

CHAPTER 7



Groups and teams: dynamics and effectiveness

LEARNING OBJECTIVES

After studying this chapter and working through the associated Management in Action panels, Employee Perspectives, Discussion Questions and Case Study, you should be able to:

- Outline the nature of the dynamic processes that occur within and between groups.
- Describe the similarities and differences between models of how groups can be made more effective.
- Explain how decisions are made in groups and the difficulties that can be encountered in reaching agreement.
- Understand how control can be achieved within groups through such mechanisms as socialization and authority.
- Assess the implications of issues such as groupthink and the risky shift phenomena on group functioning.

