

# **MESO ORGANIZATIONAL BEHAVIOR**

Chapter 4

# Meso

- study is the behaviors of groups within the organization.
- It deals with the mutual interactions and communication among:
  - the individuals,
  - group development,
  - group dynamic,
  - team effectiveness,
  - leadership,
  - negotiations and conflicts
- Study of group behavior tries to explain why people act differently in a group than when they are alone.

# Groups

is defined as two or more individuals joined together possessing similar needs, collective norms and goals with common identity who interact in order to achieve particular objectives.

- two types of groups-

- Formal

- organization's structure and are directed toward organizational goals.

- Informal

- the groups which are created as the result of need for social contact are called informal group

# Groups

- Role represents
  - “the set of behaviors that a person is expected to perform.”
- Norms represent
  - “some kind of acceptable standards of behavior within a group that are shared by the group’s members.”
- Status is
  - “socially defined position or rank given to group and their members by others.”

# GROUP DECISION MAKING

- Is formulates more consistent information by selecting from various points of view which leads to creation of higher-quality decisions.
- group decision making is preferred:
  - more creative,
  - more accurate
  - better-quality decisions
  - saving time and resources
  - increase the efficiency of the group.

# The team

- represent the subclass of the group.
- Apart from criteria for group effectiveness.
- teams have to meet special criteria such as high interdependence so they are understood each other and the goal that has to be met.
- teams are responsible for performing several functions to keep work flow required by managers.
- the roles of individual team members are not interchangeable, because they are assigned according to their abilities, skills and background.

# COMMUNICATION WITHIN GROUPS

- is the way how the members transmit their information to others.
- The main functions of communication is
  - first to control member behavior ,
  - second to motivate by expressing how well the job is done,
  - third, to share the feelings and emotions, and
  - last to provide information about decisions made to evaluate possible choices.

# CONFLICTS AND NEGOTIATIONS

- look up to how the managers can deal with conflicts and how they can improve negotiation skills.
- Conflicts have negative impact on group development and it decreases the group performance and effectiveness.



# CONFLICTS

- The goal of managers is to find the way how the conflicts can be avoided by several techniques.
  - By using of collaboration to turn concerns into consensus and come up with compromised solution.
  - by avoidance of solving unimportant issues and let other people to resolve these issues more effectively.
  - is to accommodate in case of wrong decision was made and to accept better side to be listened by the others.
  - is to try to make compromises when conflict occurs in order to reach the goal and come up with acceptable solutions for both sides

# negotiation

- managers should also follow some steps.
  - you know about your opponent's behavior and strategies, you can predict his answers and prepare defense.
  - start the negotiation with positive overture by saying small concessions and then modify opponent's concessions according your ideas.
  - separation of opponent's personalities from their ideas, trying to allow declaring victory to both sides
  - Creation of pleasant negotiating environment help the managers to improve the effectiveness in negotiations.

# GROUPS WITHIN ORGANIZATION

- are the basic building blocks of an organization.
- Individuals are clustered into groups to help organizations achieve their goals
  - such as management department and
  - student groups such as language clubs
- People behave differently when they work in groups than when they work on their own.

# GROUPS WITHIN ORGANIZATION

- Using groups in organizations is not a simple process
- presents managers with additional challenges as they try to understand and manage organizational behavior.

# DEFINING GROUP

- Two basic attributes define a group:
  - Members of a group interact with each other, so that one person's actions affect and are affected by another person's.
  - Members of a group perceive that there is the potential for mutual goal accomplishment

# References

- “ORGANIZATIONAL BEHAVIOR”(collected and edited by prof. dr. Štefan Ivanko) UNIVERSITY OF LJUBLJANA FACULTY OF PUBLIC ADMINISTRATION