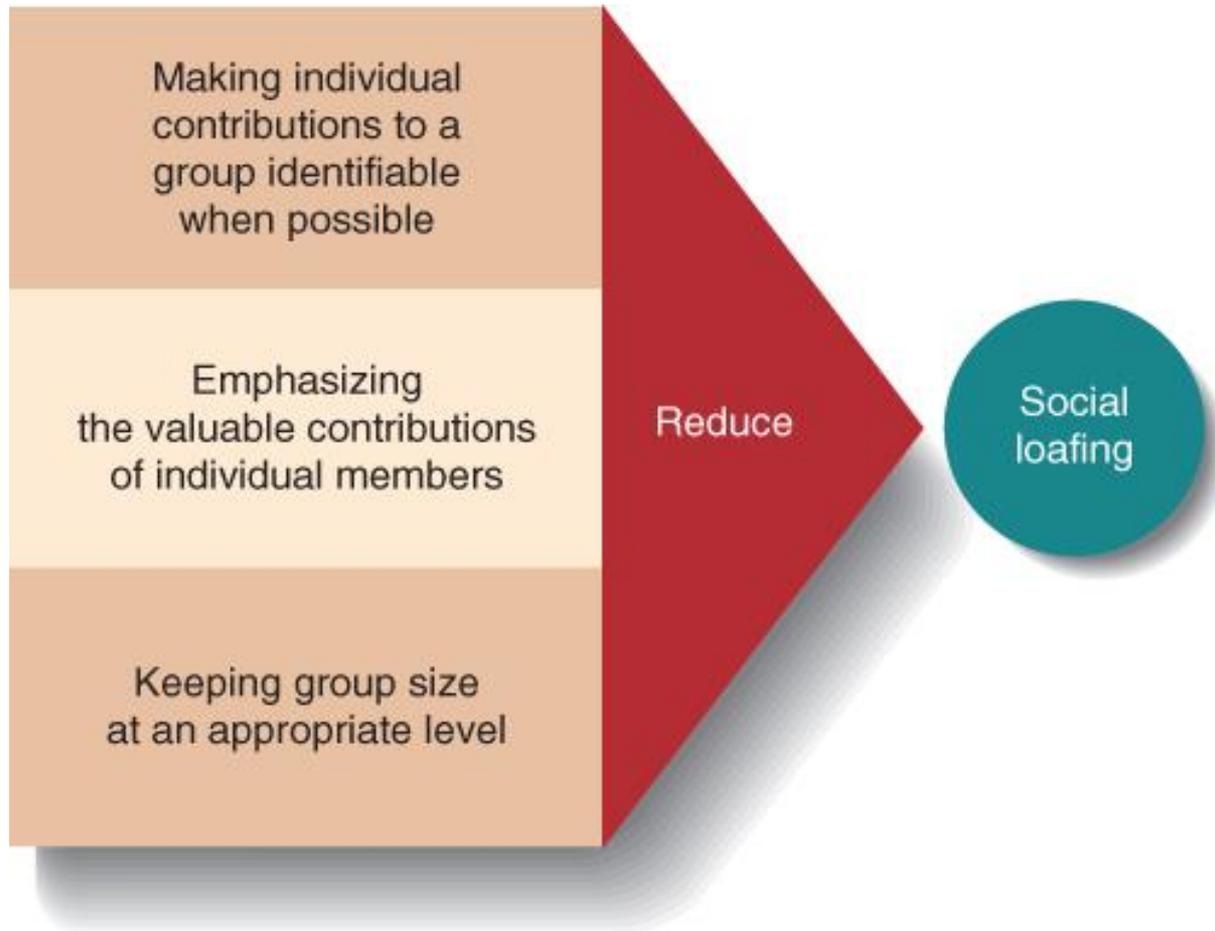# Managing Groups and Teams for High Performance

✦ **Social loafing**

↳ The tendency of individuals to put forth less effort when they work in groups than when they work alone

Three Ways to Reduce Social Loafing

Figure 11.6

Video: IDEO

✦ What type of team does IDEO use to innovate?

✦ How did the IDEO design teams go about designing a next generation cubicle?