



B.Com Honours

Semester II

Calicut University

Leadership and Team Building

Course Code: COM2MN102 • Module 2 Notes

1. Team Building and Group Dynamics:

Building Cohesive Teams

While individual leadership is crucial, modern corporate execution is primarily team-driven. A team consists of individuals with complementary skills committed to a common purpose, performance goals, and an approach for which they hold themselves mutually accountable. This module covers the concept and types of teams, characteristics of effective teams, barriers to teamwork, team-building steps, and group cohesiveness.

Classification of Teams

Manager-led vs. Self-managing Teams

- **Manager-Led Teams:** The manager acts as the leader, assigning tasks, defining targets, and monitoring performance.
- **Self-Managing Teams:** The team operates autonomously, determining their own schedules, roles, and work methods.

Cross-Functional vs. Virtual Teams

- **Cross-Functional Teams:** Members from different functional areas (e.g., marketing, finance, engineering) collaborate on a project.
- **Virtual Teams:** Geographically dispersed members using digital collaboration tools (Slack, Zoom) to achieve goals.

Characteristics of High-Performing Teams

Successful corporate teams display consistent characteristics:

- **Clear, Shared Goals:** Aligning all members on target objectives.
- **Mutual Trust & Psychological Safety:** Allowing members to take calculated risks and speak openly without fear of humiliation.
- **Role Clarity:** Defining distinct responsibilities to prevent duplication of effort.
- **Effective Communication:** Active listening, open feedback, and regular project syncs.

Barriers to Teamwork and Mitigation

Common barriers that hinder team collaboration include:

- **Social Loafing:** The tendency of some members to exert less effort in a group setting than when working individually.
Mitigation: Setting individual accountability metrics.
- **Conflict Avoidance:** Avoiding constructive debates, which leads to poor decision-making.
Mitigation: Encouraging open discussion and debate.
- **Lack of Trust:** Reluctance to share mistakes or ask for help.
Mitigation: Regular team-building activities and trust-building exercises.

Stages of Team Development (Tuckman's Model)

Teams develop through a predictable sequence of developmental stages:

1. **Forming:** Orientation phase. Members are polite, but anxious. Roles are undefined.
2. **Storming:** Conflict phase. Members clash over work styles, boundaries, and leadership. Critical stage for establishing trust.
3. **Norming:** Integration phase. Differences are resolved, consensus develops, and team guidelines are established.
4. **Performing:** Execution phase. The team works efficiently toward goals with minimal supervision.

Group Cohesiveness: The degree of interpersonal attraction and solidarity among members. Cohesive groups show higher commitment, better communication, and superior performance.

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