

Def, class of grp, Group formation Reason, Group structure

Def:- It may be defined as a group of small number of persons who work for common goals, develop a shared attitude and are aware that they are part of a group

Group Dynamics.

It refers to interaction of forces between group members in a situation (social).

Features of a Group

- ① Two or more persons
- ② Collective Identity: collective identity refers to as the members of a group know about their membership and is a participant.
- ③ Interaction: Interaction refers to that each member shares his ideas with others by communicating face to face; writing, Telephone & Network.
- ④ Shared Goal Interest: Each member of a group should subscribe to the attainment of some common objectives.

Types of Group:

- (i) Primary and Secondary Groups:
- \* Primary group is characterised by intimate, face to face association and co-operation.
  - \* The membership in this group is small & based on intimate relationship. Eg: Family group, Friendship group.

Secondary Group: It is a group which is more formal, general & remote.



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The Members in Secondary group may not show any interest in problems and pleasures of others.

There is no intimate, face to face as found in Primary Group.

## ② Membership and Reference Groups:

Membership Group is the Group to which an Individual really belongs.

Reference Group is a Group in which an Individual would like to belong.

A Individual may be part of Many Groups but may not actively participate in all groups. He would participate in those Groups where Norms are attractive.

## ③ Command & Task Groups:

Command Groups is composed of Subordinates who report directly to a Common Superior.

Eg:- Production Mgr & his Subordinates.

## ④ In Groups & Out Groups:

These Groups are clusters of Individuals who have dominant place ~~essentially~~ and hold high value in Society.

These Groups may be Majority Numerically.

Out groups are Conglomerate, Subordinate or Marginal in Society. These groups are Numerically Minority and at times represent Numerical Majority.

## Formal & Informal Group

These are two types of groups existing in an orgn setting based on structure.

### Formal group:

These groups are created & maintained to fulfill specific needs or tasks to be accomplished by orgn.

They are consciously <sup>& deliberately</sup> created outside the orgn.  
They are permanent in nature like Agri. Com. Miss.  
They are also constituted on temporary basis and disappear once objectives are fulfilled.

### Informal groups (informal structure).

#### Characteristics of formal Orgn/Structure

- (1) It is designed by Top Mgmt to fulfill certain requirements of orgn.
- (2) Orgn structure is based on principle of division of labour and efficiency in operations.
- (3) Orgn concentrates more on performance of jobs and not on the individuals performing the jobs.
- (4) The authority & responsibility assigned to each job have to be adhered to by job holders.
- (5) Co-ordination and control among members are specified by processes, procedures, rules etc.

#### Characteristics of Informal Orgn

- (1) It is a group that is formed as a natural outcome at work place.
- (2) It is not designed & planned.

- (3) Informal groups are formed based on their similarity among its members on the basis of age, place of origin, caste, religion etc.
- (4) Membership in this group is involuntary.
- (5) Behaviour of members in this group is dominated & controlled by group norms not by group norms.

In a group Organ, several groups may be created. Such groups include Committee, Task force & Quality Circle.

### Committee :

Organisational Committee may be defined as a group of persons in an Organ for taking or recommending certain decisions.

### Characteristics of Organisational Committee :

- \* These should be at least 2 and it is recommended not to go beyond 7 (lack of control).
  - \* It is formed to deal with specific problems only.
  - \* Members of a Committee have authority to go into the details of problems.
  - \* Committee may have authority to either take decisions or deliberate on problems without deciding on it.
  - \* Committee may be constituted at any level of Organ.
  - \* Members of Committee can be drawn from any levels of Organ.
- eg - Finance Committee, Budget Committee, purchase Committee which are all functional in nature.

Reasons for use of orgn. Committee:

- (1) Pooling of Knowledge & Experience
- (2) Facility for Co-ordination
- (3) ~~Representa~~ Representation of Interested group.
- (4) Fear of too much Authority in a Single Person.
- (5) Consolidation of Authority
- (6) Transmission and Sharing of Information
- (7) Motivation through Participation
- (8) A Tool of Mgmt Development.
- (9) Avoidance of Action

Problems associated with Committees

- (1) High Cost
- (2) Slow Decision
- (3) In Decision
- (4) Minority Issue.
- (5) Splitting of Responsibility.
- (6) Misuse of Committees

Measures for Making Committees Effective

- (1) Appropriate Size
- (2) Selection of Members
- (3) Well Defined Authority.
- (4) Nature of Subject Matter
- (5) Effective chairman
- (6) Cost Consideration

Task Force

1. It is a type of group consisting of people with different background, assigned with specific tasks.
2. The Tenure of Task group gets over when the Mission



is accomplished.

A task force is constituted when Orgn. faces some unusual problem and which cannot be solved by single person/ Dept.

Eg: Task force formed during Flood, Drought, to eradicate some diseases.

Reasons for use of Task force:

- (1) Executives special skills can be pooled which can be focused on the problem. These special skills cannot be used if while carrying out their regular position.
- (2) Task force provide unusual training ground for executives as the environment, job requirements are different.
- (3) Task force is able to release greater energy which cannot be channelled by regular Hierarchy Authority & communication.
- (4) It is a temporary measure to solve unusual problem so it does not put pressure on the Orgn.

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Informal Orgn/ group

Causes of Informal group:

- (1) Need to socialize with others
- (2) Job Specifications Job Specializations.

- (3) Escape from work Environment  
(4) To overcome Hierarchical Control.

### Types of Informal Orgs

Mayo and Lippard have classified informal orgs into three categories

- (1) Natural
- (2) Family
- (3) Organised

Natural group: They have a very little structure  
Family group: They have regular members and exert influence on the behaviour of its members  
Organised groups: They have consistent structure.

Sayles has classified into 4 types

- (1) Apathetic group
- (2) Erratic group
- (3) Strategic group
- (4) Conservative group

Apathetic group: These groups have unaccepted leadership, lack of cohesiveness, internal diversity.

Erratic group: These groups have poor control, inconsistent behaviour, centralised status, erratic leadership & union formation activities.

Strategic group: They have a well planned and consistent grievance activity, high internal unity, a good production record.

Conservative group: These groups have co-operation, moderate internal unity & grievance procedure.

## Functions of Informal Orgn

- (1) The Informal Orgn perpetuates cultural values which group holds
- (2) Informal Orgn provides social satisfaction by providing status, recognition and opportunity to relate to others
- (3) Informal Orgn helps to solve work problems of members.
- (4) Group helps protect their members from outside pressure.
- (5) Informal Orgn helps to fill up the communication gap of its members.

## Problems associated/due to Informal Orgn

- (1) Resistance to change.
- (2) Role conflict.
- (3) Rumour.
- (4) Conformity.

## Methods to Deal with Informal Orgn

- ① Ignoring informal Orgn
- ② Making use of formal Orgn
- ③ Influencing informal Orgn.

## Group Cohesiveness

It refers to the degree of attachment of the members to their group.

If the group cohesion is high, interaction between members is high so, degree of agreement and group opinion is high.



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## Factors affecting group cohesiveness

- (1) Degree of Dependency on the group
- (2) Size (inversely proportional to cohesiveness)
- (3) Stable Membership
- (4) Location of group
- (5) Group status (high & good status, high is cohesiveness)
- (5) Group leadership
- (6) Outside Pressure (Higher the Pressure from Outside, higher is cohesiveness).
- (7) Competition (Competition between group, ~~for~~ increases cohesiveness -  
Competition among members in a group reduces cohesiveness)